

Mid-Ocean University

College of Management

Master of Management



**The impact of strategic planning in crisis management on the
performance of government health sector workers in Riyadh, Saudi
Arabia.**

Preparing students

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The proposal

1.1 Introduction

Work in government health institutions is primarily focused on developing employee performance to meet the challenges and nature of the important work assigned to them. The means of developing this performance vary. One of the main means of improving and developing employee performance in these health institutions is strategic planning in crisis management. Its effective impact and its role in improving employee performance, particularly in the government health sector in Riyadh, Saudi Arabia, are directed toward improving employee performance, particularly in the government health sector in Riyadh. The strategic planning process is a long-term planning process that organizes the various efforts of the various parties working in these institutions to achieve planned goals or to prepare plans to confront future crises.

This can only be achieved through long-term investment in improving and developing the employee performance in these institutions by providing them with the necessary training and qualifications to enable them to confront all types of future crises that may occur, such as epidemics (Al-Qahtani, 2019).

It can be said that the strategic planning process in crisis management is nothing more than a mental picture of the future that determines the procedures required to manage the crisis and, based on them, the required preparation for training and qualification of human and medical cadres working in health institutions to be prepared to confront these future challenges and overcome them with the highest level of performance and professionalism. This can only be achieved through a strategic plan that takes into account: The foundation is the process of developing and improving the performance of workers and employees in these healthcare institutions. There is no doubt that strategic planning in crisis management is an important tool for learning and development in government healthcare institutions. This aims to improve the quality and level of services provided, as well as the method of services provided to the community

through qualified and trained personnel capable of achieving and learning, in order to improve and develop the performance of employees and the institution as a whole. Given the technological developments we are witnessing today in administrative information technology systems, it is imperative for these institutions to keep pace with this development and utilize it in strategic planning processes, especially in times of crisis, given its effective impact on improving the job performance of employees in the government healthcare sector in Riyadh, Saudi Arabia.

1.2 Research Problem

Crises are the main and prominent feature of our current era, and all institutions are exposed to them in all their forms and types, whether economic, commercial, or industrial. Healthcare institutions are certainly no exception. One of the most prominent and well-known of these crises was the COVID-19 crisis. From this perspective, strategic planning for crisis management was among the priorities of healthcare institutions in the Kingdom of Saudi Arabia, as a result of the increasing number of citizens seeking healthcare services in a short and specific period of time. Hospitals must be prepared to contain these crises and prevent them from spiraling out of control, as well as to provide the necessary medical services at the highest levels of approved quality. This necessitated a strategic planning process aimed at developing and improving the job performance of hospital staff, ensuring they receive adequate training and qualifications to prepare for confronting and managing future crises. Given the critical importance of the role of government hospitals in the Kingdom of Saudi Arabia in preparing to confront these crises and properly manage them, it is imperative to continually improve and develop the services provided. This requires utilizing the latest developments in information technology, employing them in strategic planning and quality management, and ensuring that employees in all specialties receive the necessary training and qualifications to use this technology. The study's problem can then be formulated through the following main question: "The impact of strategic planning in crisis management on the performance of employees in the government health sector in Riyadh, Saudi Arabia."

1.3 Research Importance

The importance of the study can be explained in terms of its theoretical and practical significance:

3/1 First: The importance of the study is evident from a practical perspective and is represented by the following:

- 1- The process of developing and updating strategic planning processes during crises must be carried out by involving the workers in these hospitals in the planning process. It is necessary to inform them of the role of each of the vision, mission, and objectives to be achieved, given the importance of this in the process of improving and developing the job performance of workers in the government health sector in the city of Riyadh in the Kingdom of Saudi Arabia
- 2- Demonstrating the positive impact on the efficiency of the job performance level of employees in the government health sector in Riyadh, Saudi Arabia, in the short and long term, by linking the outcomes of strategic planning processes during crises more comprehensively with the results of achieving the planned objectives and the success of those plans.

3/2 Second: The importance of the study is evident from a scientific perspective and is represented by the following:

- The importance of the study stems from the fact that the strategic planning process in crisis management is an important tool for the success of health institutions.
- It is a continuation of what was addressed in previous studies, but in a different environment, namely the government health sector in Riyadh, Saudi Arabia.
- The strategic planning process during crises is a key requirement in the government health sector in Riyadh, Saudi Arabia.

- It clarifies the extent to which the research contributes to demonstrating the positive role of planning in crisis management, demonstrating its positive role in developing and improving the performance of employees for researchers in this field.
- Strategic planning in crisis management has become an indispensable necessity after the events witnessed by the world in the form of COVID-19.

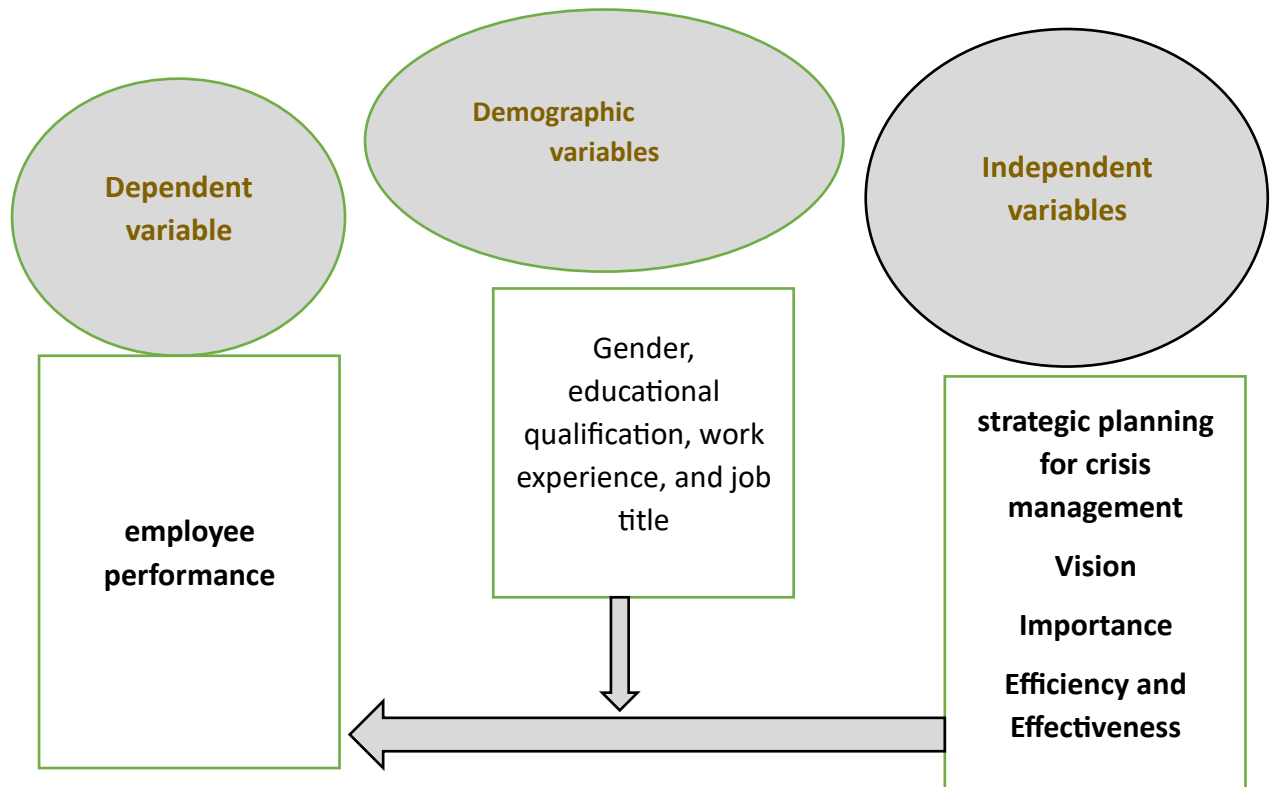
1.5 Research Questions

- 1) What is the impact of strategic planning in crisis management on the performance of government health sector employees in Riyadh, Saudi Arabia?
- 2) What is the vision for strategic planning and its relationship to crisis management in the government health sector in Riyadh, Saudi Arabia?
- 3) What is the relationship between the importance of strategic planning as a phase of crisis management and the performance of government health sector employees in Riyadh, Saudi Arabia?
- 4) How efficient and effective is strategic planning in crisis management on the performance of government health sector employees in Riyadh, Saudi Arabia?
- 5) Do the attitudes of government health sector employees in Riyadh, Saudi Arabia, toward the role of strategic planning in crisis management on employee performance differ based on gender, age, years of experience, and job level?

Study Model:

- Independent variable (strategic planning for crisis management).
- Dependent variable (employee performance).

Figure 2. Research Model has been created for the research's purpose.



1.8 Research Methodology

Main Research Hypothesis:

There is a statistically significant effect of strategic planning in crisis management on the performance of government health sector employees in Riyadh, Saudi Arabia.

From this main hypothesis, several sub-hypotheses can be derived, as follows:

Hypothesis 1:

There is a statistically significant effect of the strategic planning perspective in crisis management on the performance of government health sector employees in Riyadh, Saudi Arabia.

Hypothesis 2:

There is a statistically significant effect of the importance of strategic planning as a phase of crisis management on the performance of government health sector employees in Riyadh, Saudi Arabia.

Hypothesis 3:

There is a statistically significant effect demonstrating the efficiency and effectiveness of strategic planning in crisis management on the performance of government health sector employees in Riyadh, Saudi Arabia.

Hypothesis 4:

There is a statistically significant effect of the attitudes of government health sector employees in Riyadh, Saudi Arabia, toward the role of strategic planning in crisis management on employee performance, depending on the variables of gender, age, years of experience, and job level.

Definition of Terms:

Strategic Planning:

Strategic planning is long-term planning for the future. This planning takes into account all external variables, including opportunities and threats, and internal variables, including strengths and weaknesses. It identifies all segments and sectors targeted by the planning, as well as competitive methods and competitors.

Crisis Management:

A crisis can be defined as a problematic period in the life of an individual, society, or organization that begins with a difficult event or multiple unexpected and urgent events. These events may be losses or major changes in the form of sudden events, such as experiencing a natural disaster, a major accident, or the spread of epidemics such as COVID-19. A crisis may also begin with more permanent problems in work or the economic situation, separation, or illness. This requires preparation for what may not happen and dealing with what has happened.

The Concept of Employee Performance:

Employee performance is the amount of work and effort expended by workers or employees in institutions and organizations, whether these efforts are physical or mental. This expended energy is certainly measured by the speed at which these tasks are accomplished.

The public health sectors

The healthcare sector, or medical sector, is a sector of the economic system that provides goods and services to treat patients through curative, preventive, or rehabilitative care. It consists of units called public hospitals, which are either government-owned or receive government support and funding. This type of hospital often provides medical care for free or at reduced, symbolic prices. The funding the hospital receives covers the costs of this care.

Previous Studies

After reviewing several previous studies and research that addressed independent and dependent study variables and examined the relationship between strategic planning and employee performance, we examined several Arab and foreign studies, which can be explained as follows:

1 -Al-Zahrani's study:(2023)

The title of the study was "The Impact of Implementing Crisis Management Stages on the Performance of Healthcare Organizations from the Perspective of Employees at King Abdullah Medical Complex in Jeddah Governorate".

The study aimed to identify the method of implementing the five stages of crisis management and the degree of their success in implementation at King Abdullah Medical Complex in Jeddah Governorate, Saudi Arabia. The study problem was formulated in the following main question: What is the impact of

implementing crisis management on the performance of King Abdullah Medical Complex in Jeddah Governorate?

The descriptive analytical approach was used, which is the appropriate method for the study. A questionnaire was also used to collect study data for a random sample of 300 employees working in all medical specialties.

The study concluded that the five most influential stages in performance were the preparedness and prevention phase, followed by the containment phase for negative impacts, the learning phase, the early warning phase, and finally the recovery phase.

The study's most important recommendations were as follows: It is necessary to develop the leadership and training skills of hospital leaders, provide a sound organizational climate and specific task procedures, and also improve the capabilities and skills of all employees, providing training on prevention and preparedness measures for various types and stages of crises.

2 -Study (Al-Mujahidin, 2022):

The title of the study is "The Impact of Strategic Planning on the Performance of Employees at the Civil Status and Passports Department in the Capital, Amman." This study aimed to clarify the impact of strategic planning on the performance of employees in the Civil Status and Passports Department in the Jordanian capital, Amman. The applied method was used to collect information. This was done by using a questionnaire to collect study data as a main tool for each of the dependent and independent study variables. It consisted of fifty-six paragraphs. The relationship between the variables was analyzed using the simple linear regression method to show the impact of the relationship between the independent variable, which is strategic planning, and the dependent variable, which is performance. The study population consists of all employees in the Civil Status and Passports Department and its affiliated offices in the Jordanian capital, Amman. The random study sample consisted of some individuals working in the

main department, whose number reached two hundred and eight employees. The questionnaire was distributed to all of them, and 191 valid questionnaires were retrieved for the study and for the purposes of statistical analysis by using the descriptive analytical method to obtain the results and recommendations of the study and achieve its goal. Through statistical analysis, the most important of these results were: 1- The existence of a statistically significant impact on both knowledge of job requirements, quality of work, and quantity of work completed in the Civil Status and Passports Department in the Jordanian capital, Amman, as a result of For strategic planning with its dimensions (vision, mission, objectives, environmental analysis, strategic choice), in addition to the existence of a statistically significant positive impact of strategic planning on the performance of employees in general in the Civil Status and Passports Department in the Jordanian capital, Amman. The most important recommendations of this study were as follows: The necessity of focusing on explaining the vision and mission of the Civil Status Department to its employees and providing a database that serves the process of developing performance through a better understanding of the vision and mission of the department and involving employees in the planning process and participating in setting goals and strategies for the Civil Status and Passports Department in the Jordanian capital, Amman.

3 -Study (2021, Almanor)

Title of the study: The Impact of Strategic Planning on the Performance of Economic Governmental Organizations: The Moderating Role of Organizational Leadership and Sustainability, Malaysia

Title: "The Impact of Strategic Planning on the Performance of Economic Governmental Organizations through the Mediating Role of Organizational Leadership in Government Institutions"

This study aimed to verify the impact of strategic planning on financial resources, managerial skills, information systems, and organizational culture, and their effects on organizational performance.

The study concluded that there is a positive relationship between strategic planning and the performance of the Department of Economic Development. Therefore, entrepreneurship plays a mediating role in the relationship between strategic planning and the performance of the Department of Economic Development, and that entrepreneurship has a statistically significant impact on the performance of the Department of Economic Development. Furthermore, entrepreneurship mediates this relationship, thereby improving the performance of the economy.

The study recommended the need to formulate ethical standards and values that strengthen the organization's culture toward strategic planning and its pivotal role in raising the performance of employees at all administrative levels, as well as raising the performance of the organization as a whole and strengthening its competitive position in the future

. 4- Study (Mansour, 2020):

The title of the study is "Strategic Planning to Raise Performance in Universities." Master's Thesis, Zarqa University, Jordan.

The study aims to demonstrate the impact of strategic planning on raising performance in Jordanian universities. The study's problem was posed as follows:

What is the impact of strategic planning and how important is it in raising performance in universities?

The study reached several conclusions, the most important of which are:

- 1 -The planning process is a continuously evolving process in universities, which requires the integration of comprehensive quality management strategy as a key component of the planning process.
- 2 -Modernizing and developing university goals requires significant improvements in the academic and professional aspects necessary to prepare and qualify students.
- 3 -The continuous evaluation of planning procedures and policies helps determine future trends and better analyze the surrounding environment.

One of the most important recommendations of the study is to fully operationalize the role of the university's mission and achieve its vision through a long-term perspective on future developments and events to achieve long-term strategic goals.

5 -Study (Al-Masoudi, 2019):

Study title: "The Impact of Strategic Planning on the Performance of Algerian Higher Education Institutions."

Master's Thesis, University of Baskar, Algeria. This study aimed to identify the attitudes of administrative employees at Mohamed Khader University in Baskar toward the level of practicing strategic planning stages and its impact on the level of institutional performance at Mohamed Khadar University, and to examine the differences in these attitudes according to their job and position. The study population consisted of administrative employees at Mohamed Khader University, due to their different personal characteristics. The researcher used a comprehensive survey method for the research population. The study concluded the following results: The level of practicing strategic planning stages at Mohamed Khadar University is high, and the level of performance is also high (independents) (strategic analysis, strategic choice). Furthermore, the two variables of strategic planning affect the dependent variable, which is the performance of university employees. The study concluded with a number of recommendations, the most important of which are: The university should analyze its external environment to identify the variables that contribute to formulating the university's objectives and that could affect them. In the future, and also all parties responsible for achieving it.

6 -Study (Zaabi, 2019):

The study is titled "The Role of Strategic Planning in Crisis Management in Palestinian Government Institutions". The study primarily aims to demonstrate the role of strategic planning in crisis management in government institutions in Palestine, taking into account several demographic variables, including gender, age, job title, and years of experience. To achieve the study objectives, a questionnaire was prepared, consisting of 28 statements that are relevant to all employees in government institutions. To

enable us to study the study variables, a random sample of 386 male and female government sector workers was identified. Through an analysis of the information collected using a descriptive and analytical approach, the most important findings were as follows: The strategic planning process in crisis management was at an average level. The performance and effectiveness of the employees in the study sample, as well as their competence in strategic planning processes in crisis management, were also average. The appropriate recommendation based on these findings is the need for effective and efficient communication between those who develop strategic plans in crisis management and those who implement those plans. It also requires feedback processes to address deficiencies and continuous development of planning processes by forming a crisis team and specialized units to deal with and confront crises within government institutions.

Commentary on Previous Studies:

After reviewing a set of previous studies related to the research topic, which focused on the impact of strategic planning in crisis management on the performance of employees in the government health sector in Riyadh, Saudi Arabia, these studies were used to identify issues related to both strategic planning and job performance. These studies were also used in the selection and deduction process for the study questions and to accurately define the study problem. They were also used to enrich the practical research and assist in formulating the study hypotheses, as well as its importance and objectives. They also helped clarify how to construct the study tool and formulate questionnaire phrases when used in the next phase. They also played a role in helping explain and interpret how to determine results and recommendations and organize the components of scientific research.

Comparing the current study with previous studies, we find the following:

- 1 .Complete agreement in all studies' treatment of the dependent variables (employee performance) and the independent variables (strategic planning).

2. The difference between the current study and previous studies lies in the environment in which it will be conducted, namely the government health sector in Riyadh, Saudi Arabia.

Theoretical Foundations

Introduction:

Strategic planning is defined as "a set of activities and actions expected to be undertaken by healthcare institutions in the Kingdom of Saudi Arabia, based on identifying opportunities and threats in the external environment and strengths and weaknesses in the internal environment of the government sector within the healthcare sector in the Kingdom of Saudi Arabia. These activities can serve as a basis for making decisions at the present time and enable the development of effective, implementable strategies derived from the alternatives and options presented, with the aim of improving and developing healthcare services provided by the healthcare sector. This systematic planning process should be characterized by clarity and critical importance in its proper use for the management of the healthcare sector in the Kingdom of Saudi Arabia and for all its employees (Talal, 2007).

Strategic planning: A set of activities and actions expected to be undertaken by healthcare institutions in the Kingdom of Saudi Arabia, based on identifying opportunities and threats in healthcare institutions in the Kingdom of Saudi Arabia.

Clarity of strategic planning in crisis management refers to the extent to which the vision and mission of healthcare institutions in the Kingdom of Saudi Arabia are clear to senior management and healthcare workers in terms of their objectives, plans, and future needs. This vision is based on the requirements of the internal environment. and external ones to demonstrate the clarity of strategic planning during crises and its implementation on the ground, and the extent to which the strategic objectives of public sector hospitals align with their vision and mission, as well as the clarity of the policies implemented for their employees.

The importance of strategic planning during crises lies in its contribution to the growth and development embraced by public sector hospitals and its ability to position the Kingdom's health sector in a better competitive position by anticipating and addressing external opportunities and threats (Al-Qahtani, 2019).

Strategic Planning During Crises

The Concept of Strategy

- ❑ The organization defines its long-term objectives and strategies and allocates resources to achieve them.
- ❑ It is a pattern of objectives, key strategies, foundations, plans, policies, and philosophies for achieving the organization's desired goals.
- ❑ "A comprehensive set of procedures and activities that guide and direct the use of the organization's resources to achieve its vision and objectives and enable it to achieve a sustainable competitive advantage".

Sequence of the Strategic Process in Crisis Management:

The strategy begins by defining organizational objectives and their relative importance as primary objectives, with secondary objectives, through an action plan that can develop a competitive advantage in crisis management. It then identifies and analyzes the environment in terms of market characteristics and works to meet customer needs with services of better value than those offered by competitors in the private healthcare sector. This is achieved by researching the features and prices preferred by healthcare service customers, identifying competitiveness, and identifying and enhancing strengths. Environmental analysis is conducted, and hospitals are able to identify and test the services they compete in. The dimensions of achieving excellence in services provided during crises and achieving success, such as price or quality of services, are also highlighted. A specific plan for providing healthcare services is also developed to seek opportunities to excel in certain service dimensions preferred by customers and

patients, such as speed and reliability in provision, flexibility in diversity, meeting requirements, and keeping pace with technological changes to provide these services.

The strategy is implemented when: The organization relies on organizational policies and practices that are consistent with its strategy and translates them into actions that confirm the effectiveness of the organizational strategy.

The Concept of Strategic Planning

Strategic planning is defined as: (Al-Qahtani, 2019)

☐ "A general plan to facilitate successful management. It is outside of daily business and activity plans.

☐ It is long-term planning that takes into account internal and external variables, identifies target market sectors and segments, and the competitive landscape. It is a renewable process that is updated annually to study internal and external developments".

The nature of strategic planning is defined by several points, the most important of which are as follows: (Al-Qahtani, 2019)

- Defining the future activities of public sector hospitals.
- Defining the institution's mission and objectives.
- Defining areas of excellence for public sector hospitals in the future through the system.
- Actions necessary to achieve this.
- Efforts to allocate resources.

Reasons for Using Strategic Planning in Crisis Management:

There are many reasons for using strategic planning in crisis management in government sector units, the most important of which are the following: (Mustafa, 2021).

1. It makes managers aware of the changes occurring in the environment and how to adapt to them.

- 2 .It links strategic plans to all types of plans, such as functional, executive, and operational plans.
- 3 .It provides healthcare sector institutions with methods and techniques for thinking.
- 4 .It provides healthcare sector institutions with guidance on the goals and visions to be achieved.
- 5 .It assists senior management in evaluating budgets in a logical manner.
- 6 .It helps managers innovate and be creative in crisis management.
- 7 .It helps healthcare sector institutions allocate available resources and how to use them.
- 8 .It provides a continuous picture of crisis management planning efforts across administrative levels.
- 9 .It clarifies the image of healthcare sector institutions to stakeholders.

Crisis Management in the Public Health Sector in Riyadh

Introduction

Crisis management is preparing for what may not happen in the future and dealing with what has already happened. Understanding the role of crises in general demonstrates the fact that societies that relied on leadership to deal with crises were more capable of surviving than other societies that used different methods to deal with and prevent crises. This led to the crisis taking hold of those societies and leading to their disintegration. It is well known that crises exist in all nations and across all eras, and crises occur in multiple stages, beginning with their emergence, then spreading, and ending with the crisis's disappearance. A crisis is considered a turning point in the lives of societies due to the undesirable consequences it causes suddenly, requiring preparation through advance planning to confront these crises (Al-Mizoguchi, 2018).

The Concept of Crisis Management

There are many specific definitions of a crisis, including the following: (Saleh, 2018).

- It is any situation or event that leads to positive and significant changes in outcomes. It is an event or accumulation of a series of unexpected events that impact an organization's system or part thereof. In

practical terms, it is a total or partial interruption of operations for a long or short period for a specific reason, followed by the entity being affected and transformed.

- It is a disruption that materially impacts the entire system and threatens the fundamental assumptions upon which the system is based. It is the final result of the accumulation of a series of influences or a sudden disruption that impacts the main components of the system and poses an explicit and clear threat to the survival of the organization or system itself.

Components of a Crisis

1. Threat: The feeling of inability to preserve values and resources that are important to society.
2. Time Pressure: The time available to make decisions and the ability to act before losses begin to occur or escalate.

Characteristics of Crises (Madas, 2021)

- a) Crisis events are beyond control.
- b) Crises occur suddenly and without warning.
- c) Events escalate and unfold.
- d) Crises cause panic and confusion.
- e) Lack of information about the cause of the crisis.
- f) Absence of a rapid, radical solution to crises.

Characteristics of Crises (Madas, 2021).

- a. Crises are characterized by speed, overlapping stages, and complexity.
- b. They require significant resources to confront them.
- c. They require decisive decisions to address them.
- d. They cause confusion and chaos due to their suddenness.
- e. Crises represent a degree of risk, ambiguity, and uncertainty.
- f. They represent a serious threat to public values and goals.

- g. Crises are difficult to control.

:The Concept of Employee Performance

☐ Employee performance is the amount of work and effort expended by employees, whether physical or .mental. This expended energy is certainly measured by the speed at which tasks are completed

☐ Performance can be defined as the quality of work and effort provided by employees within an organization. It refers to the level of achievement, in line with the effort expended and the required .qualitative specifications, whether for a product or service

☐ Employee performance rates can be measured in terms of quality and quantity, and over a specific .period of time

.The Concept of Employee Performance Development: (Al-Mizoguchi, 2017)

Employee performance development is a set of processes undertaken by human resources management and managers within an organization with the goal of improving employee skills, developing them, raising their performance, setting their goals, enhancing their participation, and creating a positive work environment. These processes take several forms, such as training programs, workshops, group work, seminars, and more. It is the amount of work and effort expended by employees, whether physical or mental. This expended energy is certainly measured by the speed of completion. It is also the quality of work and effort provided by hospital staff, indicating the level of completion and the degree of alignment .and conformity between the effort expended and quality specifications

Performance pattern criterion: This criterion refers to the method by which work activities are carried - .out

- Performance rates: One measure of employee performance in terms of quality and quantity over a specific period of time.

Types of Performance

- Task performance refers to the set of behaviors that contribute to the completion of operations.

- Situational performance refers to behaviors that directly contribute to transforming and processing core operations.
- Counterproductive performance. This type of performance differs from the previous two types. It is characterized by negative behavior at work and takes many different forms, such as absence or tardiness to work, or it may take the form of deviation, aggression, or misuse (Saleh, 2018).

Characteristics of Performance

First: The Importance of Performance (Al-Chayim, 2013).

The performance of employees in government service institutions occupies a prominent position in terms of importance to the institution's management and officials at various levels, as it represents the tool or means through which its objectives can be achieved, whether service-related or productive. In clearer terms, the performance of government institutions is the result of the combined efforts of those working within these institutions, and their competence, ability, and desire to perform assigned tasks effectively and with a high degree of proficiency. Therefore, performance reflects the status of the institution and its employees, helping to maintain the institution and its employees within the competitive environment within the surrounding work environment.

Second: Dimensions of Performance:

There is a direct relationship between the successful implementation of these performance strategies and the level of employee performance, on the one hand, and between that level and the organization's organizational performance, on the other hand.

The success of human resource management strategies essentially means high-level organizational and human performance, which leads to the achievement of the organization's goals and overall strategy.

Three dimensions of optimal employee performance have been identified as follows: (Al-Amri, 2019).

1 -Quality of Work Completed:

The required level of precision and mastery, and the degree to which the effort expended conforms to specific quality specifications.

2 -Commitment:

It is a mutual investment between both (the individual and the organization) on an ongoing basis, governed by the contractual relationship between the two parties. This results in positive behavior on the part of the individual toward the organization for which he or she works.

3 -Quantity of Work Completed:

This refers to the amount of work an employee can complete under normal work conditions within a specific time and under specific conditions appropriate for completing the required work.

Third: Elements of Administrative and Functional Performance:

Job performance is the result of the interaction between the ability to perform and the employee's desire to perform the job.

- Dedication to work
- Taking responsibility for the job
- The employee's need for guidance and direction from superiors
- Impartial evaluation of the employee's work results
- Knowledge of the job requirements and the skills required for it
- The skills required include professionalism, technical knowledge, and general background about the job
- Defining the quality of work performed
- Focusing on accuracy, order, and technical proficiency

Study Methodology:

Based on the nature of the study and an attempt to answer its questions and achieve its objectives, the study will employ the descriptive approach, which describes the phenomenon under study. This approach involves collecting, classifying, processing, and analyzing facts and data with sufficient and accurate analysis to extract their significance and arrive at conclusions or generalizations about the phenomenon or topic under study. The study often goes beyond description to interpretation.

-Research Tools and Methods of Information Gathering

The questionnaire is one of the most important and widely used scientific research tools in the social sciences. It is a research form used to obtain information and facts under various circumstances and to research from various perspectives and perspectives. It includes a set of questions that sample members are required to answer. These questions can be sent via email, in which case it is called a mail questionnaire. The questionnaire was prepared on the subject of the study, namely, the factors influencing the impact of strategic planning in crisis management on the performance of workers in the government health sector in Riyadh, Saudi Arabia.

Data and information collection methods are as follows:

Secondary sources: A set of academic theses were used, in addition to research and studies published in journals and websites, as part of the theoretical framework of the study.

Primary sources: In order to collect the data and information necessary to reveal the impact of strategic planning in crisis management on the performance of workers in the government health sector in Riyadh, Saudi Arabia, the field work relied on the questionnaire as the primary tool for the study.

Data for this study will be analyzed using the Statistical Package for the Social Sciences (SPSS) program.

Excel was also used to create graphs. The following statistical treatments and tests will be used:

- 1 .Frequencies and percentages to describe the research sample according to the primary variables.
- 2 .Arithmetic mean and standard deviation to describe the study axes.

Study population

All healthcare sector workers in Riyadh, including government hospitals and healthcare facilities.

Study sample

The targeted research sample consists of employees in the strategic planning department of government healthcare institutions in Riyadh.

Study Limits

Human Limits:

Consisting of health sector workers in Riyadh.

Spatial Limits:

The government health sector in Riyadh, Saudi Arabia.

Temporal Limits:

The study was conducted during 2025.

Subject Limits:

The study was limited to examining the impact of strategic planning in crisis management on the performance of workers in the government health sector in Riyadh, Saudi Arabia.

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أثر التخطيط الاستراتيجي في إدارة الأزمات على أداء العاملين بالقطاع الصحي

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اعداد الباحث /

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الرقم الجامعي 240001725

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