

Midocean University

College of Management

Department of Project Management



The Impact of Leadership Development Programs on Business Continuity in Transportation Companies in Saudi Arabia During Crises

Prepared by:

Leader	Thamer DakhelAllah Almalki	222000536
	Mohammed Abdulqader Ali	222001716
	Abdullah Nawaf Alaqidi	222001068

Supervised by:

Dr. Alfaisal Abdulhamid Mohammed Hassan

Dr. Walid Abdel-Gawad Sulaiman Sadiq

Year:2023

Dedication

This research endeavor stands as a testament to the collective dedication and collaborative spirit of our group. We extend our deepest gratitude to each member for their unwavering commitment, tireless efforts, and contributions to this project.

We dedicate this work to our mentors and advisors, whose guidance has been invaluable in shaping our research endeavors. Your expertise and wisdom have been instrumental in our academic growth.

This collective effort is a synthesis of diverse perspectives, talents, and hard work. May this research contribute meaningfully to our shared pursuit of knowledge and understanding.

Acknowledgement

We extend our sincere appreciation to Dr. Walaa Mohamed and Dr. Mona Mostafa for their invaluable assistance in validating our questionnaire, which greatly enhanced the credibility and accuracy of our survey data. Their support was instrumental in the successful execution of our survey.

We are also grateful to the professionals in our steamed department who generously shared their time and expertise in reviewing the research proposal. Dr. Alfaisal Abdulhamid Mohammed Hassan and Dr. Walid Abdel-Gawad Sulaiman Sadiq. provided invaluable feedback and constructive criticism, contributing significantly to the robustness of our research.

This research would not have been possible without the dedicated collaboration of both ARAMEX and NAQEL Express, the professionals who contributed their expertise.

Abstract

Resilient leadership stands as a linchpin for the seamless functioning of transportation companies, especially during times of crisis. This research delves into the landscape of leadership development programs within Saudi Arabian transportation firms, emphasizing a quantitative survey-based approach. The study aims to fulfill its objectives, including evaluating the current state of leadership programs, analyzing their impact on decision-making during crises, addressing challenges faced by leaders, and examining the correlation between leadership skills and organizational resilience. The research contributes recommendations to fortify existing programs, ensuring leaders are well-equipped to navigate uncertainties. This abstract encapsulates a focused exploration, blending quantitative methodologies to illuminate the nexus between leadership development and business continuity in the Saudi Arabian transportation sector.

Table of Contents

Introduction.....	1
Research Problem.....	2
Importance of the Study.....	3
Objectives of the Study	3
Hypotheses.....	4
Action Matrix	5
Literature Review	7
Research Approach	11
Data Collection Tools	11
Study Population & Sample.....	12
Findings	14
Findings Conclusion	30
Recommendation	34
References.....	37
Appendix 1: Survey Questionnaire	40
Appendix 2: Survey Results “Other” Category	43

List of Figures

Figure 1: Overall Sample Participation.....	15
Figure 2: Years of Experience - NAQEL Express.....	16
Figure 3: Experience Distribution in Transportation Roles a Visual Overview – NAQEL Express	17
Figure 4: Years of Experience - Aramex	23
Figure 5: Experience Distribution in Transportation Roles a Visual Overview – Aramex	24

List of Tables

Table 1: Detailed of Overall Sample Participation	14
Table 2: Detailed Years of Experience - NAQEL Express	15
Table 3: Experience Distribution in Transportation Roles - NAQEL Express	16
Table 4: Leadership Development Programs Implementation Survey Results – NAQEL Express.....	17
Table 5: Leadership Development Program Effectiveness Survey Results - NAQEL Express.....	17
Table 6: Crisis Management Preparedness Survey Results - NAQEL Express.....	18
Table 7: Leadership Development Programs and Crisis Management Survey Results - NAQEL Express	18
Table 8: Leadership Programs Impact on Business Continuity Survey Results - NAQEL Express	19
Table 9: Leadership Development Program Needs for Improvement - NAQEL Express	19
Table 10: Organizational Culture in Transportation and Logistics: Survey Insights - NAQEL Express	19
Table 11: Communication and Decision-Making Effectiveness During Crises Survey Results - NAQEL Express	20
Table 12: Leadership Development Programs and Employee Engagement Survey Insights - NAQEL Express	20
Table 13: Adaptability and Innovation Rating in Transportation and Logistics Survey Insights - NAQEL Express	21
Table 14: Leadership Development Program Evaluation Frequency: Survey Results - NAQEL Express	21
Table 15: Collaboration Across Departments Survey Results - NAQEL Express	22
Table 16: Overall Satisfaction with Leadership Development Programs Survey Results - NAQEL Express ..	22
Table 17: Detailed Years of Experience - Aramex	22
Table 18: Experience Distribution in Transportation Roles - Aramex	23
Table 19: Leadership Development Programs Implementation Survey Results – Aramex	25
Table 20: Leadership Development Program Effectiveness Survey Results - Aramex	25
Table 21: Crisis Management Preparedness Survey Results - Aramex	25
Table 22: Leadership Development Programs and Crisis Management Survey Results - Aramex.....	26
Table 23: Leadership Programs Impact on Business Continuity Survey Results - Aramex	26
Table 24: Leadership Development Program Needs for Improvement - Aramex.....	27
Table 25: Organizational Culture in Transportation and Logistics Survey Insights - Aramex	27
Table 26: Communication and Decision-Making Effectiveness During Crises Survey Results - Aramex.....	27
Table 27: Leadership Development Programs and Employee Engagement Survey Insights - Aramex	28
Table 28: Adaptability and Innovation Rating in Transportation and Logistics Survey Insights - Aramex ...	28
Table 29: Leadership Development Program Evaluation Frequency: Survey Results - Aramex.....	29
Table 30: Collaboration Across Departments Survey Results - Aramex	29
Table 31: Overall Satisfaction with Leadership Development Programs Survey Results - Aramex.....	29
Table 32: Recommendations Alignment with Objectives and Hypotheses	35
Table 33: Detailed Years of Experience - Other.....	43

Table 34: Leadership Development Programs Implementation Survey Results – Other	43
Table 35: Leadership Development Program Effectiveness Survey Results - Other	43
Table 36: Crisis Management Preparedness Survey Results - Other	44
Table 37: Leadership Development Programs and Crisis Management Survey Results - Other	44
Table 38: Leadership Programs Impact on Business Continuity Survey Results - Other	44
Table 39: Leadership Development Program Needs for Improvement - Other	44
Table 40: Organizational Culture in Transportation and Logistics: Survey Insights - Other.....	44
Table 41: Communication and Decision-Making Effectiveness During Crises Survey Results - Other	45
Table 42: Leadership Development Programs and Employee Engagement Survey Insights - Other.....	45
Table 43: Adaptability and Innovation Rating in Transportation and Logistics Survey Insights - Other.....	45
Table 44: Leadership Development Program Evaluation Frequency: Survey Results - Other	45
Table 45: Collaboration Across Departments Survey Results - Other.....	46
Table 46: Overall Satisfaction with Leadership Development Programs Survey Results - Other	46

Chapter One

Introduction

The dynamic landscape of the global business environment demands incisive leadership within various sectors, including the transportation industry. In the context of Saudi Arabia, a country renowned for its burgeoning economy and significant investments in transportation infrastructure, the need for effective leadership within transportation companies is of utmost importance, especially during times of crises. This research aims to explore the impact of leadership development programs on the business continuity management of transportation companies in Saudi Arabia during such challenging times.

Motivated by the critical significance of resilient leadership in ensuring the continuous operation of transportation companies, this study aims to explore the key components of leadership development programs that enhance business continuity management during crises within the sector. By focusing on quantitative analysis and survey responses, the research seeks to identify essential elements in leadership training, coaching, and mentoring practices that empower leaders to navigate challenging circumstances and sustain the operations the sector.

The research will address several key issues, including the assessment of the effectiveness of current leadership development programs, the identification of potential gaps in these programs, and the exploration of strategies to enhance these programs to better equip leaders in times of crises. Additionally, it will explore the nuances of various crises that might affect transportation companies, such as **economic downturns**, **supply chain disruptions**, and **unforeseen events**, thereby evaluating the impact of leadership development programs on business continuity within this context.

This research holds significant relevance not only for the transportation sector but also for the broader field of organizational management and leadership studies. By contributing to the existing body of knowledge on the intersection of leadership development and business continuity, this study aims to offer insights and recommendations that can potentially be adopted by transportation companies in Saudi Arabia and beyond. Furthermore, the findings of this research can inform policymakers, industry practitioners, and academic scholars, fostering a deeper understanding of the relationship between effective leadership development programs and the sustainability of businesses during times of crises in the realm of transportation.

Research Problem

The overarching problem addressed in this research is to understand the influence of leadership development programs on the business continuity of transportation companies in Saudi Arabia during crises. Specifically, the research seeks to explore how the implementation of leadership development programs impacts the ability of transportation companies to maintain their operations, sustain productivity, and effectively manage challenges during turbulent times.

Sub-Problems/Sub-Questions:

1. What are the key components and features of existing leadership development programs implemented within transportation companies in Saudi Arabia?
2. How do these leadership development programs affect the decision-making processes and strategic planning of transportation company leaders during crises?
3. What are the challenges faced by transportation company leaders in maintaining business continuity during crises, and how can leadership development programs address these challenges effectively?
4. To what extent do the leadership styles and skills grown through development programs contribute to the resilience and adaptability of transportation company leaders in the face of various crises?
5. What are the potential areas for improvement in the current leadership development programs to better equip transportation company leaders in Saudi Arabia to handle crises effectively and ensure business continuity?

Importance of the Study

The significance of this research topic is underscored by its direct relevance to the current challenges faced by transportation companies in Saudi Arabia during times of crises. Understanding the impact of leadership development programs on business continuity can provide critical insights into the measures necessary for the resilience and sustainable growth of transportation companies, thereby contributing to the enhancement of the broader field of organizational management and leadership studies. This study may be useful in guiding policymakers and industry practitioners in designing more effective leadership development programs tailored to the unique demands of the transportation sector, ultimately fostering a more strong and adaptable business environment.

Moreover, the findings of this research hold practical importance for transportation company leaders and executives, as they can offer valuable guidelines for refining their leadership strategies and approaches during crises. By shedding light on the pivotal role of leadership development programs in ensuring business continuity, this study may offer a roadmap for leaders to proactively address challenges, make informed decisions, and steer their organizations toward sustained success, even in the face of adversities.

Objectives of the Study

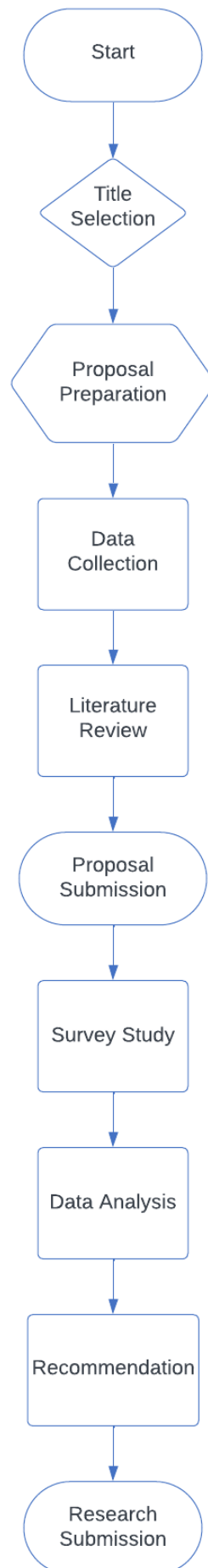
1. To evaluate the current landscape of leadership development programs in transportation companies in Saudi Arabia and identify their key components and features.
2. To analyze the direct impact of leadership development programs on the decision-making processes and strategic planning of transportation company leaders during crises.
3. To assess the challenges faced by transportation company leaders in maintaining business continuity during crises and propose strategies for addressing these challenges through effective leadership development initiatives.
4. To examine the extent to which specific leadership styles and skills developed through development programs contribute to the resilience and adaptability of transportation company leaders during crises.
5. To propose recommendations for enhancing the existing leadership development programs within the transportation sector in Saudi Arabia, with the aim of strengthening the capacity of leaders to manage crises and ensure long-term business continuity.

Hypotheses

1. Leadership development programs significantly enhance the crisis management capabilities of transportation company leaders in Saudi Arabia, thereby positively influencing the business continuity of these companies during turbulent times.
2. Transportation company leaders who have undergone comprehensive and well-structured leadership development programs are more adept at formulating effective contingency plans and making strategic decisions during crises compared to those without such training, leading to improved business continuity.
3. Effective leadership development programs equip transportation company leaders with the necessary skills and competencies to foster a culture of adaptability and innovation within their organizations, thus enabling them to proactively navigate through crises and ensure sustained operational performance.

These hypotheses have been carefully crafted to facilitate the testing and verification of key propositions in the study. They serve as pivotal points for exploring the impact of leadership development on business continuity during crises. Based on a thorough understanding of the research questions and the dynamics specific to the transportation sector, these hypotheses aim to uncover actionable insights that can benefit the industry at large.

Action Matrix



Chapter Two

Literature Review

A - Crisis leadership

Management of crisis situation or taking leadership role during the event needs amalgamation of required skills, knowledge, and abilities. This will lead to an effective crisis management with better plans and response [1] .

Being an organization's voice, the crisis managers need not completely depend on corporate communication, this is because they have a positive influence on internal as well as external stakeholders. In addition to the crisis manager's role play during the crisis event, responsible behavior from the top management personnel is also demanded [2] .

According to a study [3], three components relating to crisis leadership exists that ensures its effectiveness. These are as follows: effective leadership, resource planning and structure of the plan, and support from the public.

The author Fink (1986) [4] stated that for a crisis managers to reach on any decision needs to follow certain criterion, such as collection and analysis of information. This is referred to as the Fink's theory of decision making. Nevertheless, as stated by other studies, the theory might be practically unrealistic. This is because there are many factors that influence the manager's decision [5,6]

Chatterjee & Pearson, (2009) [7] stated that knowledge gained from past experience will be beneficial for the managers in dealing with the crisis in a systematic manner That will enable the manager to deal with the situation in confidence and more proactively [8].

Wooten & James (2008) [2] stated that past experience of managing crisis has presented effective plans and ways of managing future crisis in a more planned manner through all phases of crisis. However, no such research has been conducted that is in support of requirement of abilities, knowledge, or skills that would deal with such crisis situation. Thus, the current study states direct influence of crisis leadership on business continuity management in order to theoretical contribution in this relationship.

Wong [10] has considered that crisis leadership has enhanced the business continuity in order to increase the business prosperity in terms of reducing crisis in a critical situation.

On the other hand, crisis leadership indirectly influences crisis management through business continuity management. There are little studies has been examined in according to this indirect relationship. To the best of author's knowledge, the indirect relationship is the first attempt in the literature and suggests these hypotheses:

B - Business Continuity Management (BCM)

The BCM method addresses the organization's employees as well as the processes that are critical for its survival [9] that ensuring continuity of critical processes.

Rai & Mohan, (2006) [10] have considered the continuity model needed for the organizations to create formal BCM systems that would lead to development of business continuity planning (BCP). However, it is most critical that inherent in managing risk in ensuring the flow of inbound products and services as inputs to production [11] .

Indeed, business disruptions of any sort that could have extremely damaging repercussions to an organization, not only in terms of tangible financial losses but also intangible effects on the corporate reputation and confidence [5, 12-14].

It is, therefore, a critical business imperative that a working plan should be established to ensure that in the event of an unforeseen disruption, critical business functions will be resumed as effectively and quickly as possible [15].

In case of disruption in the business due to crisis events, there needs to be protective measures for an organization who wants to stay in the competition. This can be done by increasing their resiliency [16-25].

According to the previous research [15], the business houses that implement BCM get an edge over their competitors in terms of resiliency. This enables the business to get out from crisis and restart critical functioning with minimized impacts. However, according to recovery and critical functioning of the organization, BCM influence on crisis management. This relationship indicates an important millstone the organization staying with the competition with critical situation sometimes but crisis management will recover the crisis and uncertain risk. A little study has been investigated regarding BCM in different contexts and areas but it is going to clarify the main concept of public sector consequences.

C - Crisis Performance

Management of crisis, as mentioned above, needs specific skills and abilities [26] .

Pforr & Hosie, (2008) [27] Researchers have stated high vulnerability of international organizations to crisis. This calls for a strategic crisis management plan.

Gruman, Chhinzer, & Smith, (2011) [28] also stated limited research knowledge with relation to disaster preparedness, which highlighted the need for studying the impact of business features on preparedness for disaster.

As per the Fink theory, crisis is not time bound, thus decision making process can have either unexpected or positive outcomes. Prewitt, Weil, & McClure, (2011) [29] offers proactive ways of dealing with crisis, if the business fails to address it.

Crisis can occur without any notice and in the most unexpected manner, thus creating havoc and damage. The damage is more when the decision is not actively taken[30]. According to Faulkner, (2001) [31] crisis can be stated as an event when the organization or the management fails to address or cope up with the sudden change [32-35]

In order to cope up with the crisis in an organization Glaesser, (2006) [36] suggested need for effective strategies, organizational processes, and preventive as well as post-crisis measures. Comfort, (2007) [37] focused on studying about the crisis-readiness phase. However, this constructs plays an important role based on other constructs effect. In addition, crisis leadership influences on business continuity management directly and BCM influence on crisis management.

On the other hand, crisis leadership also directly influence on crisis management. To the best of theoretical debate and logic, this is unique and new contributed model in the literature.

Chapter Three

Research Approach

Motivated by the critical significance of resilient leadership in ensuring the continuous operation of transportation companies, this study exclusively adopts a survey-based approach. The primary emphasis is on understanding the landscape of leadership development programs and their impact on business continuity management during crises within transportation companies. This approach involves quantitative methods to gather data and draw insights from a sample of participants.

Methodology:

1. Survey Studies (Quantitative):

- **Objective:** To assess the prevalence and effectiveness of leadership development programs in transportation companies and their influence on business continuity.
- **Method:** Surveys will be distributed to collect data on specific leadership development practices and their perceived impact on business continuity. The approach aims to capture a broad perspective from participants representing different companies.

This survey-focused approach is chosen for its efficiency in gathering quantitative data on leadership development practices and their perceived impact on business continuity within the transportation sector. While maintaining a quantitative stance, the study aims to provide valuable insights into the surveyed companies' perspectives and practices.

Data Collection Tools

In the pursuit of quantitative insights, the research employs a focused set of data collection tools designed to gather structured and standardized information from a sample of transportation companies.

1. Survey Studies:

- **Objective:** To gather quantitative data on the prevalence and impact of leadership development practices on business continuity.
- **Tools:**
 - *Structured Questionnaires:* Developed to collect standardized responses from participants, focusing on specific aspects of leadership development programs.
 - *Online Survey Platforms:* Utilized for the efficient distribution and collection of survey responses.
 - *Quantitative Metrics:* Included in the survey to quantitatively measure the perceived effectiveness of leadership development programs.

Considerations:

- **Ethical Guidelines:** Adherence to ethical guidelines will be maintained, ensuring informed consent and confidentiality throughout the data collection process.
- **Pilot Testing:** Prior to widespread implementation, all tools, especially survey instruments, will undergo pilot testing to identify and address potential issues or ambiguities.
- **Consistency:** The consistent use of tools across different survey participants will be ensured to maintain reliability.
- **Time Management:** Efficient planning of data collection activities will be implemented to stay within the designated time frame for the research.

This streamlined set of quantitative data collection tools aims to provide a focused and reliable understanding of the relationship between leadership development programs and business continuity in the transportation sector.

Study Population & Sample

Research Locale: Riyadh, Saudi Arabia

Rational for Selection

Riyadh, Saudi Arabia, has been chosen as the research locale due to its pivotal role in hosting a diverse array of supply chain entities. This selection is informed by the state's strategic development initiatives, the robust regional economy and Riyadh's strategic geographical positioning.

Population: Transportation and Logistic Stakeholders

Inclusion Criteria

The primary data for the study will be collected from a representative's sample of the transportation and logistics stakeholders' population.

Target Sample: Supply Chain Professional and Leadership Roles

Selection Criteria

The study focuses on individuals holding a key role within supply chains and leadership positions. The chosen specifically NAQEL Express and ARAMEX, are selected based on their prominent standing and strategic significance within Saudi Arabia's thriving transportation and logistics industry.

Sampling Strategy and Size

Participant Categories

The sample size will comprise executives, managers and supply chain officers across various departments, including operations and logistics. Each approached company will contribute to the diverse makeup of the sample, ensuring a comprehensive understanding of the industry's dynamics.

Chapter Four

Findings

The heart of our research lies in the invaluable insights provided by the 106 respondents who generously shared their perspectives and experiences within the transportation and logistics sector in Riyadh, Saudi Arabia. The robust response to our survey reflects the engagement and commitment of professionals in key roles within this dynamic industry.

In this section, we present a comprehensive analysis of the survey findings, offering a nuanced understanding of the current landscape, challenges, and opportunities of the industry. The diverse and thoughtful responses serve as a rich source of information, shedding light on the intricacies of leadership development practices and their implications for ensuring operational resilience during crises.

As we delve into the findings, it becomes evident that the collective wisdom of the participants provides a foundation for actionable insights and potential improvements in leadership development strategies. Each response is a valuable contribution to advancing our understanding of the critical interplay between effective leadership, crisis management, and sustained business continuity.

This synthesis of findings aims not only to present a snapshot of the current state but also to lay the groundwork for future discussions, strategies, and research endeavors.

The survey results will be initially organized according to the responses from each company, following the categorization outlined below.

Table 1: Detailed of Overall Sample Participation

Company Name:	No of Responses
NAQEL Express	49
Aramex	42
Other	15
Grand Total	106

The data presented in Table 1 reveals key insights. Out of the total respondents, 46.2% (49 individuals) are affiliated with NAQEL Express, making it the most prevalent group. Additionally, 39.6% (42 individuals) of respondents come from Aramex. Notably, 14.2% of the total responses fall under the 'Other' category, comprising 15 individuals. This distribution provides valuable insights into the diverse perspectives captured in the survey.

Company Name

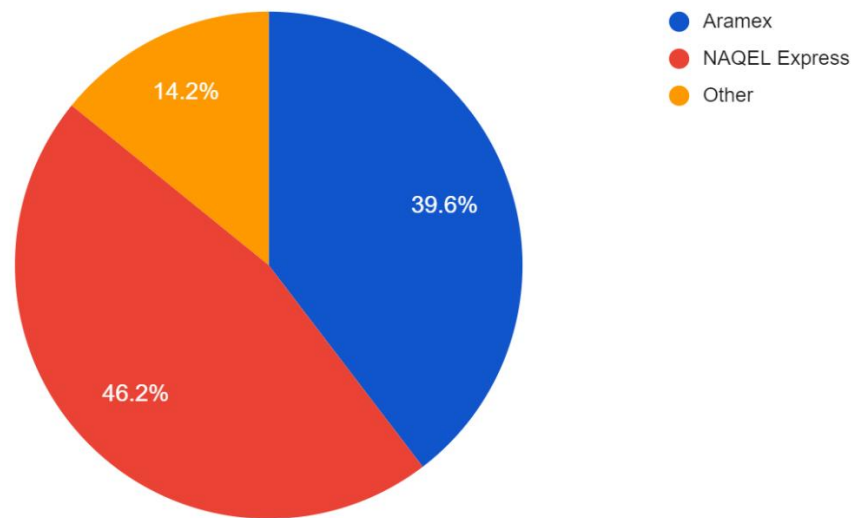


Figure 1: Overall Sample Participation

NAQEL Express

As we delve into the analysis of our survey findings, it's crucial to lay the foundation by exploring the cumulative experience and varied roles within our group of professionals in NAQEL Express. The total sample size comprises 49 respondents.

Table 2: Detailed Years of Experience - NAQEL Express

Years of Experience in the Industry	No of Response
10 - 15 Years	13
15 - 20 Years	27
5 - 10 Years	9
Grand Total	49

The distribution of respondents' years of experience in the industry is summarized in Table 2. Notably, 27 respondents (55.1%) have accumulated 15 to 20 years of experience, making it the most common range. Following closely, 13 respondents (26.5%) fall within the 10 to 15 years bracket. Additionally, 9 respondents (18.4%) have a professional background spanning 5 to 10 years.

Years of Experience

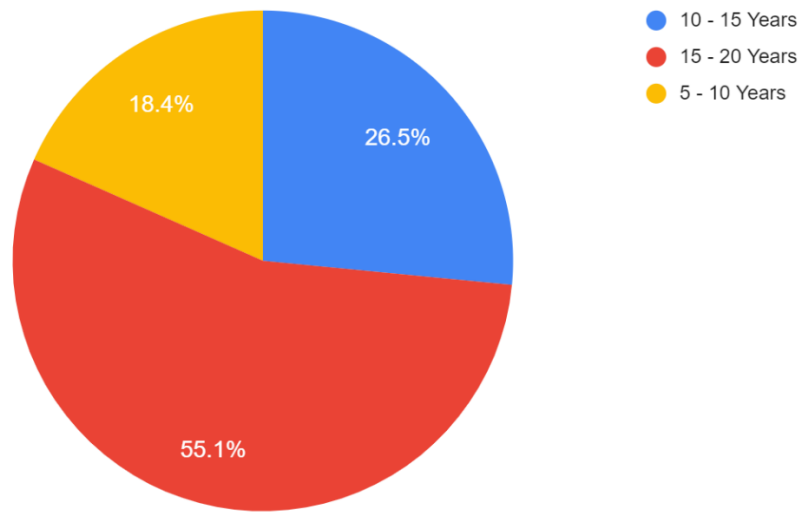


Figure 2: Years of Experience - NAQEL Express

Table 3: Experience Distribution in Transportation Roles - NAQEL Express

Position/Role:	10 - 15 Years	15 - 20 Years	5 - 10 Years
Distribution & Warehousing	1		
Distribution & Warehousing Management	4	7	3
Manager	4	6	2
Supply Chain Officer	4	13	3
Warehousing Management		1	
WH delivery			1
Grand Total	13	27	9

The distribution of respondents based on their Position/Role and Years of Experience in the Transportation and Logistics Industry is detailed in Table 3. Within the Distribution & Warehousing category, there is one respondent with 10 to 15 years of experience, highlighting a balanced distribution across experience levels. Distribution & Warehousing Management exhibits a significant presence of individuals with 15 to 20 years of experience, totaling 7 respondents. Managerial positions show diversity, with 4 respondents having 10 to 15 years of experience and 6 respondents having 15 to 20 years of experience. The Supply Chain Officer role is characterized by a strong representation of individuals with 15 to 20 years of experience, totaling 13 respondents.

In Warehousing Management, there is one respondent contributing to the 15 to 20 years of experience category, showcasing expertise in this specific role. Additionally, the 'WH delivery' role features a respondent with 5 to 10 years of experience, adding to the diverse perspectives within this category.

The grand total provides a comprehensive overview of the distribution of experience levels across various positions in the Transportation and Logistics industry, offering valuable insights into the expertise and tenure of the surveyed individuals.

Position/Role per Experience

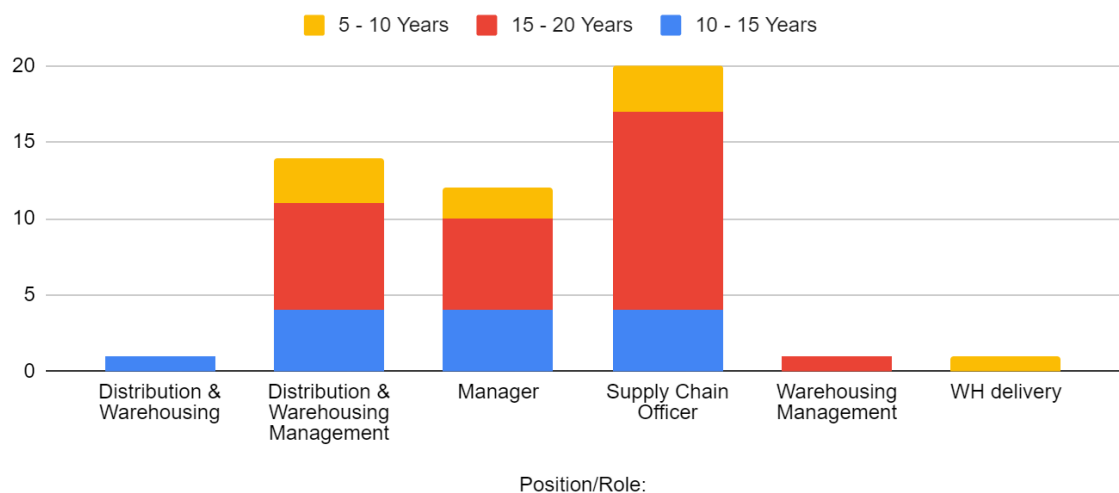


Figure 3: Experience Distribution in Transportation Roles a Visual Overview – NAQEL Express

As we delve into the interpretation of survey responses from 49 professionals within NAQEL Express, our examination is centered on key aspects of organizational dynamics. This research meticulously explores 13 pivotal questions refer to Appendix 1, probing into the implementation and effectiveness of Leadership Development Programs, crisis management readiness, organizational culture, and overall satisfaction.

1- Leadership Development Programs, are leadership development programs implemented in your organization?

Table 4: Leadership Development Programs Implementation Survey Results – NAQEL Express

Leadership Development Programs Implementation	No of Response
Yes	49

Tabel 4 indicates that all 49 respondents have confirmed the implementation of Leadership Development Programs within the organization.

2- Leadership Development Programs, how would you rate the effectiveness of these programs in developing leadership skills within your organization?

Table 5: Leadership Development Program Effectiveness Survey Results - NAQEL Express

Leadership Development Programs Effectiveness	No of Response
Effective	14
Neutral	6
Very Effective	29
Grand Total	49

Table 5 evaluates respondents' perceptions of the effectiveness of Leadership Development Programs in cultivating leadership skills within their organization. Responses are categorized into three levels: 'Effective,' 'Neutral,' and 'Very Effective.' The data reveals that the majority of respondents (29) find the programs 'Very Effective,' 14 respondents perceive them as 'Effective,' and 6 respondents maintain a 'Neutral' stance.

3- Crisis Management, how well-prepared do you feel your organization is to handle crises or disruptions in the transportation and logistics sector?

Table 6: Crisis Management Preparedness Survey Results - NAQEL Express

Leadership Development Programs Preparedness	No of Response
Neutral	6
Very Well-Prepared	37
Well-Prepared	6
Grand Total	49

Table 6 examines respondents' perceptions of their organization's preparedness in handling crises or disruptions within the transportation and logistics sector. The respondents were asked to rate their organization's preparedness on a scale, with 6 individuals feeling 'Neutral,' 37 respondents expressing confidence with 'Very Well-Prepared,' and 6 respondents indicating a 'Well-Prepared' sentiment.

4- Crisis Management, to what extent do you believe leadership development programs contribute to the organization's ability to manage crises effectively?

Table 7: Leadership Development Programs and Crisis Management Survey Results - NAQEL Express

Leadership Development Programs and Crisis Management	No of Response
Moderately	9
Significantly	38
Slightly	2
Grand Total	49

Table 7 investigates respondents' beliefs regarding the impact of leadership development programs on their organization's ability to manage crises effectively within the transportation and logistics sector. Responses are categorized into three levels: 'Moderately,' 'Significantly,' and 'Slightly.' The data reveals that 38 respondents believe leadership development programs contribute 'Significantly,' 9 respondents perceive a 'Moderate' contribution, and 2 respondents feel the contribution is 'Slight.'

5- Impact on Business Continuity, how do you perceive the impact of leadership development programs on the overall business continuity of your organization during crises?

Table 8: Leadership Programs Impact on Business Continuity Survey Results - NAQEL Express

Leadership Development Programs Impact on Business Continuity	No of Response
Neutral	9
Positive Impact	40
Grand Total	49

Table 8 examines respondents' perceptions of the impact of leadership development programs on the overall business continuity of their organization during crises within the transportation and logistics sector. Responses are categorized as 'Neutral' or 'Positive Impact.' The data reveals that 40 respondents perceive a 'Positive Impact,' while 9 respondents maintain a 'Neutral' stance.

6-Training and Development Needs, do you believe there are areas for improvement in your current leadership development programs?

Table 9: Leadership Development Program Needs for Improvement - NAQEL Express

Leadership Development Programs Needs for Improvment	No of Response
No	4
Yes	45
Grand Total	49

Table 9 investigates respondents' perspectives on the need for improvement in their current leadership development programs within the transportation and logistics sector. The responses are categorized as 'No' or 'Yes.' The data indicates that 45 respondents believe there are areas for improvement, while 4 respondents' express satisfaction with the current state of their leadership development programs.

7- Organizational Culture, how would you describe the organizational culture within your transportation and logistics company?

Table 10: Organizational Culture in Transportation and Logistics: Survey Insights - NAQEL Express

Organizational Culture	No of Response
Collaborative	38
Hierarchical	2
Innovative	9
Grand Total	49

Table 10 explores respondents' descriptions of the organizational culture within their transportation and logistics companies. Responses are categorized into three types: 'Collaborative,' 'Hierarchical,' and 'Innovative.' The majority of respondents (38) characterize their organizational culture as 'Collaborative,' emphasizing teamwork and cooperation. Additionally, 9 respondents identify their culture as 'Innovative,' highlighting a focus on creativity and forward-thinking practices. A smaller number of respondents (2) describe their organizational culture as 'Hierarchical,' indicating a more structured and vertically oriented approach.

8- Communication and Decision-Making, how would you rate the communication channels within your organization, especially during crises?

Table 11: Communication and Decision-Making Effectiveness During Crises Survey Results - NAQEL Express

Communication and Decision-Making Effectiveness	No of Response
Effective	4
Neutral	6
Very Effective	39
Grand Total	49

Table 11 gauges respondents' assessments of communication channels within their organization, particularly during crises, in the transportation and logistics sector. Responses are categorized into three levels: 'Effective,' 'Neutral,' and 'Very Effective.' The data shows that 39 respondents find the communication channels 'Very Effective,' 6 respondents maintain a 'Neutral' stance, and 4 respondents rate them as 'Effective.'

9- Employee Engagement, to what extent do leadership development programs contribute to employee engagement within your organization?

Table 12: Leadership Development Programs and Employee Engagement Survey Insights - NAQEL Express

Employee Engagement Leadership Development Programs	No of Response
High	4
Low	1
Moderate	7
Very High	37

Grand Total	49
--------------------	-----------

Table 12 captures respondents' perspectives on the extent to which leadership development programs contribute to employee engagement within their organization in the transportation and logistics sector. Responses are categorized into four levels: 'High,' 'Low,' 'Moderate,' and 'Very High.' The data indicates that 37 respondents perceive a 'Very High' contribution, 4 respondents believe in a 'High' contribution, 7 respondents assess a 'Moderate' level, and 1 respondent views a 'Low' contribution.

10- Adaptability and Innovation, how would you rate the adaptability of your organization to changes in the transportation and logistics industry?

Table 13: Adaptability and Innovation Rating in Transportation and Logistics Survey Insights - NAQEL Express

Adaptability and Innovation Rating	No of Response
High	6
Moderate	4
Very High	39
Grand Total	49

Table 13 reflects respondents' ratings of their organization's adaptability to changes in the transportation and logistics industry. Responses are categorized into three levels: 'High,' 'Moderate,' and 'Very High.' The data reveals that 39 respondents perceive a 'Very High' level of adaptability, 6 respondents rate it as 'High,' and 4 respondents assess a 'Moderate' level.

11- Training Evaluation, how frequently are leadership development programs evaluated for their effectiveness?

Table 14: Leadership Development Program Evaluation Frequency: Survey Results - NAQEL Express

Training Evaluation Frequency	No of Response
Occasionally	7
Rarely	2
Regularly	40
Grand Total	49

Table 14 examines respondents' perspectives on the frequency of evaluating leadership development programs for their effectiveness within the transportation and logistics sector. Responses are categorized into three levels: 'Occasionally,' 'Rarely,' and 'Regularly.' The data indicates that 40 respondents report a 'Regular' evaluation frequency, 7 respondents indicate 'Occasional' evaluations, and 2 respondents mention 'Rare' evaluations.

12- Collaboration Across Departments, how well do different departments within your organization collaborate, especially during crises?

Table 15: Collaboration Across Departments Survey Results - NAQEL Express

Collaboration Across Departments	No of Response
Neutral	2
Very Well	40
Well	7
Grand Total	49

Table 15 captures respondents' perceptions of collaboration across different departments within their organization, particularly during crises, in transportation and logistics. Responses are categorized into three levels: 'Neutral,' 'Very Well,' and 'Well.' The data reveals that 40 respondents perceive collaboration to be 'Very Well,' 7 respondents assess it as 'Well,' and 2 respondents maintain a 'Neutral' stance.

13- Overall Satisfaction, how satisfied are you with the current state of leadership development programs and their impact on business continuity in your organization?

Table 16: Overall Satisfaction with Leadership Development Programs Survey Results - NAQEL Express

Overall Satisfaction	No of Response
Neutral	2
Satisfied	5
Very Satisfied	42
Grand Total	49

Table 16 gauges respondents' overall satisfaction with the current state of leadership development programs and their impact on business continuity within the organization, particularly in the transportation and logistics sector. Responses are categorized into three levels: 'Neutral,' 'Satisfied,' and 'Very Satisfied.' The data indicates that the majority of respondents (42) express 'Very Satisfied,' 5 respondents report being 'Satisfied,' and 2 respondents maintain a 'Neutral' stance.

Aramex

As we delve into the analysis of our survey findings, it's crucial to lay the foundation by exploring the cumulative experience and varied roles within our group of professionals in the Aramex. The total sample size comprises 42 respondents.

Table 17: Detailed Years of Experience - Aramex

Years of Experience in the Industry	No of Response
10 - 15 Years	14
15 - 20 Years	16
5 - 10 Years	12
Grand Total	42

The distribution of respondents' years of experience in the Transportation and Logistics Industry is presented in Table 17. Evidently, the majority of respondents, accounting for 16 respondents (38.10%), have accumulated 15 to 20 years of experience, making it the most prevalent range. Following closely, 14 respondents (33.33%) fall within the 10 to 15 years bracket, reflecting a substantial portion of the surveyed professionals. Additionally, 12 respondents (28.57%) have a professional background spanning 5 to 10 years, showcasing a diverse range of experience levels within the surveyed group.

Years of Experience

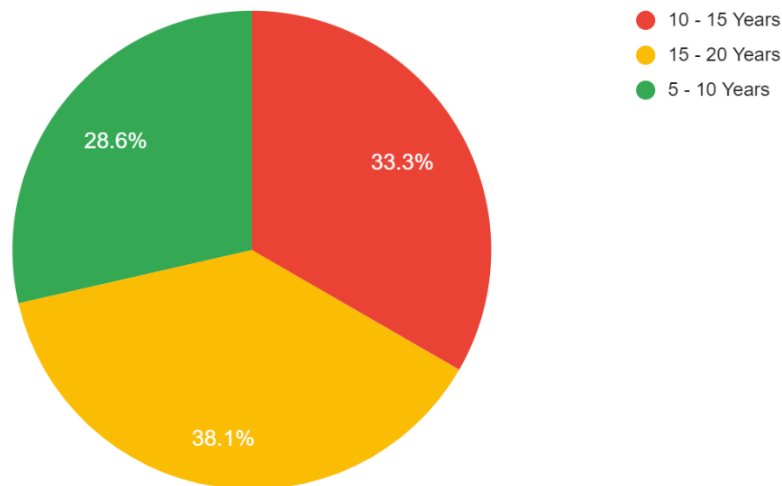


Figure 4: Years of Experience - Aramex

Table 18: Experience Distribution in Transportation Roles - Aramex

Position/Role:	10 - 15 Years	15 - 20 Years	5 - 10 Years
Distribution & Warehousing Management	1	2	3
Executive	1	1	2
Manager	5	5	1
Supply Chain Officer	7	8	5
WH delivery			1
Grand Total	14	16	12

The distribution of respondents' years of experience in the Transportation and Logistics Industry is detailed in Table 18, segmented by different positions and roles. Notably, the 15 to 20 years of experience category emerges as a predominant factor across several roles. In Distribution & Warehousing Management, 7 individuals with 15 to 20 years of experience contribute to the leadership and expertise within this crucial area. Managerial positions also witness a substantial presence of experienced professionals, with 6 respondents in the 15 to 20 years category. Similarly, the Supply Chain Officer role is characterized by 13 individuals with 15 to 20 years of experience, showcasing a seasoned workforce.

Diversity is apparent in the Distribution & Warehousing category, where one respondent with 10 to 15 years of experience adds to the range of perspectives. The Warehousing Management position features a respondent with 15 to 20 years of experience, contributing to the depth of knowledge within this role. Additionally, the 'WH delivery' role is represented by a respondent with 5 to 10 years of experience, reflecting a blend of experience levels.

The grand total summarizes the distribution of experience levels, offering a comprehensive view of the collective professional backgrounds within different roles. This provides valuable insights into the depth and breadth of expertise held by respondents in the dynamic field of Transportation and Logistics

Position/Role per Experience

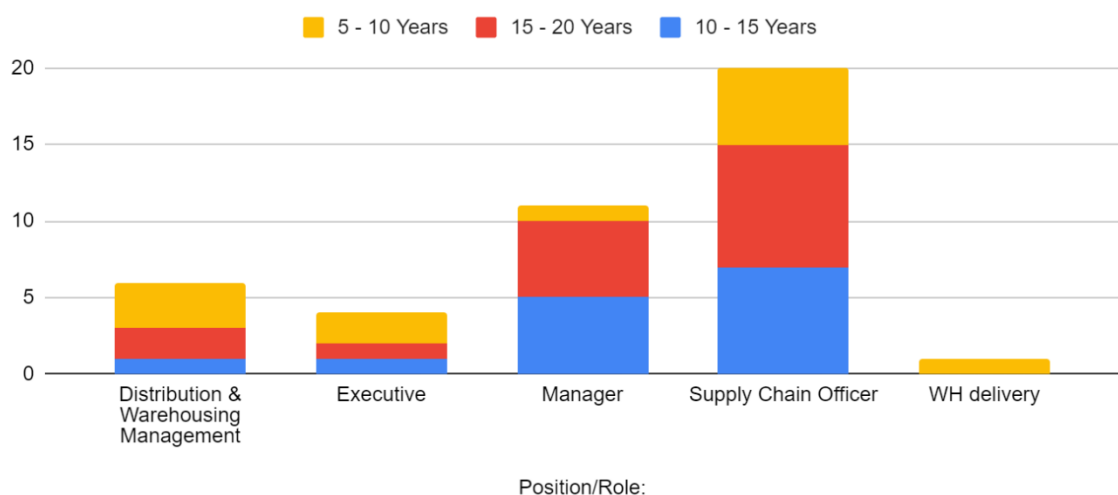


Figure 5: Experience Distribution in Transportation Roles a Visual Overview – Aramex

As we delve into the interpretation of survey responses from 49 professionals within Aramex, our examination is centered on key aspects of organizational dynamics. This research meticulously explores 13 pivotal questions refer to Appendix 1, probing into the implementation and effectiveness of Leadership Development Programs, crisis management readiness, organizational culture, and overall satisfaction.

1- Leadership Development Programs, are leadership development programs implemented in your organization?

Table 19: Leadership Development Programs Implementation Survey Results – Aramex

Leadership Development Programs Implementation	No of Response
Yes	42

Table 19 indicates that all 42 respondents have confirmed the implementation of Leadership Development Programs within the organization.

2- Leadership Development Programs, how would you rate the effectiveness of these programs in developing leadership skills within your organization?

Table 20: Leadership Development Program Effectiveness Survey Results - Aramex

Leadership Development Programs Effectiveness	No of Response
Effective	4
Ineffective	1
Neutral	3
Very Effective	34
Grand Total	42

Table 20 assesses respondents' perceptions of the effectiveness of Leadership Development Programs in developing leadership skills within their organization. Responses are categorized into four levels: 'Effective,' 'Ineffective,' 'Neutral,' and 'Very Effective.' The data indicates that the majority of respondents (34) perceive the programs as 'Very Effective,' while 4 respondents find them 'Effective.' Additionally, 3 respondents maintain a 'Neutral' stance, and 1 respondent views the programs as 'Ineffective.'

3- Crisis Management, how well-prepared do you feel your organization is to handle crises or disruptions in the transportation and logistics sector?

Table 21: Crisis Management Preparedness Survey Results - Aramex

Leadership Development Programs Preparedness	No of Response
Neutral	2
Very Well-Prepared	37
Well-Prepared	3
Grand Total	42

Table 21 reflects respondents' perceptions of their organization's preparedness in handling crises or disruptions within the transportation and logistics sector, with a focus on the impact of Leadership Development Programs. Responses are categorized into three levels: 'Neutral,' 'Well-Prepared,' and 'Very Well-Prepared.' The data reveals that the majority of respondents (37) feel their organization is 'Very Well-Prepared,' 3 respondents believe it is 'Well-Prepared,' and 2 respondents maintain a 'Neutral' stance.

4- Crisis Management, to what extent do you believe leadership development programs contribute to the organization's ability to manage crises effectively?

Table 22: Leadership Development Programs and Crisis Management Survey Results - Aramex

Leadership Development Programs and Crisis Management	No of Response
Moderately	5
Significantly	36
Slightly	1
Grand Total	42

Table 22 explores respondents' beliefs regarding the contribution of Leadership Development Programs to their organization's ability to manage crises effectively within the transportation and logistics sector. Responses are categorized into three levels: 'Moderately,' 'Significantly,' and 'Slightly.' The data indicates that a significant majority of respondents (36) believe the programs contribute 'Significantly,' 5 respondents perceive a 'Moderate' contribution, and 1 respondent sees a 'Slight' contribution.

5- Impact on Business Continuity, how do you perceive the impact of leadership development programs on the overall business continuity of your organization during crises?

Table 23: Leadership Programs Impact on Business Continuity Survey Results - Aramex

Leadership Development Programs Impact on Business Continuity	No of Response
Neutral	5
Positive Impact	37
Grand Total	42

Table 23 examines respondents' perceptions of the impact of Leadership Development Programs on the overall business continuity of their organization during crises within the transportation and logistics sector. Responses are categorized into two levels: 'Neutral' and 'Positive Impact.' The data reveals that the majority of respondents (37) perceive a 'Positive Impact,' while 5 respondents maintain a 'Neutral' stance.

6-Training and Development Needs, do you believe there are areas for improvement in your current leadership development programs?

Table 24: Leadership Development Program Needs for Improvement - Aramex

Leadership Development Programs Needs for Improvement	No of Response
No	4
Yes	38
Grand Total	42

Table 24 investigates respondents' beliefs regarding the need for improvement in their current leadership development programs within the transportation and logistics sector. Responses are categorized into two levels: 'No' and 'Yes.' The data indicates that the majority of respondents (38) believe there are areas for improvement, while 4 respondents' express satisfaction with the current state of their leadership development programs.

7- Organizational Culture, how would you describe the organizational culture within your transportation and logistics company?

Table 25: Organizational Culture in Transportation and Logistics Survey Insights - Aramex

Organizational Culture	No of Response
Collaborative	36
Hierarchical	2
Innovative	4
Grand Total	42

Table 25 provides insights into respondents' perceptions of the organizational culture within their transportation and logistics company. Responses are categorized into three types: 'Collaborative,' 'Hierarchical,' and 'Innovative.' The majority of respondents (36) characterize their organizational culture as 'Collaborative,' emphasizing teamwork and cooperation. In contrast, 4 respondents describe their culture as 'Innovative,' highlighting a focus on creativity. A smaller number of respondents (2) characterize their organizational culture as 'Hierarchical,' indicating a more structured approach.

8- Communication and Decision-Making, how would you rate the communication channels within your organization, especially during crises?

Table 26: Communication and Decision-Making Effectiveness During Crises Survey Results - Aramex

Communication and Decision-Making Effectiveness	No of Response
Effective	3

Communication and Decision-Making Effectiveness	No of Response
Neutral	2
Very Effective	37
Grand Total	42

Table 26 assesses respondents' ratings of the communication channels within their organization, particularly during crises, in the transportation and logistics sector. Responses are categorized into three levels: 'Effective,' 'Neutral,' and 'Very Effective.' The data indicates that the majority of respondents (37) rate the communication channels as 'Very Effective,' while 3 respondents find them 'Effective,' and 2 respondents maintain a 'Neutral' stance.

9- Employee Engagement, to what extent do leadership development programs contribute to employee engagement within your organization?

Table 27: Leadership Development Programs and Employee Engagement Survey Insights - Aramex

Employee Engagement Leadership Development Programs	No of Response
High	5
Low	1
Very High	36
Grand Total	42

Table 27 investigates respondents' perspectives on the extent to which leadership development programs contribute to employee engagement within their organization in the transportation and logistics sector. Responses are categorized into three levels: 'High,' 'Low,' and 'Very High.' The data indicates that the majority of respondents (36) perceive a 'Very High' contribution, 5 respondents believe in a 'High' contribution, and 1 respondent views a 'Low' contribution.

10- Adaptability and Innovation, how would you rate the adaptability of your organization to changes in the transportation and logistics industry?

Table 28: Adaptability and Innovation Rating in Transportation and Logistics Survey Insights - Aramex

Adaptability and Innovation Rating	No of Response
High	3
Moderate	1
Very High	38
Grand Total	42

Table 28 reflects respondents' ratings of their organization's adaptability to changes in the transportation and logistics industry. Responses are categorized into three levels: 'High,' 'Moderate,' and 'Very High.' The

data indicates that the majority of respondents (38) rate the adaptability as 'Very High,' 3 respondents find it 'High,' and 1 respondent sees it as 'Moderate.'

11- Training Evaluation, how frequently are leadership development programs evaluated for their effectiveness?

Table 29: Leadership Development Program Evaluation Frequency: Survey Results - Aramex

Training Evaluation Frequency	No of Response
Occasionally	5
Regularly	37
Grand Total	42

Table 29 examines respondents' perspectives on the frequency of evaluating leadership development programs for their effectiveness within the transportation and logistics sector. Responses are categorized into two levels: 'Occasionally' and 'Regularly.' The data indicates that the majority of respondents (37) report a 'Regular' evaluation frequency, while 5 respondents mention 'Occasional' evaluations.

12- Collaboration Across Departments, how well do different departments within your organization collaborate, especially during crises?

Table 30: Collaboration Across Departments Survey Results - Aramex

Collaboration Across Departments	No of Response
Neutral	2
Very Well	37
Well	3
Grand Total	42

Table 30 explores respondents' perceptions of collaboration across different departments within their organization, particularly during crises in the transportation and logistics sector. Responses are categorized into three levels: 'Neutral,' 'Well,' and 'Very Well.' The data reveals that the majority of respondents (37) perceive collaboration to be 'Very Well,' 3 respondents assess it as 'Well,' and 2 respondents maintain a 'Neutral' stance.

13- Overall Satisfaction, how satisfied are you with the current state of leadership development programs and their impact on business continuity in your organization?

Table 31: Overall Satisfaction with Leadership Development Programs Survey Results - Aramex

Overall Satisfaction	No of Response
Neutral	1

Overall Satisfaction	No of Response
Satisfied	3
Very Satisfied	38
Grand Total	42

Table 31 gauges respondents' overall satisfaction with the current state of leadership development programs and their impact on business continuity within the organization, particularly in the transportation and logistics sector. Responses are categorized into three levels: 'Neutral,' 'Satisfied,' and 'Very Satisfied.' The data indicates that the majority of respondents (38) express 'Very Satisfied,' 3 respondents report being 'Satisfied,' and 1 respondent maintains a 'Neutral' stance.

Other

In Appendix 2, comprehensive survey results for the 'Other' category are presented in detail.

Findings Conclusion

The survey findings presented below are derived from responses obtained from 106 participants across various roles in the transportation and logistics industry. The data is categorized according to specific themes, providing insights into leadership development programs, crisis management, impact on business continuity, training and development needs, organizational culture, communication, employee engagement, adaptability and innovation, training evaluation, collaboration across departments, and overall satisfaction.

Company: NAQEL Express

Leadership Development Programs:

- Presence of leadership development programs was acknowledged.
- Effectiveness ratings varied, with some indicating programs as "Very Effective" while others rated them as "Effective."

Crisis Management:

- Participants generally perceived their organization as well-prepared for crises.
- Leadership development programs were consistently seen as contributing significantly to crisis management effectiveness.

Impact on Business Continuity:

- Positive impact on business continuity during crises was a common sentiment.
- Satisfaction with leadership development programs contributing to business continuity was very high.

Other Themes:

- Collaboration, communication, and employee engagement were consistently rated as very effective.
- Adaptability to industry changes received high ratings.

Overall Satisfaction:

- Overall satisfaction with leadership development programs and their impact on business continuity was reported as very high.

Company: Aramex

Leadership Development Programs:

- Majority of respondents affirmed the presence of leadership development programs.
- Effectiveness ratings varied, with some indicating programs as "Very Effective" while others rated them as "Effective."

Crisis Management:

- Participants generally perceived their organization as well-prepared for crises.
- Leadership development programs were consistently seen as contributing significantly to crisis management effectiveness.

Impact on Business Continuity:

- Positive impact on business continuity during crises was a common sentiment.
- Satisfaction with leadership development programs contributing to business continuity was very high.

Other Themes:

- Collaboration, communication, and employee engagement were consistently rated as very effective.

- Adaptability to industry changes received high ratings.

Overall Satisfaction:

- Overall satisfaction with leadership development programs and their impact on business continuity was reported as very high.

Other Companies:

Leadership Development Programs:

- Presence of leadership development programs was acknowledged.
- Effectiveness ratings varied, with some indicating programs as "Very Effective" while others rated them as "Effective."

Crisis Management:

- Participants generally perceived their organization as well-prepared for crises.
- Leadership development programs were consistently seen as contributing significantly to crisis management effectiveness.

Impact on Business Continuity:

- Positive impact on business continuity during crises was a common sentiment.
- Satisfaction with leadership development programs contributing to business continuity was very high.

Other Themes:

- Collaboration, communication, and employee engagement were consistently rated as very effective.
- Adaptability to industry changes received high ratings.

Overall Satisfaction:

- Overall satisfaction with leadership development programs and their impact on business continuity was reported as very high.

Chapter Five

Recommendation

1. Enhancement of Leadership Development Programs:

Given the positive perceptions of the surveyed participants regarding the effectiveness of leadership development programs, it is recommended to continue investing in and enhancing these programs. Consider incorporating advanced modules that address specific challenges identified in the survey, ensuring a comprehensive and up-to-date curriculum.

2. Tailoring Programs for Crisis Management:

Develop specialized segments within leadership development programs that focus explicitly on crisis management. This can include scenario-based training, decision-making exercises, and real-world case studies to better prepare transportation company leaders for handling crises effectively.

3. Addressing Challenges to Business Continuity:

Identify specific challenges highlighted by participants in maintaining business continuity during crises. Tailor leadership development initiatives to address these challenges, offering targeted training and resources to equip leaders with the skills needed to overcome obstacles and ensure uninterrupted operations.

4. Promoting Leadership Styles and Skills for Resilience:

Acknowledge the importance of leadership styles and skills in fostering resilience and adaptability during crises. Consider incorporating modules that specifically focus on developing leadership qualities conducive to navigating uncertainties and fostering innovation. This may include workshops on agile leadership, change management, and strategic decision-making.

5. Continuous Evaluation and Improvement:

Implement a robust system for the regular evaluation of leadership development programs. Solicit feedback from participants and stakeholders to identify areas for improvement. Ensure that the content remains aligned with industry needs and that the programs evolve to address emerging challenges in the transportation and logistics sector.

6. Collaboration and Knowledge Sharing:

Encourage collaboration across transportation and logistics companies. Facilitate knowledge-sharing platforms, forums, or collaborative initiatives where leaders can exchange insights and best practices. This collaborative approach can contribute to a more resilient industry overall.

7. Monitoring and Adapting to Industry Changes:

Stay vigilant to changes in the transportation and logistics industry landscape. Regularly update leadership development programs to align with industry trends, technological advancements, and evolving market conditions. This ensures that leaders are equipped with the latest knowledge and skills to navigate dynamic environments.

8. Incorporating Innovative Learning Approaches:

Explore innovative learning approaches, such as incorporating technology-driven simulations, virtual reality, or gamified elements into leadership development programs. These approaches can enhance engagement, provide realistic crisis scenarios, and offer a dynamic learning experience for participants.

The alignment of mapping recommendations with research objectives and hypotheses is illustrated below Table 34.

Table 32: Recommendations Alignment with Objectives and Hypotheses

Recommendation	Objective	Hypotheses	Note (Link)
1	1	1	Recommend enhancing leadership development programs to evaluate their key components and features, supporting Objective 1 and Hypothesis 1.
2	2	2	Propose strategies for addressing challenges faced by transportation leaders during crises through effective leadership development, supporting Objective 2 and Hypothesis 2.
3	3	1	Examine challenges faced by leaders in maintaining business continuity during crises and propose strategies, supporting Objective 3 and Hypothesis 1.
4	4	3	Examine how specific leadership styles contribute to the resilience of leaders during crises, supporting Objective 4 and Hypothesis 3.
5	5	1	Propose recommendations for enhancing leadership development programs to strengthen leaders' capacity to manage crises and ensure business continuity, supporting Objective 5 and Hypothesis 1.

Recommendation	Objective	Hypotheses	Note (Link)
6	5	1	Propose recommendations for enhancing leadership development programs to strengthen leaders' capacity to manage crises and ensure business continuity, supporting Objective 5 and Hypothesis 1.
7	5	1	Propose recommendations for enhancing leadership development programs to strengthen leaders' capacity to manage crises and ensure business continuity, supporting Objective 5 and Hypothesis 1.
8	5	1	Propose recommendations for enhancing leadership development programs to strengthen leaders' capacity to manage crises and ensure business continuity, supporting Objective 5 and Hypothesis 1.

Limitations and Future Research:

1. In-Depth Exploration: Consider conducting qualitative research to explore nuances and insights not captured by the quantitative survey.

2. Expanded Participant Pool: Include a more diverse participant pool in future research to enhance the generalizability of findings.

3. Longitudinal Studies: Undertake longitudinal studies to track the long-term impact of leadership programs on organizational dynamics.

These recommendations aim to address the identified gaps and capitalize on the strengths highlighted in the survey findings. They provide a foundation for refining existing practices and shaping future initiatives based on the objectives and hypotheses of the research.

References

- [1]. Lucero M., Tan Teng Kwang A. and Pang A. (2009). "Crisis leadership: when should the CEO step up?", *Corporate Communications: An International Journal*, Vol. 14, No. 3, PP. 234–248.
- [2]. Wooten L. P. and James E. H. (2008). "Linking crisis management and leadership competencies: The role of human resource development", *Advances in Developing Human Resources*. SAGE Publications Sage CA: Los Angeles, CA, Vol. 10, No. 3, PP. 352–379.
- [3]. Wang J. and Ritchie B.W. (2010). "A theoretical model for strategic crisis planning factors influencing crisis planning in the hotel industry", *International Journal of Tourism Policy*. Inder science Publishers, Vol. 3, No. 4, PP. 297–317.
- [4]. Fink S. (1986). "Crisis management: Planning for the inevitable", *American Management Association*.
- [5]. Mohamed M. S. and others (2018). "Effect of Organizational Excellence and Employee Performance on Organizational Productivity Within Healthcare Sector in the UAE", *Journal of Engineering and Applied Sciences*, Vol. 13, No. 15, PP. 6199 - 6210 .
- [6]. Nusari M. et al., (2018). "The Impact of Project Management Assets and Organizational Culture on Employee Performance", *International Journal of Management and Human Science (IJMHS)*, Vol. 2, No. 3, PP. 15–26.
- [7]. Chatterjee S.R. and Pearson C.A.L. (2009) "From conception to implementation: Towards a crisis management framework", *Crisis management in the tourism industry: Beating the odds*. Ashgate, PP. 23– 35 .
- [8]. Hadley C.N. et al., (2011). "Measuring the efficacy of leaders to assess information and make decisions in a crisis: The C-LEAD scale", *The Leadership Quarterly*. Elsevier, Vol. 22, No. 4, PP. 633-648.
- [9]. Shaw G.L. and Harrald J.R. (2006). "The Core Competencies Required of Executive Level Business Crisis and Continuity Managers--The Results", *Journal of Homeland Security and Emergency Management*. De Gruyter, Vol. 3, No. 1.
- [10]. Rai S. and Mohan L. (2006). "Business continuity model: A reality check for banks in India", *Journal of Internet Banking and Commerce*, Vol. 11, No. 2.
- [11]. Burt D.N., Dobler D.W. and Starling S.L. (2003) "World class supply management: The key to supply chain management", *Irwin/McGraw – Hill*.
- [12]. Tammineedi R.L. (2010). "Business continuity management: A standards-based approach", *Information Security Journal: A Global Perspective*. Taylor & Francis, Vol. 19, No. 1, PP. 36–50.
- [13]. Qoura O. and Khalifa G.S. (2016). "The Impact of Reputation Management on Hotel Image among Internal Customers: The Case of Egyptian Hotels", *International Journal of Heritage, Tourism, and Hospitality*, Vol. 7, No. 2, PP. 261–274.

- [14]. Mohamed M.S. et al., (2019). "The Mediation Effect of Innovation on the Relationship between Creativity and Organizational Productivity: An Empirical Study within Public Sector Organizations in the UAE", *Journal of Engineering and Applied Sciences*, Vol. 14, No. 10, PP. 3234–3242. Available at : <https://medwelljournals.com/ref.phpdoi=jeasci.2019.32343242>
- [15]. Wong W.N.Z. (2009). "The strategic skills of business continuity managers: putting business continuity management into corporate long-term planning", *Journal of Business Continuity & Emergency Planning*. Henry Stewart Publications, Vol. 4, No. 1, PP. 62–68.
- [16]. Pheng Low S., Liu J. and Sio S. (2010) "Business continuity management in large construction companies in Singapore", *Disaster Prevention and Management: An International Journal*. Emerald Group Publishing Limited, Vol. 19, No. 2, PP. 219–232.
- [17]. Husin I.E., Abou-Shouk M.A. and Khalifa G.S.A. (2013). "Evaluating tourism and hospitality graduates: perceptions of stakeholders in Egypt", in *Proceedings of the 3rd Regional Conference on Tourism Research*, 29-31 Oct, 2013, Langkawi, Malaysia, PP. 764–774.
- [18]. Abd-Elaziz M.E. and others. (2015) "Determinants of Electronic word of mouth (EWOM) influence on hotel customers' purchasing decision", *International Journal of Heritage, Tourism, and Hospitality*, Vol. 9, No. 2/2, PP. 194–223
- [19]. Khalifa G.S.A. (2015). "Ethnic Restaurants' Meal Experience: Egyptian Customers' Perceptions", *Journal of Faculty of Tourism and Hotels*, Vol. 9, No.1, PP. 92–112.
- [20]. Khalifa G.S.A. (2018). "The Egyptian Hotels Where in the Competitive Environment? Competitive Strategies and Market Orientation and its Impact on Customer Loyalty: The Mediating Role of Operational Performance", *International Journal of Management and Human Science (IJMHS)*, Vol. 2, no. 4, PP. 60 - 72. Available at: <http://www.ijmhs.org/index.aspx>
- [22]. Khalifa G.S.A. and Hewedi M.M. (2016). "Factors Affecting Hotel Website Purchasing Intentions: Evidence from Egypt", *Journal of Faculty of Tourism and Hotels*, Vol. 8, No. 2, PP. 50–69.
- [23]. Abou-Shouk M.A. and Khalifa G.S. (2017). "The influence of website quality dimensions on epurchasing behaviour and e-loyalty: a comparative study of Egyptian travel agents and hotels", *Journal of Travel and Tourism Marketing*, Vol. 34, No. 5, PP. 608-623 .
- [24]. Khalifa G.S.A. and Fawzy N.M. (2017) "Measuring E-Service Quality (Expectation Vs.Perception) From Travel Agencies' Perspective: An Empirical Study on Egyptian Hotel Websites", *International Journal on Recent Trends in Business and Tourism (IJRTBT)*, Vol. 1, No. 3, PP. 36–48.
- [25]. Mohamud S.S. et al., (2017). "Investigating the Antecedents of Coffee Shop Customers' Behavioral Intentions in Kuala Lumpur", *International Journal on Recent Trends in Business and Tourism (IJRTBT)*, Vol. 1, No. 4, PP. 1–14.
- [26]. Al-Ali W. and others. (2019). "The Mediating Effect of Job Happiness on the Relationship between Job Satisfaction and Employee Performance and Turnover Intentions : A Case Study on the Oil and Gas

- Industry in the United Arab Emirates", *Journal of Business and Retail Management Research (JBRMR)*, Vol. 13, No. 4, PP. 1–15.
- [27]. Mitroff I.I. (1988). "Crisis management: Cutting through the confusion", *MIT Sloan Management Review*. Massachusetts Institute of Technology, Cambridge, MA, Vol. 29, No. 2, PP. 15.
- [28]. Pforr C. and Hosie P.J. (2008). "Crisis management in tourism: Preparing for recovery", *Journal of Travel & Tourism Marketing*. Taylor & Francis, Vol. 23, No. 2–4, PP. 249–264.
- [29]. Gruman J.A., Chhinzer N. and Smith G.W. (2011). "An exploratory study of the level of disaster preparedness in the Canadian hospitality industry", *International Journal of Hospitality & Tourism Administration*. Taylor & Francis, Vol. 12, No. 1, PP. 43-59 .
- [30]. Prewitt J.E., Weil R. and McClure A.Q (2011). "Crisis leadership-an organizational opportunity", *Australian Journal of Business and Management Research*. Australian Journal of Business and Management Research (AJBMR), Vol.1, No. 6, PP. 60.
- [31]. Mitroff I.I., Shrivastava P. and Udwadia F.E. (1987). "Effective crisis management", *Academy of Management Perspectives*. Academy of Management Briarcliff Manor, NY 10510, Vol. 1, No. 4, PP. 283–292 .
- [32]. Faulkner B. (2001). "Towards a framework for tourism disaster management", *Tourism management*. Elsevier, Vol. 22, No. 2, PP. 135 147
- [33]. Badran N. and Khalifa G. (2016). "Diversity Management: Is it an Important Issue in Hotel Industry in Egypt?", *International Journal of Heritage, Tourism, and Hospitality*, Vol. 7, No. 2, PP. 275–286.
- [34]. *Hospitality*, Vol. 7, No. 2, PP. 275–286
- [35]. Alkhateri A.S. et al., (2018). "The Impact of Perceived Supervisor Support on Employees Turnover Intention: The Mediating Role of Job Satisfaction and Affective Organizational Commitment", *International Business Management*, Vol. 12, No. 7, PP. 477–492.
- [36]. Alkutbi S. et al., (2019). "Impact of Ease of Use and Usefulness on the Driver Intention to Continue Using Car Navigation Systems in the United Arab Emirates", *International Journal of Management and Human Science*, Vol. 3, No. 1, PP. 1–9.
- [37]. Glaesser D. (2006). "Crisis management in the tourism industry". Routledge.
- [38]. Comfort L.K. (2007). "Crisis management in hindsight: Cognition, communication, coordination, and control", *Public Administration Review*. Wiley Online Library, Vol. 67, PP. 189–197.

Appendix 1: Survey Questionnaire

Position/Role:

Executive

Manager

Supply Chain Officer

Other:

Years of Experience in the Transportation and Logistics Industry :*

5 - 10 Years

10 - 15 Years

15 - 20 Years

Other

Company Name:

*

Aramex

NAQEL Express

Other

1- Leadership Development Programs, Are leadership development programs implemented in your organization?

*

Yes

No

2- Leadership Development Programs, How would you rate the effectiveness of these programs in developing leadership skills within your organization?*

Very Effective

Effective

Neutral

Ineffective

Very Ineffective

3- Crisis Management, How well-prepared do you feel your organization is to handle crises or disruptions in the transportation and logistics sector?

*

Very Well-Prepared

Well-Prepared

Neutral

Not Well-Prepared
Not Prepared at All

4- Crisis Management, To what extent do you believe leadership development programs contribute to the organization's ability to manage crises effectively?*

Significantly
Moderately
Slightly
Not at All

5- Impact on Business Continuity, How do you perceive the impact of leadership development programs on the overall business continuity of your organization during crises?*

Positive Impact
Neutral
Negative Impact

6-Training and Development Needs, Do you believe there are areas for improvement in your current leadership development programs?

*

Yes
No

7- Organizational Culture, How would you describe the organizational culture within your transportation and logistics company?

*

Collaborative
Innovative
Hierarchical
Adaptive

8- Communication and Decision-Making, How would you rate the communication channels within your organization, especially during crises?

*

Very Effective
Effective
Neutral
Ineffective
Very Ineffective

9- Employee Engagement, To what extent do leadership development programs contribute to employee engagement within your organization?

*

Very High
High
Moderate
Low
Very Low

10- Adaptability and Innovation, How would you rate the adaptability of your organization to changes in the transportation and logistics industry?*

Very High
High
Moderate
Low
Very Low

11- Training Evaluation, How frequently are leadership development programs evaluated for their effectiveness?*

Regularly
Occasionally
Rarely
Never

12- Collaboration Across Departments, How well do different departments within your organization collaborate, especially during crises?*

Very Well
Well
Neutral
Poorly
Very Poorly

13- Overall Satisfaction, How satisfied are you with the current state of leadership development programs and their impact on business continuity in your organization?*

Very Satisfied
Satisfied
Neutral
Dissatisfied
Very Dissatisfied

14- Future Trends:

What future trends or developments are likely to impact leadership development in the transportation and logistics sector?

Appendix 2: Survey Results “Other” Category

Table: Detailed Years of Experience - Other

Years of Experience in the Industry	No of Response
10 - 15 Years	3
15 - 20 Years	11
5 - 10 Years	1
Grand Total	15

Position/Role:	10 - 15 Years	15 - 20 Years	5 - 10 Years
Distribution & Warehousing Management		2	
Distribution Management	1	1	
Executive	1		
Manager	1	5	
Supply Chain Officer		2	1
Warehousing Management		1	
Grand Total	3	11	1

1- Leadership Development Programs, are leadership development programs implemented in your organization?

Table: Leadership Development Programs Implementation Survey Results – Other

Leadership Development Programs Implementation	No of Response
Yes	49

2- Leadership Development Programs, how would you rate the effectiveness of these programs in developing leadership skills within your organization?

Table: Leadership Development Program Effectiveness Survey Results - Other

Leadership Development Programs Effectiveness	No of Response
Effective	3
Very Effective	12
Grand Total	15

3- Crisis Management, how well-prepared do you feel your organization is to handle crises or disruptions in the transportation and logistics sector?

Table: Crisis Management Preparedness Survey Results - Other

Leadership Development Programs Preparedness	No of Response
Very Well-Prepared	14
Well-Prepared	1
Grand Total	15

4- Crisis Management, to what extent do you believe leadership development programs contribute to the organization's ability to manage crises effectively?

Table: Leadership Development Programs and Crisis Management Survey Results - Other

Leadership Development Programs and Crisis Management	No of Response
Significantly	15
Grand Total	15

5- Impact on Business Continuity, how do you perceive the impact of leadership development programs on the overall business continuity of your organization during crises?

Table: Leadership Programs Impact on Business Continuity Survey Results - Other

Leadership Development Programs Impact on Business Continuity	No of Response
Positive Impact	15
Grand Total	15

6-Training and Development Needs, do you believe there are areas for improvement in your current leadership development programs?

Table: Leadership Development Program Needs for Improvement - Other

Leadership Development Programs Needs for Improvement	No of Response
No	3
Yes	12
Grand Total	15

7- Organizational Culture, how would you describe the organizational culture within your transportation and logistics company?

Table: Organizational Culture in Transportation and Logistics: Survey Insights - Other

Organizational Culture	No of Response
Collaborative	14
Innovative	1

Grand Total	15
--------------------	-----------

8- Communication and Decision-Making, how would you rate the communication channels within your organization, especially during crises?

Table: Communication and Decision-Making Effectiveness During Crises Survey Results - Other

Communication and Decision-Making Effectiveness	No of Response
Effective	1
Neutral	1
Very Effective	13
Grand Total	15

9- Employee Engagement, to what extent do leadership development programs contribute to employee engagement within your organization?

Table: Leadership Development Programs and Employee Engagement Survey Insights - Other

Employee Engagement Leadership Development Programs	No of Response
High	1
Very High	14
Grand Total	15

10- Adaptability and Innovation, how would you rate the adaptability of your organization to changes in the transportation and logistics industry?

Table: Adaptability and Innovation Rating in Transportation and Logistics Survey Insights - Other

Adaptability and Innovation Rating	No of Response
High	1
Very High	14
Grand Total	15

11- Training Evaluation, how frequently are leadership development programs evaluated for their effectiveness?

Table: Leadership Development Program Evaluation Frequency: Survey Results - Other

Training Evaluation Frequency	No of Response
Regularly	15
Grand Total	15

12- Collaboration Across Departments, how well do different departments within your organization collaborate, especially during crises?

Table: Collaboration Across Departments Survey Results - Other

Collaboration Across Departments	No of Response
Very Well	14
Well	1
Grand Total	15

13- Overall Satisfaction, how satisfied are you with the current state of leadership development programs and their impact on business continuity in your organization?

Table: Overall Satisfaction with Leadership Development Programs Survey Results - Other

Overall Satisfaction	No of Response
Satisfied	1
Very Satisfied	14
Grand Total	15

أثر برامج تنمية القيادات على استمرارية الأعمال في شركات النقل بالمملكة العربية السعودية خلال الأزمات

إعداد الطالب/

(القائد)
222000536 ثامر دخیل الله المالکی
222001716 محمد عبد القادر علی
222001068 عبد الله نواف العقیدي

إشراف/

د. الفیصل عبد الحمید محمد حسن

د. ولید عبد الجواد سلیمان صادق

العام الدراسي: 2023

ملخص

تقف القيادة المتينة كركيزة أساسية لضمان استمرارية عمل شركات النقل، خاصة خلال فترات الأزمات. يستكشف هذا البحث منظومة برامج تطوير القيادة ضمن شركات النقل في المملكة العربية السعودية، مع التركيز بشكل أساسي على دراسة كمية تعتمد على استطلاع الرأي. يهدف البحث إلى تحقيق أهدافه، بما في ذلك تقييم الحالة الحالية لبرامج القيادة وتحليل تأثيرها على اتخاذ القرارات أثناء الأزمات، ومعالجة التحديات التي تواجه القادة، وفحص العلاقة بين مهارات القيادة والمرونة التنظيمية. يقدم البحث توصيات لتعزيز البرامج الحالية، ضماناً لتجهيز القادة بشكل جيد للتنقل في ظروف الغموض. يلخص هذا الملخص استكشافاً مركزاً، يمزج بين مناهج كمية لإلقاء الضوء على الرابط بين تطوير القيادة واستمرارية الأعمال في قطاع النقل في المملكة العربية السعودية.