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عنوان:

دور القيادة في إدارة الأزمات وتعزيز مرونة المنظمات في وزارة الصحة السعودية

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Abstract

This study examines the impact of Leadership, Crisis Management Effectiveness, and Organizational Resilience on organizational effectiveness within the Saudi Ministry of Health (MOH). The research aims to assess the level of leadership application, explore its role in enhancing crisis management and resilience, identify challenges faced by MOH leaders, and examine how leadership can support continuous learning and innovation to improve crisis management capabilities. A random sampling methodology was used to select a study sample of 300 employees, who participated in the study via an electronic questionnaire distributed through social networking sites. The responses were analyzed using regression analysis, which revealed a strong correlation between the independent variables and organizational performance ($R\text{-value} = 0.727$, $R\text{ Square} = 0.700$), indicating that 70% of the variance in organizational effectiveness can be explained by leadership, crisis management, and resilience. The F-statistic of 62.635 ($p = 0.000$) confirms the statistical significance of the model. Among the independent variables, Crisis Management Effectiveness had the strongest impact ($Beta = 0.464$, $p = 0.000$), emphasizing the need for structured crisis response plans, risk assessment mechanisms, and coordination strategies. Organizational Resilience also played a significant role ($Beta = 0.284$, $p = 0.002$), reinforcing the importance of adaptability and long-term strategic planning. While Leadership remained an essential factor ($Beta = 0.031$, $p = 0.004$), its effectiveness was most pronounced when integrated with crisis management and resilience-building measures. These findings suggest that organizations, particularly within Saudi Arabia's MOH, should prioritize crisis management frameworks and foster resilience to ensure long-term stability. Leadership is most effective when combined with proactive planning, continuous learning, and adaptability, reinforcing the need for strategic foresight in dynamic healthcare environments.

Chapter 1: Introduction

1.1. Introduction

In an era marked by unprecedented challenges from public health crises to economic disruptions the critical importance of effective leadership in crisis management has never been more evident. Within the healthcare sector, particularly at the Saudi Ministry of Health, leadership is crucial for ensuring that the organization can respond swiftly and decisively to crises, safeguarding public health and maintaining essential services. The COVID-19 pandemic underscored the need for leadership capable of navigating complex, rapidly changing situations, requiring prompt decision-making, clear communication, and coordinated action to mitigate risks and strengthen resilience. Today's volatile global environment makes organizations increasingly vulnerable to a wide range of crises, including natural disasters, economic shocks, technological failures, and health emergencies like the COVID-19 pandemic. In such scenarios, effective leadership is essential for making swift, strategic decisions that protect the organization's stability and continuity. Beyond immediate responses, strong leadership plays an instrumental role in building organizational resilience the capacity of an organization to adapt, recover, and emerge stronger from adversity. Leaders not only manage the present crisis but also prepare the organization to withstand future disruptions, creating a foundation for long-term sustainability.

Leadership in crisis management extends beyond reactive problem-solving; it encompasses proactive planning, transparent communication, and the ability to mobilize resources swiftly and effectively. Leaders must inspire confidence, foster collaboration, and exhibit adaptability, ensuring that teams remain aligned and focused even under extreme

pressure. By fostering a culture of resilience, leaders empower organizations to withstand and adapt to unexpected challenges, reducing vulnerability and enhancing long-term sustainability.

The Saudi Ministry of Health, responsible for overseeing a vast and complex healthcare system, faces unique challenges in crisis management. Effective leadership within the Ministry is essential not only for managing immediate responses but also for building long-term resilience that ensures the healthcare system can withstand future disruptions. Leadership in this context involves setting strategic priorities, fostering collaboration, and promoting adaptability and continuous improvement. By embedding resilience into its organizational framework, the Ministry enhances its ability to anticipate, prepare for, and respond to diverse crises, from pandemics to natural disasters.

In addition to strategic planning and crisis response, leadership at the Ministry of Health is crucial for fostering innovation and continuous learning in response to evolving challenges. Leaders play a pivotal role in integrating lessons from past crises to refine protocols, update preparedness measures, and improve response times. Through investments in workforce training and a culture of resilience, the Ministry strengthens its operational capacity and empowers healthcare professionals to proactively engage in crisis situations. Moreover, effective leaders prioritize transparency and open communication, ensuring that stakeholders from frontline healthcare workers to the public are informed and engaged during crises. This trust-building approach enhances compliance, boosts morale, and facilitates coordinated action across all organizational levels, creating a more cohesive and resilient healthcare system capable of confronting future crises with agility and strength.

1.2. Problem Statement:

In an increasingly complex and unpredictable global environment, healthcare organizations face heightened vulnerability to crises, such as pandemics, economic disruptions, and natural disasters. The Saudi Ministry of Health, responsible for a vast healthcare network serving a growing population, is tasked with ensuring rapid, effective responses to such crises. However, the effectiveness of crisis management efforts within the Ministry is often constrained by challenges such as inconsistent leadership strategies, limited organizational resilience, and gaps in crisis preparedness. While the COVID-19 pandemic has underscored the essential role of leadership in managing healthcare crises, there remains a need to better understand how specific leadership practices can bolster resilience, facilitate adaptive decision-making, and support a cohesive organizational response. Without a clearly defined, resilient leadership framework, the Ministry risks inadequate crisis responses, compromised healthcare delivery, and reduced public trust. This study seeks to address these challenges by examining the role of leadership in crisis management and organizational resilience at the Saudi Ministry of Health, identifying strategies to enhance the Ministry's capacity to manage current and future crises effectively.

1.3. Research Significance

1.3.1. Theoretical Significance

The theoretical significance of this study lies in its contribution to the existing body of knowledge on leadership, crisis management, and organizational resilience, especially within the context of healthcare. This research aims to expand the understanding of how leadership practices influence an organization's capacity to navigate crises and recover from disruptions. By examining leadership through the lens of resilience theories and crisis management frameworks,

this study adds depth to these concepts, exploring the specific leadership behaviors, skills, and strategies that are most effective in times of crisis. Additionally, this research provides a theoretical model of resilient leadership that integrates adaptive, transformational, and strategic elements tailored to the unique demands of healthcare systems. This study also contributes to understanding the role of leadership in promoting a resilient organizational culture. By identifying the mechanisms through which leaders can foster adaptability, continuous learning, and resourcefulness, this research offers a foundation for future studies on leadership's role in building resilient organizations. It also bridges gaps in literature specific to the healthcare context, offering insights that can inform broader theories of crisis leadership and resilience beyond the immediate scope of healthcare.

1.3.2. Practical Significance

Practically, this study offers actionable insights for the Saudi Ministry of Health and other healthcare organizations seeking to enhance their crisis management and resilience strategies. By identifying specific leadership behaviors and practices that contribute to effective crisis response, this research provides healthcare leaders with a roadmap for strengthening their organizational resilience. These insights are valuable for designing leadership development programs focused on crisis preparedness, communication skills, and decision-making under pressure. Additionally, the findings support the development of policies and procedures within healthcare systems, helping to ensure that they are equipped to respond to crises with agility and cohesion. This research will guide training initiatives aimed at improving leaders' abilities to inspire confidence, foster collaboration, and communicate effectively with diverse stakeholders during crises. Ultimately, this practical guidance can help healthcare organizations improve patient outcomes, maintain public trust, and ensure continuity of essential services during

disruptive events. This study's theoretical contributions deepen the academic understanding of leadership and resilience in crisis management, while its practical applications provide healthcare organizations with strategies to enhance leadership effectiveness in critical situations. Together, these insights support a more resilient and responsive healthcare system, capable of meeting the demands of an increasingly unpredictable global landscape.

1.4. Research Objectives

1. To assess the level of leadership application within the Saudi Ministry of Health.
2. To explore the role of leadership in enhancing crisis management and organizational resilience within the Saudi Ministry of Health.
3. To identify the challenges that leaders in the Saudi Ministry of Health face when implementing crisis management strategies.
4. To examine how leadership within the Ministry of Health can support continuous learning and innovation to improve crisis management capabilities.

1.5. Research Questions

1. What is the Level of Leadership Application in the Saudi Ministry of Health?
2. The Role of Leadership in Crisis Management and Organizational Resilience at the Saudi Ministry of Health?
3. What challenges do leaders in the Saudi Ministry of Health face in implementing crisis management strategies?
4. How can the Ministry of Health's leadership support continuous learning and innovation to improve crisis management capabilities?

1.6. Research Hypotheses

is clear to us from the earlier figure, that the current research attempts to The Role of Leadership in Crisis Management and Organizational Resilience at the Saudi Ministry of Health

- Independent Variable : Leadership
- Dependent Variables: Crisis Management Effectiveness, Organizational Resilience

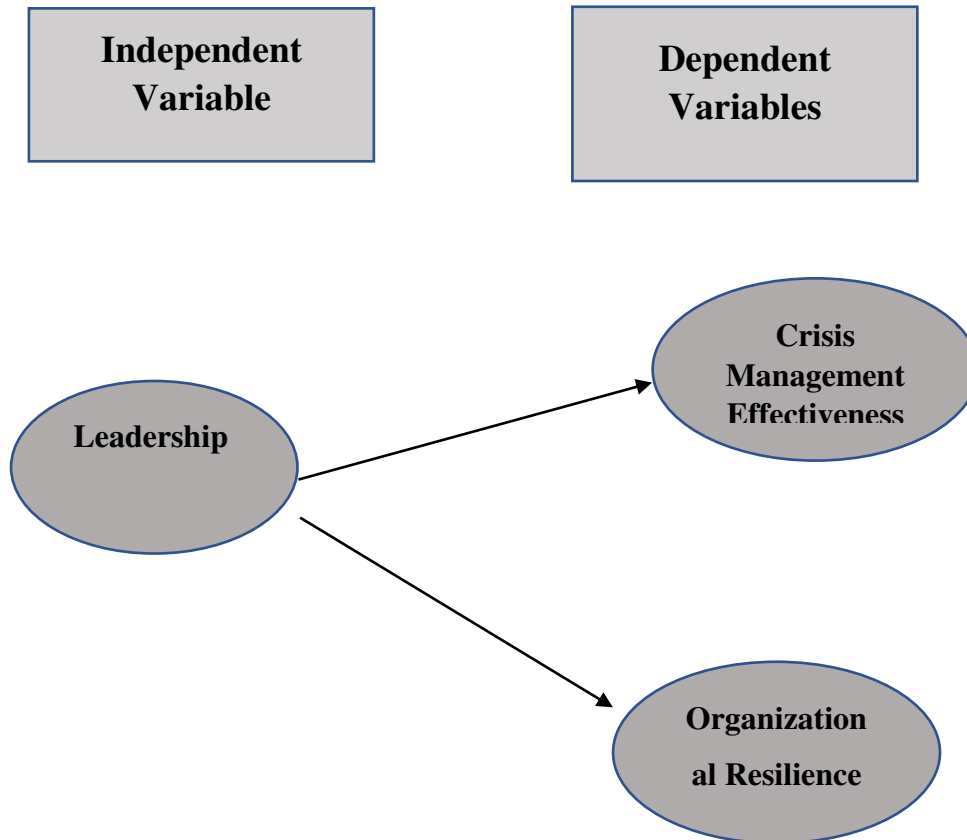


Figure 1 Research Variables

1. **H1:** There is a statistically significant difference in the impact of different leadership styles on crisis management effectiveness at the Saudi Ministry of Health
2. **H2:** There is a statistically significant positive relationship between leadership and crisis management effectiveness at the Saudi Ministry of Health.
3. **H3:** There is a statistically significant positive relationship between leadership and organizational resilience within the Saudi Ministry of Health.

1.7. Study limitations

1. Temporal Limitations: Conducted during 2024, the study's data collection and analysis reflect only the current practices and challenges in leadership, crisis management, and resilience-building at the Ministry of Health. Future changes in practices or policies may not be captured.
2. Spatial Limitations: The research is confined to the Saudi Ministry of Health, focusing specifically on its internal crisis management strategies and resilience practices. Therefore, the findings may not apply to other sectors or ministries outside healthcare.
3. Objective Limitations: The study aims to evaluate the Ministry's leadership role in crisis management, explore the impact of various leadership styles, identify challenges faced by leaders, and propose strategies aligned with Vision 2030. This focus may limit the study's application beyond these objectives.
4. Human Limitations: The study involves a targeted sample within the Ministry, including leaders and healthcare professionals, but does not include perspectives from external stakeholders, such as patients or non-governmental providers, which may limit the comprehensiveness of the findings.

Chapter2: Literature Review

2.1. Introduction

The essential nature of healthcare being high stakes determines why leadership serves to guide organizations through crises and develop long-term resiliency. Organizations function best during emergencies and disruptions when their leaders apply knowledgeable decisions with adaptive communication abilities. The Saudi-initiated MOH assumes leadership role for healthcare system responses toward all emergency situations including illness outbreaks and natural disasters which lead to organizational sustainability through effective leadership. The proposed research looks into leadership effects on crisis management and organizational resiliency as they apply to MOH frameworks. The research evaluates the crucial strategic leadership elements for crisis management with a study of crisis leadership theories that assist healthcare organizations in navigating uncertain situations. Study findings will provide practical leadership strategies which build collaborative to strengthen team member resilience in health care systems and create safe crisis management environments for organizations.

2.2. Literature review

The authors Martinez, Kilag, and Macario analyzed organizational culture together with its influence on leadership style in crisis responses (2023). The analysis investigated cultural traits of organizations by showing how different cultural patterns facilitate crisis leadership versus those which hinder effective crisis management. Special organizational cultural elements influencing decision-making by leaders were studied along with the correlation between human interactions and adaptation processes occurring in critical crisis circumstances. Multiple research methods integrated statistical survey results obtained from

crisis leaders through their direct interviews with leaders who had encountered immediate major organizational crises. Numerical survey responses documented crisis leadership styles that related to cultural characteristics of organizations together with extensive interview findings which portrayed how cultural aspects shaped crisis leadership practices. The research approach allowed the authors to obtain quantitative measurement patterns while acquiring detailed verbal reports about cultural elements influencing crisis leadership responses. Organizational culture performs particular functional activities during organizational crisis response development in emergency events according to the study. Leaders in adaptive organizations maintain both collaborative approaches and rapid reactions which enable their organizations to select new strategies that bring improved crisis safety and security procedures. Open communication allows cultural organizations to unite their leadership teams who then effectively share truthful crisis information with every team member. The preventive abilities of leaders in risk-tolerant organizations joined forces with breakout programs that spread additional risk management programs throughout communities. The research showed that crisis leadership management produces different strategic actions depending on the organizational hierarchy structure. The leaders who operate within hierarchical structures received diverse levels of organizational backing along with various obstacles during action implementation because of their identified crisis remedies and their constrained speed of response and delayed decision processes. Group collaboration within workplaces brought about faster crisis response as team members shared mutual solutions for the situation. Research findings from this investigation will increase crisis management knowledge by supplying quantitative proof about how organizational culture affects leader conduct during crises. The research shows that culture dominates

background information because its strong capabilities drive the success or failure of crisis management. Organizational cultural knowledge helps leaders create improved readiness by implementing systematic cultural practices. Organizations must implement capable workplace adaptation systems by creating consistent work processes and team-based operations to develop crisis preparedness capabilities across their organizations. Employee performance engagement and organizational resilience become linked to crisis management response strategies using Fink's Crisis Management Model according to Monternel, Kilag, and Restauro (2023). The examination conducted research on engaged workers' abilities as this serves to enhance organization resilience throughout crisis situations and identifies methods to achieve better crisis responses by supporting employees through engagement. The research established their organization with an organized methodology to understand employee engagement behaviors that they can use in future studies about organizational engagement. Researchers applied both quantitative and qualitative data collection approaches to survey organizations that managed recent crises through case-study investigations and survey instruments. The surveys obtained numerical information regarding employee engagement metrics and employee recovery performance together with success metrics for crisis management. Organizations implemented specific engagement strategies for both crisis prevention and recovery which led to their development of resilient outcomes according to detailed case study evidence. The readiness of organizations to face crises strengthened when universities maintained high pre-crisis employee engagement levels due to actively involved employees who implemented preventive measures. Employee engagement facilitated adaptive crisis response by enabling staff to maintain organizational stability and take prompt action because of their high organizational dedication. Highly engaged employees stood

central to recovery processes for their successful restoration toward operational function and development of resilient delivery systems. The post-crisis assessments performed by organizations collected employee engagement insights which helped the organization refine their resilience strategies. This research expands current knowledge by confirming employee engagement functions as a fundamental factor for organizational resilience development. Through his model Fink shows organizations require employees who actively support their operations and crisis management functions. The collected research documents show that companies must implement employee engagement within their resilience development because it represents a proven organizational approach for boosting crisis reaction capabilities and post-crisis restoration results.

Sommer and colleagues investigated organizational team resilience formation when teams report leadership support and positive mental states encompassing emotions and mood expressions during crises (2016). The research team investigated how leaders can combine positive emotions with team support structures to develop team resilience so teams can concentrate on successfully dealing with and recovering from challenging circumstances. Researchers conducted surveys while studying organizations that recently faced critical events through case studies. The study analyzed positive affect levels and team cohesion and leadership support and resilience measures by using both quantitative data points alongside case study examples. Case study data showcased team leader methods for emotional control and resilience-building practices amidst tough times. Research evidence showed that powerful affect in combination with supportive leadership teams generates resilience during crisis situations. The levels of positive affect inside teams directly affect their resilience because team members learned to control their stress and maintain optimism to solve

problems instead of giving in to fear and negativity. The foundation of team resilience was built by leaders who provided emotional backing and positive outlooks and created member unity as a result. The supportive leadership practitioners offered their teams both cohesive unity and confidence to overcome the crisis. Through this approach teams acquired improved adaptability capabilities and better outcomes in building their resilience. Wells-prepared teams depended on their strengths to manage the crisis period and simultaneously built new competencies which made them stronger and confident about future challenges. The research strengthens crisis management theories and resilience models by assessing the combination of positive effects and team leadership toward resilience enhancement. Just when emotional support and optimistic motivation and a stable team culture work together recovery becomes possible for teams facing crises. Team resilience achieves its highest development under leadership that creates positive supportive environments allowing them to handle crises successfully and generate superior results.

A research conducted by Sharief (2024) examined how organizations in Sudan responded to crisis situations. Through research of Sudan's vulnerable region researcher Sharief (2024) investigated how different leadership approaches affect organization's ability to respond to and recover from disruptions in the context of its common political turbulence and economic challenges as well as natural disasters. The research conducted an analysis of resilience development in challenging environments to discover essential elements that determine organizational capability of survival and adaptation during crisis conditions. Sharief conducted quantitative research that included surveying leaders together with their employees from various organizational sectors which managed crises during recent years. The study observed leader actions as employees provided their assessments regarding

organizational resilience traits as well as their resistance to disturbances during each situation. The team utilized statistical testing to examine how these leadership techniques affected the outcome variables. Research investigations provided factual data showing that selecting appropriate leadership styles drives the resilience levels of organizations facing crisis situations. Leaders who practice transformational leadership methods create their best results regarding organizational resilience because their motivational and inspirational approaches establish team members working toward shared purposes. Leadership displays accelerated adaptive abilities when workers maintain solid connections because fast organizational recovery becomes possible and leads organizations toward successful crisis management. The leadership style maintained an existing state for the organization although it failed to produce innovative crisis resolution methods needed by crisis management.

Organizations experience diminished resilience through negative consequences that arise from leader non-involvement in operational tasks. Organizations faced issues under laissez-faire leadership since leaders did not provide enough support when workers needed it most which resulted in poor team coherence and recovery results. Experience-based findings on leadership effects during crisis scenarios are presented by this research for the entirety of Sudan's geographic area. Agency-based leadership establishes organizations as more resilient entities because leaders direct their teams to adjust and sustain unity while developing active employee solutions during crises. Organization resilience development requires engaged leadership as its fundamental component while the research examines particular leadership solutions to enhance crisis management capacities.

The research conducted by (Williams et al. 2017) sought to integrate crisis management and resilience research by studying organization handling of adversities from both academic

perspectives. The authors defined their research objective focused on building a unified conceptual framework which explains organizations during crisis management and their resilience development potential. The study recognizes immediate threat reactions in crisis management yet resilience research provides adaptable responses that deliver information about both short-term and long-term recovery methods. Research shows that the ability to develop resilience during crisis management relies on both positive team emotions and supportive leadership teams. The resilience capability of team members increased directly with their positive affect levels because members managed stress effectively through optimism-based solutions instead of selecting fear-based negativity. Leadership strategies for building team resilience consisted of emotional backing and optimization of optimism as well as initiatives to connect members. The leaders provided support that made teams become more unified and confident about overcoming their crisis. Leadership of this kind developed teams that stabilized their operations yet achieved better outcomes regarding strength development. The teams leveraged their inner resources to steer through the crisis at the same time they built new capabilities which enhanced their beliefs about overcoming future barriers. The evaluation contributes new value to crisis management frameworks and resilience theory by analyzing positive affect and team leadership as resilience enhancement methods. Team recovery from crises occurs through emotional backing and optimistic encouragement and unified teamwork between members. Execution teams develop extensive resilience capabilities when their leaders establish positive environments that enable better crisis management and result in stronger outcomes.

This paper examines Sudanese organizational resilience in crisis circumstances using data presented by Sharief (2024). The research studied Sudan's affected region that deals with

ongoing political chaos and economic difficulties and natural disasters by assessing leadership techniques that affect organizational recovery and disaster mitigation processes. Research findings establish essential components that determine organizational capacity to adapt and survive crisis conditions when operating in challenging environments. Research investigators employed qualitative techniques by administering interviews to employees and managers from recently affected organizations. The researchers carried out their research to uncover how crisis management techniques affect employee interpretation of crises and messaging practices for resilient outcomes. Organizations that employ effective internal crisis management approaches build better employee understanding about crises thus generating clarity through uncertain situations. Leadership involvement in crisis sense making allowed team members to gain understanding of the crisis and develop both organizational direction and member confidence. The organization built employee resilience through its proactive communication which enabled workers to adapt quickly and maintain intense focus as well as increase their joint effectiveness. Staff members showed higher resilience rates because they actively participated in emergency response which increased their group control of the situation. Strategic internal crisis management acts as an organizational resilience enabler by allowing employees to keep their crisis-related interpretation skills intact and reaction capabilities operational. Organizational resilience development requires leaders to provide transparent reliable communication during crises while performing sense making and sense giving activities. Organizations can use this method to get practical strategies that enhance employee resilience through management methods which improve their ability to navigate and recover from challenging situations.

The research team led by Orozco examined organizational crisis management principles that outline organizational readiness for unanticipated risks and unforeseen events according to Orozco et al. (2023). The study included industry case analysis and examination of vast literature to identify common crisis management practices that organizations adopt. Organizations implementing qualified crisis management need to integrate essential elements including preparedness and planning in addition to leadership and communication systems as well as adaptability capabilities. Organizations with clearly defined crisis plans performed better at unexpected situations while effective strong leadership made it possible to take quick decisions using precise information. Organizational success in crisis management depended on established communication links between departments to maintain teamwork cohesion. Organizations that quickly adapted through crisis learning acquired stronger capabilities to overcome future interruptions when they have faced crisis situations. The current research produces essential abilities about system development practices that organizations need to establish effective procedures for unexpected situations.

Of their work Ghazi et al. (2024) examined how strategic leadership enhances operational resilience in hotels by studying crisis management methods integrated with hotel electronic emergency preparedness programs. Research investigators executed a combination of methods to analyze hotel administration and personnel feedback obtained through surveys and direct interviews for determining how strategic leadership connects to digital readiness alongside crisis planning for operational resilience. Hotels maintained continuous operational resilience because of their strategic leadership function and preparedness systems which combined proactive pandemic responses. The implementation of leader crisis management through proactive measures led organizations to obtain enhanced achievement in teams

direction and operational continuity management systems. Well-developed crisis plans and digital readiness procedures enabled hotel organizations to maintain superior disruption response performance and operational flexibility for enhancing their resilience capabilities. Hotels achieve excellent crisis management success through the combination of strategic leadership techniques and prepared digital systems along with proactive response strategies to build resilience in the hospitality sector. High service quality becomes achievable for hotels through their strategic combination of preparedness measures.

2.3. Theoretical foundations of the study

2.3.1. Concept of Leadership

Leadership is the ability that enables someone to guide and power up an organization in reaching common goals. The essence of leadership involves vision setting accompanied by vital choice making together with the creation of team-based areas for advancement. Outstanding leaders create trust through their personal actions as well as create chances for others to reach maximum potential within multiple leadership environments. The capacity to lead functions independently from official authority positions because it centers on guiding others and extracting their peak potential. Leadership activates the unification of individual qualities such as integrity with competencies such as communication abilities and decisions skills and strategic thinking. Worldwide business transformations make the meaning of leadership dynamic which requires both emotional intelligence and adaptive skills and ethical practices (Teo et al.,2017.).

2.3.2. Type of Leadership

There are various types of leadership styles, each with unique characteristics and approaches to guiding and influencing a team. Here are some common types (Martinez et al.,2023).

1. Autocratic Leadership make decisions independently, without input from team members. This style can be effective in situations requiring quick decision-making or when there's a need for clear direction, but it may stifle creativity and lower morale if overused.
2. Democratic Leadership encourages team members to participate in decision-making, fostering a collaborative environment. This style can lead to high team morale and innovation, as members feel valued and empowered, though it may slow down decision-making processes.

Sharief conducted quantitative research that included surveying leaders together with their employees from various organizational sectors which managed crises during recent years. The study observed leader actions as employees provided their assessments regarding organizational resilience traits as well as their resistance to disturbances during each situation. The team utilized statistical testing to examine how these leadership techniques affected the outcome variables. Research investigations provided factual data showing that selecting appropriate leadership styles drives the resilience levels of organizations facing crisis situations. Leaders who practice transformational leadership methods create their best results regarding organizational resilience because their motivational and inspirational approaches establish team members working toward shared purposes. Leadership displays accelerated adaptive abilities when workers maintain solid connections because fast organizational recovery becomes possible and leads organizations toward successful . The leadership style maintained an existing state for

the organization although it failed to produce innovative crisis resolution methods needed by crisis management. Organizations experience diminished resilience through negative consequences that arise from leader non-involvement in operational tasks. Organizations faced issues under laissez-faire leadership since leaders did not provide enough support when workers needed it most which resulted in poor team coherence and recovery results. Experience-based findings on leadership effects during crisis scenarios are presented by this research for the entirety of Sudan's geographic area. Agency-based leadership establishes organizations as more resilient entities because leaders direct their teams to adjust and sustain unity while developing active employee solutions during crises. Organization resilience development requires engaged leadership as its fundamental component while the research examines particular leadership solutions to enhance crisis management capacities.

2.3.3. Understanding Organizational Resilience

Organizational resilience refers to an organization's ability to withstand, adapt to, and recover from disruptions, crises, or unexpected changes while continuing to function and pursue its strategic goals. It encompasses not only the capacity to manage crises effectively but also the agility to anticipate risks, adapt to changing conditions, and learn from past experiences to strengthen future responses (Sommer et al.,2016).

1. **Adaptability** The ability to adjust to new conditions, whether these involve changes in the market, technology, or external environments. Adaptable organizations are flexible in their processes, allowing them to pivot and reallocate resources as needed.

2. **Preparedness** Building resilience requires proactive planning and the development of crisis management plans, risk assessments, and contingency measures. Preparedness involves identifying potential threats and putting structures in place to respond swiftly.
3. **Robustness** Resilient organizations are built to withstand disruptions through strong infrastructure, dependable systems, and clear protocols. This robustness ensures that essential functions remain operational, even during adverse conditions.
4. **Learning and Improvement** Learning from past crises or challenges is essential for enhancing resilience. Resilient organizations analyze their responses to disruptions, identify what went well and what could be improved, and integrate these insights into future planning.
5. **Employee Engagement and Empowerment** Employees play a crucial role in resilience, as they are often on the front lines during crises. Resilient organizations empower their workforce with training, clear communication, and decision-making authority, enabling them to respond effectively.
6. **Leadership and Culture** Strong leadership and supportive organizational culture are fundamental to resilience. Leaders in resilient organizations model calm, decisive behavior during crises, fostering a culture of trust, innovation, and collective responsibility.

Organizational resilience not only helps a company survive crises but also thrive in a competitive and uncertain world. By embedding resilience into their culture and operations, organizations position themselves to adapt swiftly, innovate continuously, and maintain a competitive edge, regardless of external challenges.

2.3.4. Leadership Theories to Crisis Management and Resilience

Transformational leadership is especially effective in times of crisis because it centers on inspiring and motivating people through a shared vision. Leaders with a transformational approach work to instill purpose and unity, guiding employees through uncertainty with optimism and resilience. This leadership style fosters an environment where adaptability and creative problem-solving are encouraged, which can be crucial in dynamic, high-stakes situations. By focusing on the emotional and psychological well-being of their teams, transformational leaders help maintain morale and foster a sense of collective resilience, allowing the organization to confront and navigate crises effectively (Kim,2020)

Transactional leadership provides structure, stability, and clarity in a crisis by emphasizing clear roles, established procedures, and task-oriented actions. During crises, a transactional approach can be beneficial for organizations needing consistency and predictability, as it reinforces compliance with protocols and minimizes confusion. Leaders who adopt this style ensure that everyone knows their responsibilities and that procedures are followed, which is essential for maintaining order when rapid action is required. By giving recognition to protocol compliance and pressure-driven outcomes transactional leaders create organization-wide stability while helping the management of crisis impact effects. The flexibility of adaptive and situational leadership allows such approaches to be optimal for crisis management situations when conditions rapidly transform within minutes. These leadership approaches modify their leadership approach to fit into the special requirements of each crisis phase. During crisis peaks they guide others but after the crisis they enable employees to make independent choices. These leaders create stronger organizational teams because they

evaluate needs immediately and adjust their methods to match the changing conditions of crises (Suryaningtyas et al.,2019).

Resilience development heavily relies on support networks according to the Relational Activation of Resilience Model which focuses on protective relationships. Organizational leaders who seek resilience development should provide supportive networks alongside open dialogue and safety zones for employee concern sharing per the Relational Activation of Resilience Model. Social support during crisis situations manifests in organizational strength because employees unite to work together and provide help. Social connection-based resilience activation allows leaders to use teamwork and solidarity as protective measures that alleviate stress during crisis periods (Orozco et al.,2023).

Fink's Crisis Management Model classifies crises into four sequential phases that start with prodromal (early warning signals followed by crisis onset known as acute then transition into chronic crisis management before reaching resolution. Due to its design the model establishes that crisis leadership effectiveness depends on specific action sets which change according to the crisis phase. Leaders maintain constant awareness during the prodromal stage by spotting developing indications of risks in order to prepare their organization properly. Throughout the acute phase leaders must deliver prompt actions to control the instant consequences of the crisis. During the ongoing crisis stage leaders actively handle prolonged effects and manage financial concerns along with the responsibility of maintaining team spirit. As leaders progress through the resolution phase they help restore organizational stability and combine crisis experiences for creating stronger future defensive systems. Fault detection is an essential element of crisis management through balanced preparedness

measures with decisive action and ongoing recovery efforts which support organizational learning according to Fink's model (Kim et al.,2020).

2.3.5. Leadership Behaviors that Foster Organizational Resilience

In building organizational resilience, leaders play a crucial role by adopting specific behaviors that prepare, support, and empower teams to withstand challenges. Several key leadership behaviors have proven to be particularly effective in fostering resilience within organizations, including building trust and psychological safety, promoting effective communication and transparency, encouraging adaptability and innovation, and supporting employee well-being and engagement during crises. Trust and psychological safety are foundational elements of a resilient organization. Leaders foster trust by being reliable, consistent, and fair in their decisions, actions, and interactions with employees. Psychological safety, where team members feel comfortable sharing ideas, asking questions, or admitting mistakes without fear of negative consequences, is cultivated by leaders who listen actively, avoid punitive responses, and value each person's input. When employees feel trusted and psychologically safe, they are more likely to take necessary risks, collaborate effectively, and bounce back from setbacks, all of which are vital for organizational resilience (Yağmur & Myrvang,2023).

During crises, clear and transparent communication is essential for maintaining resilience. Leaders who prioritize open and honest communication ensure that employees are informed about the situation, aware of any immediate changes, and understand their roles in the response. Transparency helps build trust and reduces uncertainty, as team members feel that they are receiving accurate information and are not left in the dark. By actively listening to feedback and addressing concerns, leaders can foster a culture of openness, which enhances the organization's

ability to navigate the crisis together with confidence and coordination. Resilient organizations thrive on adaptability, and leaders who encourage a culture of flexibility and innovation can help their teams respond effectively to unexpected challenges. Leaders promote adaptability by being open to new ideas, allowing for flexible workflows, and rewarding creative solutions. They model adaptability themselves by adjusting strategies when necessary and demonstrating that change is an opportunity for growth rather than a setback. This behavior helps employees feel empowered to experiment and innovate, making the organization more agile and better prepared to pivot quickly when facing crises (Gečienė,2021).

Employee well-being is a crucial component of organizational resilience, particularly during times of crisis. Leaders who support their team's mental and physical well-being create a stronger, more resilient workforce. They do so by providing resources for stress management, offering flexibility where possible, and showing empathy toward employees' individual challenges. Furthermore, engaging employees by recognizing their efforts, involving them in decision-making, and reinforcing their sense of purpose helps to boost morale and maintain motivation. Leaders who prioritize well-being and engagement help reduce burnout and create a work environment where employees feel valued and supported, which strengthens the organization's resilience (Channa et al.,2019).

2.3.6. The Role of Employee Engagement in Crisis Management

Employee engagement plays a pivotal role in crisis management, as engaged employees are more committed, motivated, and aligned with the organization's goals, which can be crucial during times of disruption. Engaged employees demonstrate a heightened sense of responsibility, resilience, and adaptability, qualities that are essential in managing and navigating crises effectively. When employees are fully engaged, they are not only willing to go the extra mile but

are also more likely to contribute innovative solutions and ideas to address the challenges at hand. One of the key benefits of employee engagement in crisis management is the enhancement of communication and collaboration. Engaged employees are generally more open to communication, whether it involves sharing important updates, expressing concerns, or providing feedback. This collaborative culture can be critical during a crisis, as it allows for seamless information flow, rapid identification of issues, and coordinated response efforts. When leaders actively involve engaged employees in decision-making processes, it fosters a sense of ownership and accountability, helping the organization respond to the crisis with a unified, focused approach (Williams et al.,2017).

Moreover, engaged employees tend to display greater emotional resilience, which can help stabilize the organization in turbulent times. They are more likely to cope with uncertainty and stress, as their connection to the organization's purpose and values provides them with a sense of direction and motivation. Leaders who actively support employee engagement during a crisis, through recognition, clear communication, and providing resources for well-being, help sustain morale and reduce burnout. In essence, employee engagement strengthens an organization's crisis response by creating a resilient workforce that is adaptable, motivated, and aligned with the organization's mission. By fostering a culture of engagement, organizations not only improve their ability to manage crises effectively but also position themselves for faster recovery and future growth (Adamu et al.,2024).

2.3.7. Leadership Challenges in Crisis Management and Resilience Building

Leadership plays a crucial role in navigating organizations through crises and fostering resilience; however, leaders often encounter significant challenges in fulfilling these responsibilities. These challenges can arise from the complexity and unpredictability of crises, the need for rapid decision-making, maintaining morale under stress, and balancing short-term crisis response with long-term resilience planning. Understanding these challenges is essential for developing more effective leadership practices in crisis-prone environments (Gichuhi, 2021).

1. Decision-Making Under Uncertainty

One of the most prominent challenges leaders face in crisis management is making swift and informed decisions amid high uncertainty. Crises often present ambiguous situations with rapidly changing information, making it difficult for leaders to accurately assess risks and anticipate outcomes. Leaders must rely on incomplete data, act decisively, and adapt as new information emerges. This requires a high level of adaptability and strategic thinking to navigate complex situations without full clarity, often under significant time pressure (Adamu et al., 2024).

2. Maintaining Communication and Transparency

Effective communication is critical in a crisis, yet it can be challenging for leaders to maintain clear and transparent communication with employees and stakeholders. The need to balance transparency with the protection of sensitive information, avoid causing unnecessary panic, and manage conflicting information adds to the complexity. Leaders must convey information that is timely, accurate, and accessible, ensuring that all stakeholders understand the situation, their roles, and the organization's response strategy. Failure to communicate effectively can lead to misunderstandings, reduced trust, and a breakdown in cooperation.

3. Balancing Short-Term Crisis Response with Long-Term Resilience

During crises, leaders are often focused on immediate response actions, which can make it difficult to allocate time and resources toward long-term resilience-building initiatives. The challenge lies in balancing the urgency of addressing present threats with the need to strengthen the organization's capacity to withstand future crises. Leaders must prioritize resilience-building efforts such as developing adaptive processes, fostering a resilient culture, and implementing proactive risk management strategies while managing the crisis at hand (Sharief, 2024).

4. Managing Employee Morale and Well-Being

Crises can significantly impact employee morale and well-being, with leaders facing the challenge of keeping employees engaged, motivated, and emotionally supported. Leaders must navigate heightened stress, fear, and uncertainty among employees, which can affect performance, mental health, and productivity. Effective leaders must provide emotional support, foster a sense of security, and create a psychologically safe environment, even when the future may be unclear. This requires empathy, patience, and the ability to address employees' concerns while keeping them aligned with organizational goals (Ruslaini et al.,2024).

5. Resource Constraints and Prioritization

Crises often create or exacerbate resource constraints, challenging leaders to allocate limited resources strategically. Financial limitations, reduced staffing, or limited access to necessary tools can hinder an organization's crisis response and resilience-building efforts. Leaders must prioritize resources effectively, making difficult choices about which aspects of crisis management to emphasize while managing trade-offs between immediate needs and long-term sustainability (Ghazi et al.,2024).

6. Cultivating Adaptability and Innovation

Encouraging adaptability and innovation is essential for resilience, yet leaders may face challenges in fostering a culture that embraces change during crises. Employees may be resistant to new approaches due to fear of failure or disruption to established practices. Leaders must encourage creative problem-solving, support risk-taking within reasonable bounds, and model adaptability themselves, helping employees see crises as opportunities for learning and growth rather than threats (Bhaduri, 2019)

7. Managing Stakeholder Expectations and Trust

Leaders must manage the expectations of multiple stakeholders, including employees, clients, partners, and sometimes the public. Different groups may have varied and even conflicting priorities, making it challenging for leaders to address all concerns satisfactorily. Maintaining trust with stakeholders is essential for sustained support, yet it can be difficult to meet every demand or assure positive outcomes in uncertain conditions. Leaders must strive for transparent communication, set realistic expectations, and remain accessible to foster trust and credibility.

8. Ensuring Organizational Learning and Continuous Improvement

After a crisis, one of the most valuable steps is to capture lessons learned and integrate them into the organization's practices. Leaders may face challenges in formalizing and implementing these lessons, especially when operational demands return to normal. Building resilience requires an ongoing commitment to learning and improvement, which can be challenging to prioritize without sufficient time or resources. Leaders must ensure that lessons

from crises are documented, analyzed, and used to refine crisis management protocols, preparing the organization for future disruptions (Mokline et al.,2021).

2.3.8. Definition of Leadership in Crisis Situations

Leadership in crisis situations refers to the ability of individuals in leadership positions to guide, support, and make critical decisions during times of uncertainty, disruption, or emergency. It involves a combination of strategic thinking, rapid decision-making, clear communication, and the capacity to inspire confidence among team members. Effective crisis leadership ensures that an organization can respond swiftly to challenges, minimize damage, and recover efficiently while maintaining stability and operational continuity.

According to nor house (2019), leadership is "a process whereby an individual influences a group of individuals to achieve a common goal." In crisis situations, this influence becomes even more critical as leaders must navigate high-pressure environments, often with limited information and resources. Crisis leadership is distinguished from routine leadership by its focus on risk assessment, adaptability, and resilience-building. Leaders in crises must act decisively, remain composed, and foster a sense of trust and collaboration within their teams.

Boin et al. (2013) define crisis leadership as a dynamic process that involves sense-making, decision-making, and meaning-making. Sense-making refers to interpreting complex and rapidly evolving situations, decision-making involves formulating and executing timely responses, and meaning-making ensures that stakeholders understand the crisis response and feel reassured. In the healthcare sector, crisis leadership is particularly crucial as it affects patient care, public health responses, and the overall functionality of medical institutions. In the Saudi Ministry of Health, leaders must be equipped to handle medical emergencies, pandemics, and

other public health crises through proactive planning, strong communication channels, and a structured crisis management framework. Ultimately, leadership in crisis situations is about resilience, adaptability, and the ability to instill confidence while steering an organization through adversity. It requires a balance between authority and collaboration, ensuring that decisions are both swift and inclusive to achieve the best possible outcomes.

2.3.9. Importance of Leadership in Crisis Situations

Leadership is a critical factor in determining how effectively an organization can navigate crises and emerge stronger. During times of uncertainty, effective leaders provide direction, instill confidence, and ensure coordinated efforts to mitigate risks and restore stability. The importance of leadership in crisis situations can be understood through several key dimensions (Koronis & Ponis, 2018).

1. Decision-Making Under Pressure

Crisis situations often require rapid and high-stakes decision-making. Leaders must assess the available information, analyze risks, and make informed choices under time constraints. Effective crisis leadership involves balancing short-term emergency responses with long-term strategic planning to minimize disruptions and ensure sustainable recovery.

2. Clear and Transparent Communication

One of the most crucial aspects of crisis leadership is communication. Leaders must deliver clear, concise, and transparent messages to employees, stakeholders, and the public. Misinformation or lack of communication can lead to panic, confusion, and ineffective crisis

responses. By maintaining open lines of communication, leaders can foster trust, keep teams informed, and ensure alignment in crisis response efforts.

3. Maintaining Employee Morale and Engagement

Crises can create uncertainty, stress, and fear among employees. Strong leadership helps maintain morale by providing reassurance, acknowledging challenges, and offering support. Leaders who prioritize employee well-being and motivation contribute to organizational resilience and ensure that teams remain focused and productive during crises (Teo et al.,2024).

4. Adaptability and Resilience

Crisis situations often involve rapidly changing circumstances. Effective leaders must be adaptable, demonstrating flexibility in their strategies and approaches. They should foster a culture of resilience within the organization, encouraging innovation, learning from past crises, and continuously improving crisis management practices.

5. Coordination and Collaboration

A crisis requires a coordinated response involving multiple stakeholders, including internal teams, government agencies, and external partners. Leaders play a crucial role in facilitating collaboration, ensuring that all parties work towards a unified response. Effective leadership helps streamline crisis management efforts, avoid duplication of resources, and enhance overall efficiency.

6. Building Trust and Credibility

Trust in leadership is essential during a crisis. Employees and stakeholders look to leaders for guidance and reassurance. Leaders who demonstrate integrity, consistency, and

empathy can build credibility, which in turn strengthens organizational stability and enhances cooperation during challenging times (Kim et al.,2024).

7. Risk Management and Preparedness

Effective crisis leadership is not only about responding to crises but also about preparing for them. Leaders play a vital role in risk assessment, developing contingency plans, and implementing preventive measures. Organizations with proactive leadership are better equipped to handle crises with minimal disruptions.

8. Ensuring Organizational Continuity and Recovery

The ultimate goal of crisis leadership is to ensure the organization's survival and recovery. Leaders must oversee crisis resolution efforts, assess long-term impacts, and implement strategies to rebuild and strengthen the organization post-crisis. This includes learning from the crisis, improving operational procedures, and reinforcing resilience measures for future challenges. In the context of the Saudi Ministry of Health (MOH), effective leadership is critical for managing public health crises such as pandemics, natural disasters, and medical emergencies. Strong leadership ensures that healthcare services remain operational, resources are allocated efficiently, and the public receives accurate information and guidance. The Saudi MOH has demonstrated the importance of leadership during crises like COVID-19 and the MERS outbreak, where strategic decision-making, rapid response measures, and collaboration with global health organizations played a crucial role in mitigating the impact of the crises (Kim,2020).

2.3.10. The Relationship Between Leadership and Crisis Management Effectiveness

Leadership and crisis management effectiveness are closely intertwined, as strong leadership is essential for guiding organizations through emergencies and ensuring a structured response. The effectiveness of crisis management depends significantly on the leadership approach, decision-making capabilities, and the ability to inspire confidence and coordination within an organization. Leaders play a pivotal role in mitigating risks, ensuring continuity, and fostering resilience during crises (Sommer et al.,2016).

1. Leadership as a Driver of Crisis Preparedness

Effective crisis management begins with proactive leadership. Leaders who prioritize risk assessment, contingency planning, and crisis simulations ensure that their organizations are well-prepared for potential emergencies. Transformational and strategic leaders, in particular, focus on long-term preparedness by implementing crisis response frameworks, training employees, and establishing clear protocols. In the Saudi Ministry of Health (MOH), proactive leadership has played a key role in handling public health emergencies, such as the COVID-19 pandemic, by implementing nationwide preparedness strategies.

2. Decision-Making and Problem-Solving in Crisis Situations

Crisis situations require rapid and well-informed decision-making. Leaders who can assess situations quickly, weigh risks, and take decisive actions contribute significantly to crisis management effectiveness. Autocratic leadership may be useful in emergency situations where quick, authoritative decisions are necessary. However, democratic leadership, which encourages collaboration and input from experts, often leads to better problem-solving and more sustainable crisis response strategies (Suryaningtyas et al.,2019).

3. Communication and Crisis Response Coordination

Clear and transparent communication is a fundamental aspect of effective crisis management. Leaders must ensure that employees, stakeholders, and the public receive accurate, timely, and consistent information to reduce confusion and misinformation. In healthcare, particularly within the Saudi MOH, effective leadership during crises has emphasized transparent communication with the public through official health channels and press briefings to manage public expectations and prevent panic.

4. Leadership's Role in Maintaining Employee Morale and Engagement

During crises, employees often experience uncertainty, stress, and burnout. Effective leadership helps maintain morale by providing emotional support, ensuring job security, and recognizing employees' efforts. Servant leadership, which focuses on the well-being of employees, can be particularly beneficial in ensuring that frontline workers, such as healthcare professionals, remain motivated and engaged during a crisis (Gečienė, 2021).

5. Adaptability and Resilience in Crisis Leadership

One of the key characteristics of effective crisis leadership is adaptability. Crises are often unpredictable, and leaders must adjust strategies, reallocate resources, and respond to evolving challenges. Leaders who foster an organizational culture of resilience—where employees are encouraged to learn from past crises and innovate—help their organizations recover more effectively. For example, the Saudi MOH has demonstrated adaptability by rapidly deploying digital health solutions and telemedicine services during the COVID-19 crisis.

6. Collaborative Leadership and External Coordination

Crises demand the involvement of numerous stakeholders including both governmental bodies and hospital establishments and international organizations. Strong leadership through the creation of partnerships and facilitation of collaboration produces successful crisis management results. The Saudi Arabian healthcare leadership achieves global health emergency readiness through their successful partnership with organizations like WHO to facilitate medical supply distribution and provide vaccines along with expert services (Scarpino,2014).

2.3.11. Leadership Style Crisis Management

Leadership functions critically during crisis management because it shapes organizational emergency responses together with risk reduction and organizational strength. Team performance under conditions of uncertainty depends on which leadership approach an organization adopts to execute crisis response strategies. The Saudi Ministry of Health (MOH) depends on different leadership strategies to handle public health emergencies such as disease outbreaks and emergency medical needs. The analysis examines transformational, transactional, servant, and situational leadership models to determine their influence on crisis management success according to Ghazi et al.,2024.

1. Transformational Leadership and Its Impact on Crisis Response

Transformational leadership depends on inspiring team members to chase one common vision during crisis situations. This leadership approach creates confident workers who generate fresh solutions while becoming resilient through tough times thus maintaining employee dedication. Transformational leaders in crisis situations emphasize developing sustainable

answers instead of addressing crises swiftly. The leadership approach allows teams to function adaptively and enables members to explore critical thinking approaches which result in new solutions for emerging issues. Transformational leaders demonstrate efficient communication as a core aspect to inspire confidence in their workforce alongside stakeholders allowing both groups to reduce their feelings of anxiety and uncertainty. During the COVID-19 pandemic Saudi MOH officials under transformational leadership implemented nationwide health measures combined with digital health innovations and vaccination campaigns as they supported and maintained the motivation of healthcare workers. The director used this leadership style to establish trust while fostering cooperation as well as organizational unity needed to effectively respond to emergencies (Ruslaini et al.,2024)

2. Transactional Leadership and Its Role in Structured Crisis Management

Transactional leadership is a rule-based approach that emphasizes clear roles, responsibilities, and structured crisis response strategies. This leadership style relies on predefined protocols, standard operating procedures, and compliance measures to ensure efficiency during emergencies. In crisis situations, structured leadership is necessary to maintain order, allocate resources effectively, and implement emergency response plans. Transactional leaders use a system of rewards and penalties to enforce discipline and ensure that teams follow established guidelines. While this approach may lack flexibility, it is highly effective in environments where precision and protocol adherence are essential, such as in hospital emergency departments, disaster relief operations, and pandemic containment efforts. Within the Saudi MOH, transactional leadership has been crucial in ensuring that hospitals and medical facilities adhere to strict infection control measures, staffs follow emergency protocols, and medical supply chains remain intact. By enforcing structure and

discipline, transactional leadership helps maintain stability and prevents chaos in crisis situations (Ruslaini et al.,2024).

3. Servant Leadership and Its Effectiveness in Healthcare Crisis Management

Servant leadership is characterized by a leader's focus on employee well-being, ethical decision-making, and a people-centered approach. In crisis management, this leadership style ensures that frontline workers and employees receive the necessary support to perform effectively while prioritizing patient and community care. During crises, servant leaders listen to the concerns of their teams, provide emotional and logistical support, and foster a sense of teamwork and collaboration. This is particularly critical in healthcare settings, where medical professionals face high levels of stress, burnout, and emotional exhaustion during prolonged emergencies. Servant leaders ensure that healthcare workers receive mental health support, adequate protective equipment, and recognition for their contributions, which helps sustain morale and performance. In the Saudi MOH, servant leadership has been instrumental in crisis response, especially during public health emergencies like the COVID-19 pandemic, where the well-being of doctors, nurses, and medical staff was a priority. Initiatives such as mental health programs for healthcare workers, financial incentives, and workplace safety measures reflect servant leadership principles that contribute to better crisis management outcomes (Deverell & Olsson, 2010).

4. Situational Leadership and Adaptability During Crises

Considered as flexible leadership methodology situational leadership provides leaders with a tool to modify their management strategy according to both crisis factors and organizational contingencies and interpersonal team relationships. The leadership responses needed to manage different crisis situations receive recognition through the flexible framework

of situational leadership. Situational leaders must transition between the directive (transactional) leadership style to the collaborative (transformational) style according to emergency situation needs throughout the crisis. Leaders who start managing a disaster or disease outbreak require an directive style to execute quick response measures. When executing recovery efforts after a crisis phase it becomes essential to adopt a participatory style which supports personnel development besides encouraging innovative thinking and strengthening organizational resilience. Situational leadership has demonstrated its effectiveness through Saudi Ministry of Health crisis responses that adapted their strategies through different phases. During the COVID-19 pandemic Saudi MOH enforced early strict lockdown rules and mandatory health requirements before shifting later to initiatives promoting digital health and worker-flexibility and community participation (transformational approach). Adaptive leadership capabilities of the healthcare industry allowed for effective response to changing conditions while preserving public trust (Gichuhi,2021).

The styles used by leaders have an essential impact on achieving effective crisis management results. The motivation and resilience creation happens under transformational leadership while transactional leadership maintains system order and servant leadership puts employee welfare first and situational leadership brings flexibility through leadership methods. The Saudi Ministry of Health benefits from combined deployment of leadership styles because it proves vital for handling public health emergencies while supporting operational performance and protecting medical staff. Organizations that employ flexible leadership practices hold better emergency preparedness and better long-term resilience and reduced disruption potential. Healthcare institutions alongside other organizations can improve their response to future challenges by executing the most optimal leadership styles in crisis situations (Dahmen,2023).

2.3.12. Organizational Resilience: Concept and Importance

The capability of organizations to resist crises and adjust to challenges while regaining quality performance relies heavily on their organizational resilience. Healthcare operations among other industries depend heavily on organizational resilience because emergency situations including natural disasters and operational disruptions create severe outcomes which resilience helps sustain stability and continuous operations.. This part defines what organizational resilience represents while describing essential elements for healthcare organizations and analyzes leader roles in building resilient systems. Organizational resilience describes how an organization prepares to handle disturbances before responding and recovering from them while protecting fundamental operations to grow stronger through challenging times. An organization needs adaptability with mechanisms to manage risks and continuous learning and innovation among its capabilities to succeed in uncertain situations. The International Standard for Organizational Resilience presents resilience as “the ability of an organization to absorb and adapt in a changing environment to deliver its objectives and survive and prosper.” According to ISO 22316 the definition shows that resilience goes beyond surviving crises because organizations use disruptions to learn and improve operational processes and build better preparedness for the future. The healthcare industry requires exceptional resilience since organizations need to handle emergency situations while protecting patient welfare alongside sustaining healthcare staff well-being. The Saudi Ministry of Health (MOH) considers resilience to be essential for handling critical public health situations including COVID-19 and MERS outbreaks as well as other healthcare emergency events (Tvedt et al.,2023).

Healthcare organizations need three main aspects for resilience

Strong resilience frameworks must exist in healthcare organizations because they deal with distinctive operational challenges. The establishment of specific attributes provides healthcare organizations with the capacity to handle crises along with maintaining long-term sustainability.

1. Crisis Preparedness and Risk Management

Healthcare resilience starts from efforts made in advance to prepare for crises while conducting risk assessments. Medical facilities need established emergency response plans together with medical supply chain strategies and contingency protocols which help them handle unexpected interruptions. The Saudi MOH operates national pandemic preparation plans that provide medical facilities with necessary tools to deal with public health crises (Lisdiono et al.,2022).

2. Strong Leadership and Decision-Making

The ability to lead organizations matters greatly during emergency situations because it allows for proper coordination of response efforts. A resilient healthcare organization needs leaders who both make smart decisions and communicate well and keep staff members confident in difficult times. A trust's capacity to overcome challenges becomes more efficient when leaders maintain a state of calmness while making decisive and adaptable decisions under pressure.

3. Adaptive and Flexible Organizational Culture

A healthy organization accepts change as a tool while promoting innovation together with maintaining constant progress. The healthcare industry requires adaptable structures which apply new medical equipment alongside flexible operational systems and speedy response plans for

newly discovered health threats. The Saudi MOH supports digital health innovation through telemedicine and AI diagnostics to build healthcare resistance.

4. Workforce Resilience and Employee Well-Being

The front-line position of healthcare workers in managing critical situations creates direct effects on an organization's resilience level. Healthcare professionals maintain their ability to provide essential services because the institution offers mental health support and training in addition to workplace safety measures. Medical staff working in Saudi Arabia receive wellbeing support programs directly from the Saudi MOH when facing the stressful conditions of the COVID-19 pandemic (Förster et al.,2023).

5. Effective Communication and Collaboration

The practice of resilience needs unambiguous communication which applies to both internal organizational relations and external groups. Healthcare organizations need to spread fact-based information throughout their organization and provide collaborative service coordination with national agencies along with international health organizations. The Saudi MOH practices crisis response through its potent relationships with WHO, CDC and international health agencies for global partnership advancements.

6. Technological Integration and Digital Transformation

Medical organizations build stronger resilience through modern innovations combined with technological advancements. By implementing electronic health records (EHRs) together with predictive analytics and AI-driven diagnostics and remote patient monitoring systems organizations gain better crisis response efficiency. The Saudi MOH utilized substantial funding

to develop Sehhaty and Tawakkalna digital applications which enhance both health service accessibility and emergency capabilities (Madi Odeh et al.,2023).

7. The continuous improvement process should draw knowledge from historical crisis events.

Organizations that demonstrate resilience use past crisis analyses to pinpoint weaknesses which they use for implementing improvements that boost future readiness. Post-crisis evaluations together with scenario planning and crisis simulations permit organizations to learn from experience so they create advanced strategies. The Saudi MOH conducts periodic crisis response drills and uses previous public health emergency lessons to update healthcare policies.

2.3.13. The Role of Leadership in Fostering Resilience

Healthcare institutions which depend on high-stakes operations heavily depend on effective leadership as a necessary ingredient for resilience. A qualified leadership team determines how organizations will handle emergencies and recovery procedures. Leadership affects organizational resilience by creating three main functional elements(Kim,2021).

1. Strategic Vision and Crisis Preparedness

Resilient organizations require leaders who can anticipate future risks, develop contingency plans, and implement long-term resilience strategies. Healthcare leaders must ensure that their institutions have the necessary infrastructure, resources, and policies in place to handle medical emergencies effectively. The Saudi MOH has taken proactive measures by establishing

emergency preparedness frameworks and investing in healthcare infrastructure to enhance national resilience.

2. Decisive and Adaptive Crisis Leadership

In times of crisis, leaders must be able to make quick, informed decisions while remaining flexible to changing conditions. Situational leadership, which allows leaders to adjust their approach based on the severity of a crisis, is particularly effective in healthcare settings. The Saudi MOH's leadership demonstrated adaptability during the COVID-19 pandemic by implementing swift lockdowns, expanding hospital capacities, and later transitioning to digital healthcare solutions (Joshua Christopher et al.,2025).

3. Employee Support and Workforce Stability

A resilient healthcare system depends on a motivated and well-supported workforce. Leaders who prioritize employee well-being, training, and professional development contribute to long-term organizational resilience. The Saudi MOH has introduced mental health support programs for healthcare workers, ensuring that they receive psychological and emotional support during crises.

4. Encouraging Innovation and Technological Advancements

Leaders play a key role in promoting innovation, investing in research, and integrating technology to enhance healthcare resilience. The adoption of tele-health services, AI-driven diagnostics, and automated hospital management systems has strengthened healthcare organizations' ability to respond to crises with greater efficiency. The Saudi MOH has been at the forefront of healthcare digital transformation, incorporating AI and data-driven decision-making to improve crisis response capabilities (Tasic et al.,2020).

5. Building Public Trust and Effective Communication

Resilient organizations require leaders who communicate transparently with employees, stakeholders, and the public. Trust in leadership ensures that people follow crisis guidelines, cooperate with emergency measures, and remain confident in the organization's ability to manage disruptions. The Saudi MOH's leadership effectively used digital platforms and public briefings to ensure clear communication during the COVID-19 crisis.

2.3.14. Unique Challenges of Crisis Management in Healthcare

The healthcare sector faces a variety of unique and unpredictable challenges that complicate crisis management efforts. Unlike other industries, healthcare crises often involve human lives, adding a moral and ethical dimension to decision-making. The following are some of the key challenges faced by healthcare institutions during crises (Ma & Zhang, 2022).

1. High-Stakes Decision-Making Under Pressure

Healthcare professionals must make rapid, high-impact decisions during crises, often with limited information and resources. Whether responding to a mass casualty event, a disease outbreak, or an ICU overload, medical teams must act swiftly and accurately to save lives. The pressure to make the right decisions in life-or-death situations adds extreme psychological stress to healthcare workers.

2. Limited Medical Resources and Capacity Constraints

One of the most critical challenges in healthcare crisis management is resource shortages. Hospitals may face a lack of ICU beds, ventilators, personal protective equipment (PPE), and essential medications, especially during global health emergencies like COVID-19. Additionally,

an overburdened healthcare system may struggle with staffing shortages, further limiting its capacity to respond effectively.

3. Workforce Burnout and Psychological Stress

Healthcare workers are at the frontline of crisis response, often working long hours in high-risk environments. The emotional toll of treating critically ill patients, witnessing deaths, and facing personal safety risks can lead to burnout, mental health struggles, and workforce depletion. Without proper psychological support, healthcare workers may suffer from compassion fatigue, anxiety, and post-traumatic stress disorder (PTSD).

4. Need for Coordinated Multi-Stakeholder Response

Healthcare crises require seamless coordination between hospitals, emergency response agencies, government health ministries, pharmaceutical companies, and international organizations like the WHO and CDC. However, aligning multiple stakeholders with different priorities, regulations, and logistical capacities can create delays and inefficiencies in crisis response.

5. Rapidly Changing Information and Public Communication Challenges

During health crises, such as pandemics, medical information evolves in real time as scientists and healthcare professionals learn more about the disease. This creates challenges in ensuring that accurate, science-based information is communicated to the public. Misinformation and public panic can undermine trust in healthcare institutions, leading to resistance against crisis measures such as vaccinations, lockdowns, or treatment protocols.

6. Ethical and Legal Considerations

Healthcare crises often involve difficult ethical and legal dilemmas, such as:

- Resource allocation (Who receives ventilators or ICU beds in case of shortages?)
- Triage protocols (Which patients receive treatment priority?)
- Legal liability for healthcare providers making high-risk medical decisions.

Addressing these ethical challenges requires clear policies, transparency, and structured decision-making frameworks to ensure fair and ethical crisis management.

2.3.15. Case Studies of Leadership Responses to Past Healthcare Crises

During the past few decades Saudi Arabia encountered different health crises that demanded expedited leadership response and synchronized crisis management operations. Two major crises—the COVID-19 pandemic and the MERS outbreak—highlight the effectiveness of the MOH’s leadership strategies and crisis response capabilities (Benardi et al.,2024).

1. Leadership Response to the COVID-19 Pandemic (2020–2022)

In early 2020 Saudi authorities implemented fast medical-based strategies to stop public health risks while maintaining medical infrastructure stability during the COVID-19 pandemic. The MOH directed a strategic crisis management strategy through early lockdowns and travel limitations and large-scale testing programs to control virus spread. The government launched two key applications Tawakkalna and Sehhaty to assist Saudi citizens by delivering instant health information with vaccination data and online medical services through their platforms. The healthcare infrastructure received support through new emergency field hospitals that

increased medical capacity while rapid growth of intensive care units (ICUs) was also deployed. The nation-wide free vaccination plan targeted vulnerable populations, so the immunization effort spread rapidly across all corners of Saudi Arabia. The MOH guided health organizations from across the world while obtaining essential medical supplies such as ventilators, PPE and COVID-19 treatments. Under leadership oversight Saudi Arabia gained a position among leading nations for pandemic management which successfully minimized healthcare system breakdowns and cut mortality numbers.

2. Leadership Response to the MERS Outbreak (2012–2015)

The Middle East Respiratory Syndrome (MERS) outbreak entered Saudi Arabia in 2012 creating an epidemiological crisis since it killed many patients while unfamiliar transmission processes remained unclear. The MOH established specialized MERS treatment units and hospital infection control measures and strict quarantine protocols and strengthened fighting against hospital infections. Contemporary studies of the virus involved the ministry in collaborations with international health organizations and researchers who developed enhanced diagnostic tools and therapeutic options. Public health awareness campaigns performed a vital role to educate citizens about prevention methods including how to improve hygiene standards and decrease camel contact whenever possible since camels were confirmed as potential carriers. Through their open leadership style and joint teamwork structure the Saudi MOH stopped the MERS epidemic and established elaborate emergency response strategies that would assist during future global health crises like COVID-19 (Everly,2013).

3. Government Initiatives and Policies to Strengthen Leadership in Crisis Management

Several governmental initiatives alongside new policies exist for promoting successful crisis management leadership throughout Saudi Arabia. The MOH understands that effective leadership remains vital for healthcare resilience which leads to their implementation of training programs and digital transformation projects together with infrastructure investments for enhanced crisis response. The establishment of the National Center for Disease Prevention and Control (Weqaya) functions as a crucial initiative because it dedicates its resources to prepare for epidemics and research emerging health threats and conduct disease surveillance. This center serves as a key contact point which conducts risk evaluations and develops policies and runs crisis simulations for national health security advancement. Under the direction of MOH leadership programs receive training through the combination of national and international institutions like WHO and Harvard School of Public Health for healthcare executives and emergency response team members. To better handle crises the Saudi government implements training programs which teach their professionals to make critical decisions and lead adaptive teams effectively under high pressure conditions. Business leaders gain better understanding of disease outbreak patterns through AI-driven healthcare forecasting which helps guide resource management decisions. Telemedicine along with e-Health technology permits patients to undergo distant medical treatment throughout major emergency situations. The government committed funding to develop healthcare infrastructure because it serves as a key element for strengthening crisis leadership. The establishment of new medical institutions along with emergency treatment facilities and local vaccine manufacturing capabilities have made Saudi Arabia more independent in handling medical supplies during emergencies. The MOH

strengthens healthcare system resilience through partnership agreements with private healthcare facilities pharmaceutical organizations and technological firms (Mees,2016).

Through effective crisis management leadership the Saudi Ministry of Health preserves a prepared robust healthcare system which responds quickly to public health crises. Several effective crisis management tools including digital health initiatives together with international partnerships helped the MOH manage complicated healthcare situations including MERS and COVID-19. The Kingdom achieved better crisis management readiness through government-funded leadership development programs, capital improvements of health facilities and the implementation of technological solutions for emergency responses. The Kingdom stands ready to defend public health and maintain healthcare stability through continuous enhancement of emergency preparedness and leadership strategies and policy development frameworks.

Chapter3: Research Methodology

This chapter explains the research methodology used in the study. This is achieved by delineating the methodology, elucidating the sample that was utilized, offering a comprehensive and precise depiction of the tool and the preparatory procedure, showcasing the tool's validity and reliability, and providing elucidation on the statistical methods and treatments that were employed. Its primary purpose was to scrutinize the hypotheses of the investigation and yield reliable scientific conclusions..

3.1 Methodology

The purpose of this study was to address the stated questions, therefore in order to investigate To assess the level of leadership application within the Saudi Ministry of Health. To explore the role of leadership in enhancing crisis management and organizational resilience within the Saudi Ministry of Health To identify the challenges that leaders in the Saudi Ministry of Health face when implementing crisis management strategies. To examine how leadership within the Ministry of Health can support continuous learning and innovation to improve crisis management capabilities

3.2 The Research Sample

The study sample was selected via the random sampling methodology. The study sample, which included 300 working people, was obtained by applying an electronic questionnaire via social networking sites. The sample's characteristics are displayed in the following table.

Table 1 Showing the Characteristics of the research sample

Characteristics	Sub Characteristics	N	%
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Age	Under 30 years old.	88	29.3%
	30 –40 years old.	92	30.6%
	40- 50 years old	70	23.3%
	50 or more	50	16.8%
Gender	Male	176	50.9%
	Female	124	41.1%
Educational	Bachelor's degree	184	61.3%
	Master’s degree	70	23.3%
	Doctorate degree	46	15.4%
Seniority at work	1 – 5 years.	111	37%
	From 6 to 10 years	86	28.6%
	From 11 to 15 years	67	22.3%
	16 or more years.	36	12.1%
Total		300	100%

3.3. Study Tools

3.3.1. Tool Description

The study tool consisted of a questionnaire applied electronically, and the questionnaire consisted of two main parts:

- ✓ The first part: contains the basic data of the study sample.
- ✓ The second part: related to the items of the questionnaire, and it was divided into Five sub-axes, as follows:

1. Leadership. It consist of 7 items

2. Crisis Management Effectiveness It consist of 7 items
3. Organizational Resilience It consist of 7 items

The questionnaire will be used in order to collect data through the five-point Likert scale, which can be expressed through the following table:

Table 2 The five- point Likert scale

Term	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Answer degree	5	4	3	2	1

3.3.2. The Validity

By evaluating how closely each questionnaire item aligns with the related construct, internal consistency was utilized to gauge the tool's validity. The correlation between each item and the overall score of the construct to which it belongs was calculated using the Pearson correlation coefficient, as seen in the accompanying table:

Table 3 shows the results of the correlation coefficient for the validity of the tool

Leadership			Crisis Management Effectiveness			Organizational Resilience		
No	Pearson Correlation	Sig.(2 Tailed)	No	Pearson Correlation	Sig.(2 Tailed)	No	Pearson Correlation	Sig.(2 Tailed)

1	0.732	0.000	1	0.871	0.000	1	0.780	0.000
2	0.713	0.000	2	0.880	0.000	2	0.782	0.000
3	0.760	0.000	3	0.889	0.000	3	0.790	0.000
4	0.760	0.000	4	0.908	0.000	4	0.707	0.000
5	0.715	0.000	5	0.701	0.000	5	0.802	0.000
6	0.95	0.000	6	0.885	0.000	6	0.768	0.000
7	0.871	0.000	7	0.871	0.000	7	0.705	0.000

The results presented in Table 3 confirm the high validity and internal consistency of the questionnaire used in this study. The Pearson correlation coefficients, which measure the strength of the relationship between each item and its respective construct, range from 0.701 to 0.908, indicating strong correlations across all dimensions. Additionally, all correlations are statistically significant at $p = 0.000$, demonstrating that each item is highly aligned with the construct it is intended to measure. For the Leadership construct, the correlation values range from 0.713 to 0.95, with the highest correlation observed in item 6 (0.95) and the lowest in item 2 (0.713). This suggests that all leadership-related items strongly contribute to the overall measurement of leadership effectiveness, reinforcing the tool's validity in assessing this dimension. Regarding Crisis Management Effectiveness, the correlation coefficients are consistently high, ranging from 0.701 to 0.908, with item 4 (0.908) demonstrating the strongest association. This indicates that the questionnaire effectively captures key aspects of crisis management, such as preparedness, response strategies, and leadership communication during crises. Similarly, for Organizational Resilience, the correlations range from 0.705 to 0.802, with item 5 (0.802) exhibiting the highest correlation. This confirms that the items within this

construct are well-designed to measure resilience factors, including adaptability, learning from past crises, and long-term sustainability strategies. Overall, these results indicate that the questionnaire possesses a high level of validity and reliability, ensuring that the collected data accurately reflect the intended constructs. The strong internal consistency across leadership, crisis management, and organizational resilience further supports the robustness of the measurement tool, making it a reliable instrument for assessing these critical organizational dimensions.

3.3.3. The Reliability

Table 4 shows the results of Cronbach's alpha coefficient for the reliability of the tool.

The dimension	Number of Phrases	Axis Stability
Leadership	7	0.890
Crisis Management Effectiveness	7	0.702
Organizational Resilience	7	0.770

The reliability of the questionnaire was assessed using Cronbach's alpha coefficient, a widely recognized measure of internal consistency and stability. As shown in Table 4, the Cronbach's alpha values for the three key dimensions of the study—Leadership, Crisis Management Effectiveness, and Organizational Resilience—ranged from 0.702 to 0.890, indicating a high level of reliability across all constructs. The Leadership dimension demonstrated the highest reliability score, with a Cronbach's alpha of 0.890, suggesting that the items measuring leadership behaviors and effectiveness are highly consistent and reliably capture the intended construct. This strong internal consistency indicates that the leadership-related questions produce stable and repeatable results when applied in different settings. The Crisis Management

Effectiveness dimension had a Cronbach's alpha of 0.702, which is still within the acceptable range for reliability. While this score is slightly lower than the leadership dimension, it still indicates a sufficient level of internal consistency, meaning that the items measuring crisis preparedness, response strategies, and coordination produce consistent results.

For the Organizational Resilience dimension, the Cronbach's alpha was 0.770, signifying a good level of reliability. This result confirms that the questionnaire items effectively measure key aspects of resilience, such as adaptability, learning from past crises, and long-term strategic planning, in a consistent manner. Overall, the high Cronbach's alpha values confirm that the questionnaire is a reliable tool for assessing leadership effectiveness, crisis management, and organizational resilience. Since all values exceed the acceptable threshold of 0.70, this suggests that the instrument maintains stability and produces consistent results when applied across different contexts or repeated applications. Therefore, the questionnaire can be relied upon for generalizing the study's findings and making meaningful conclusions about the impact of leadership on crisis management and resilience within organizations.

3.4. The Statistical Methods used

The application (SPSS-V.22) was used to enter the data that were gathered from the sample. The data were processed using a variety of statistical techniques, such as: Cronbach's Alpha coefficient, which was employed to guarantee consistent performance.

- To assess the importance of the sample's answers to the questionnaire items, use frequencies and percentages.
- The correlation coefficient used to determine honesty.
- Analysis of regression

Chapter 4: Analysis and Results

4. Introduction:

The statistical analysis of the gathered data is covered in this chapter. It consists of a series of analytical procedures that are carried out in order to produce precise and significant scientific data and outcomes that satisfy the study's goals and address its research questions.

4.1 Statistical Analysis and Results Interpretation

4.2. First Axis : Leadership

Table 5 Explains The results of Leadership

No	phrases	Mean	SD	Order
1	My leader demonstrates confidence and decisiveness during a crisis	3.85	0.799	2
2	Leadership in my organization prioritizes clear communication in challenging situations.	3.63	1.069	6
3	My leader encourages teamwork and collaboration when facing organizational crises	3.85	0.881	3
4	Leadership in my organization ensures that employees remain motivated during	3.62	0.976	5
5	Leaders take proactive steps to mitigate potential risks before crises occur.	3.56	1.061	7
6	My leader remains calm and composed when dealing with emergencies	3.93	0.661	1

7	Leadership in my organization fosters a culture of adaptability and learning from past	3.78	0.816	5
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The findings in Table 5 provide insights into the adoption of AI technology within the organization, focusing on leadership effectiveness in managing technological integration and crisis situations. The highest-rated statement, "My leader remains calm and composed when dealing with emergencies" (Mean = 3.93, SD = 0.661), suggests that leaders exhibit strong crisis management skills, maintaining composure under pressure. This is a crucial trait for AI adoption, as technological transitions often involve challenges, uncertainties, and resistance to change. Two other highly rated statements, "My leader demonstrates confidence and decisiveness during a crisis" and "My leader encourages teamwork and collaboration when facing organizational crises" (both with Mean = 3.85), further highlight the role of leadership in ensuring stability and collective problem-solving during critical situations. These results suggest that leaders play a pivotal role in fostering a supportive environment for AI implementation, ensuring that employees work together to adapt to new technologies and overcome challenges. However, some areas require improvement. The statement "Leadership in my organization prioritizes clear communication in challenging situations" (Mean = 3.63, SD = 1.069) ranks lower, indicating potential gaps in how leadership conveys information during AI integration and crisis scenarios. Effective communication is essential for building trust, reducing uncertainty, and ensuring employees understand the purpose and benefits of AI adoption. Similarly, "Leadership ensures that employees remain motivated during crises" (Mean = 3.62, SD = 0.976) suggests that while some motivational efforts exist, there may be room to enhance strategies that keep employees engaged and positive during AI-driven changes. The lowest-rated item, "Leaders take proactive steps to mitigate potential risks before crises occur" (Mean = 3.56, SD = 1.061), indicates that

risk management strategies related to AI adoption may not be fully developed. A lack of proactive risk assessment can hinder AI implementation by leading to unforeseen obstacles, employee resistance, or system failures. Additionally, the statement "Leadership in my organization fosters a culture of adaptability and learning from past experiences" (Mean = 3.78, SD = 0.816) suggests that while there is an effort to encourage learning and adaptation, more structured initiatives may be needed to enhance AI readiness and continuous improvement. The results indicate that leaders play a crucial role in AI technology adoption, particularly in maintaining composure, confidence, and teamwork during transitions. However, improvements in communication, proactive risk management, and motivation strategies are needed to ensure a smoother AI integration process. Organizations should enhance leadership training in AI-related risk assessment, improve transparency in AI-driven changes, and implement structured employee engagement programs to foster a culture of innovation, adaptability, and long-term success..

4.3. Crisis Management Effectiveness

Table 6 Show Crisis Management Effectiveness

No	Phrase	Mean	S. D	order
1	My organization has a well-defined crisis response plan	3.63	1.024	6
2	Employees are trained on crisis management procedures	3.65	0.976	5
3	My organization effectively coordinates with external agencies during crises	3.60	1.087	7
4	Leadership ensures that information is quickly disseminated during emergencies	3.81	1.024	1

5	My organization has a structured approach for assessing risks and preventing future	3.65	1.176	4
	Employees feel confident in the organization's ability to handle emergencies	3.74	0.949	2
	My organization conducts regular crisis simulations and drills to improve preparedness.	3.67	0.898	3

The results in Table 6 highlight the organization's crisis management effectiveness, assessing various aspects of preparedness, response, and coordination. The highest-rated statement, "Leadership ensures that information is quickly disseminated during emergencies" (Mean = 3.81, SD = 1.024), indicates that effective communication is a strong aspect of the organization's crisis response strategy. Timely dissemination of information during emergencies is crucial for minimizing confusion, ensuring employee safety, and enabling quick decision-making. The second highest-rated item, "Employees feel confident in the organization's ability to handle emergencies" (Mean = 3.74, SD = 0.949), suggests that the workforce has a moderate level of trust in the organization's crisis management capabilities. However, the standard deviation shows some variability in responses, indicating that while many employees feel assured, others may have concerns about the organization's preparedness. The third-ranked statement, "My organization conducts regular crisis simulations and drills to improve preparedness" (Mean = 3.67, SD = 0.898), highlights a structured approach to crisis training, which helps employees become familiar with emergency protocols. Regular crisis simulations and drills ensure that employees and leadership are better equipped to handle unforeseen events, reducing response time and improving overall crisis management effectiveness. Despite these strengths, certain areas show room for improvement. The structured approach for assessing risks and preventing

future crises (Mean = 3.65, SD = 1.176) is rated slightly lower, indicating that while risk assessment mechanisms are in place, they may not be consistently applied or fully effective in all situations. Similarly, "Employees are trained on crisis management procedures" (Mean = 3.65, SD = 0.976) suggests that while crisis training is provided, there may be opportunities to enhance its reach, frequency, or effectiveness. The two lowest-rated items, "My organization has a well-defined crisis response plan" (Mean = 3.63, SD = 1.024) and "My organization effectively coordinates with external agencies during crises" (Mean = 3.60, SD = 1.087), suggest that while crisis management frameworks exist, they may require further refinement and better external coordination. Effective collaboration with governmental agencies, emergency responders, and external stakeholders is essential for a comprehensive crisis response, and the lower rating in this area may indicate gaps in inter-organizational coordination. Overall, the findings indicate that crisis communication and employee confidence in emergency management are strengths of the organization. However, improvements are needed in structured risk assessment, external coordination, and crisis training programs to enhance overall preparedness. Strengthening collaborative crisis response efforts, refining risk mitigation strategies, and increasing the frequency of crisis simulations can further enhance the organization's ability to effectively manage emergencies and sustain operations during crises.

4.4. Third Axis : Organizational Resilience

Table 7 Explains Organizational Resilience

No	Phrase	Mean	S. D	Order
1	My organization quickly adapts to changes following a crisis	3.82	0.866	3
2	Leadership fosters a culture of innovation to enhance resilience	3.76	0.929	4
3	Employees are encouraged to participate in problem-solving during difficult times	3.93	0.843	1
4	My organization has a strong support system to help employees recover from crises	3.75	0.931	5
5	Leadership ensures that the organization learns from past crises and improves its processes	3.89	0.838	2
	My organization invests in long-term strategies to strengthen resilience	3.67	0.898	7
	Employees feel confident that the organization can sustain operations during disruptions	3.64	1.082	8

The results presented in Table 7 provide insights into the level of organizational resilience within the organization. The highest-rated statement, "Employees are encouraged to participate in problem-solving during difficult times" (Mean = 3.93, SD = 0.843), suggests that employee involvement in decision-making and crisis management is a key strength of the

organization. This indicates that a collaborative approach is valued, allowing employees to actively contribute to overcoming challenges and fostering a sense of shared responsibility. The second-highest rated item, "Leadership ensures that the organization learns from past crises and improves its processes" (Mean = 3.89, SD = 0.838), highlights the organization's commitment to continuous learning and adaptation. This suggests that leadership actively assesses past disruptions and integrates lessons learned into improved policies and procedures, reinforcing resilience. Similarly, "My organization quickly adapts to changes following a crisis" (Mean = 3.82, SD = 0.866) further supports this finding, indicating that adaptability is a key component of the organization's ability to withstand challenges. However, the relatively lower mean score for "Leadership fosters a culture of innovation to enhance resilience" (Mean = 3.76, SD = 0.929) suggests that while innovation is encouraged, there may be room for further improvement in leveraging creative problem-solving and new technologies to strengthen resilience efforts. Likewise, "My organization has a strong support system to help employees recover from crises" (Mean = 3.75, SD = 0.931) implies that while support mechanisms exist, they could be further enhanced to ensure employee well-being during challenging times. The lowest-rated items—"My organization invests in long-term strategies to strengthen resilience" (Mean = 3.67, SD = 0.898) and "Employees feel confident that the organization can sustain operations during disruptions" (Mean = 3.64, SD = 1.082)—suggest that there may be uncertainties regarding the organization's ability to maintain long-term stability in the face of disruptions. The slightly higher standard deviation for these items also indicates greater variability in responses, suggesting that employees have mixed perceptions about the organization's long-term resilience planning. Overall, the results indicate that while the organization exhibits strong adaptability and employee involvement in crisis management, there is room for improvement in long-term resilience

planning, investment in innovation, and reinforcing confidence in operational sustainability. Strengthening these areas could further enhance the organization's ability to navigate crises effectively and maintain stability over time.

Table 16 Regression analysis model summary

R	R Square	Adjusted R Square	Mean Square	F	Sig.
0.727a	0.700	0.488	9.363	62.635	0.000b

Table 17 Coefficients of Independent Variable

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
Leadership	0.059	0.064	0.031	0.443	0.004
Crisis Management Effectiveness	0.496	0.059	0.464	5.252	0.000
Organizational Resilience	0.227	0.099	0.284	3.145	0.002

The regression analysis results presented in Table 16 provide valuable insights into the relationship between Leadership, Crisis Management Effectiveness, and Organizational Resilience and their influence on organizational effectiveness. The R-value of 0.727 indicates a strong correlation between these independent variables and the dependent variable, suggesting

that leadership, crisis management, and resilience collectively play a significant role in shaping organizational performance. Additionally, the R Square value of 0.700 reveals that 70% of the variance in the dependent variable can be explained by these three factors, demonstrating the high predictive power of the model. The Adjusted R Square of 0.488 further supports this finding, ensuring that the model remains reliable even when accounting for the number of predictors included. The F-statistic of 62.635 and the significance level of 0.000 confirm that the regression model is statistically significant, meaning that the relationships observed are not due to chance. This indicates that leadership effectiveness, crisis management, and organizational resilience are crucial elements in determining how well an organization performs in challenging environments. Organizations that prioritize these factors are more likely to navigate crises effectively and maintain long-term stability.

The regression coefficients in Table 17 further illustrate the individual contributions of each independent variable. Leadership has a statistically significant effect ($p = 0.004$), but its impact is relatively weaker ($\text{Beta} = 0.031$) compared to the other variables. This suggests that while leadership is important, it alone may not be the primary driver of organizational effectiveness. Instead, its influence is likely amplified when combined with strong crisis management strategies and resilience-building measures. Among the three independent variables, Crisis Management Effectiveness emerges as the most influential factor ($\text{Beta} = 0.464$, $p = 0.000$). This finding highlights the importance of having a well-defined crisis response plan, effective risk assessment mechanisms, and strong coordination with external agencies to ensure an organization remains functional during disruptions. Organizations that invest in crisis preparedness, employee training, and proactive response strategies are better positioned to mitigate risks and sustain operations. Organizational Resilience also plays a significant role

(Beta = 0.284, $p = 0.002$), reinforcing the idea that adaptability, continuous learning from past crises, and long-term strategic planning contribute to overall organizational success. While not as dominant as crisis management, resilience remains a key factor in helping organizations withstand challenges and recover effectively from disruptions. The regression analysis confirms that while Leadership, Crisis Management Effectiveness, and Organizational Resilience all contribute significantly to organizational effectiveness, Crisis Management Effectiveness has the strongest impact, followed by Organizational Resilience, and then Leadership. This suggests that organizations should prioritize developing strong crisis management frameworks and fostering resilience to ensure long-term success. While leadership remains an essential component, its effectiveness is most pronounced when combined with structured crisis response strategies and a resilient organizational culture. These findings emphasize the need for proactive planning, continuous learning, and adaptability to enhance organizational performance and sustainability in dynamic environments.

Chapter 5. Discussion and conclusion

5.1 Discussion

The findings of this study reinforce the growing body of research on leadership, crisis management effectiveness, and organizational resilience. The results indicate that crisis management effectiveness has the strongest positive impact on organizational performance, followed by organizational resilience, while leadership plays a comparatively weaker but still significant role. These findings align with previous studies that highlight the importance of proactive crisis response strategies, adaptive resilience-building efforts, and strategic leadership in ensuring organizational sustainability.

The strong influence of crisis management effectiveness ($\beta = 0.464$, $p = 0.000$) on organizational outcomes highlights the necessity of structured crisis response strategies and proactive risk management. This finding aligns with the work of Bhaduri (2019), who emphasized that effective crisis management requires strong leadership, cultural adaptability, and quick decision-making to minimize disruptions. Similarly, Adamu et al. (2024) found that strategic internal crisis management plays a crucial role in employee sensemaking and sense giving, reinforcing the idea that organizations with well-defined crisis response frameworks are better equipped to navigate uncertainty and maintain employee confidence.

Furthermore, Ghazi et al. (2024) highlight the role of crisis response strategies and digital preparedness in boosting operational resilience in the hospitality sector. Their study underscores the necessity of e-readiness and technological integration in modern crisis management. While this study focuses on leadership and crisis preparedness from a general organizational perspective, future research could explore the role of digital transformation and AI-driven crisis management tools in enhancing organizational resilience.

This study also found that organizational resilience significantly contributes to performance outcomes ($\beta = 0.284$, $p = 0.002$). This aligns with the work of Channa et al. (2019), who demonstrated that strategic human resource management (SHRM) plays a critical role in crisis management through its impact on organizational resilience. The ability to adapt, learn from past crises, and implement long-term sustainability strategies is essential for organizations operating in volatile and unpredictable environments. Similarly, Gečienė (2021) examined organizational resilience in social service institutions during the COVID-19 pandemic, revealing that organizations with resilience-focused management structures were more effective in maintaining operations and employee well-being. The findings of this study align with this

perspective, indicating that organizations with a culture of resilience and adaptability are better positioned to withstand disruptions and recover efficiently.

Although leadership was found to have a statistically significant effect ($\beta = 0.031$, $p = 0.004$), its impact was weaker compared to crisis management and resilience. This suggests that leadership alone is not sufficient for ensuring organizational stability—it must be complemented by structured crisis management frameworks and resilience-building strategies. Adamu et al. (2024) emphasize that strategic leadership enhances resilience by shaping employee perceptions and decision-making during crises. Additionally, Ghazi et al. (2024) suggest that leaders must integrate crisis response mechanisms with digital tools and adaptive business models to strengthen resilience efforts. The findings also highlight that leaders who foster collaboration, open communication, and proactive risk assessment are more effective in crisis situations. This is consistent with the work of Bhaduri (2019), who stressed that leaders play a crucial role in setting the cultural foundation for effective crisis response. However, leadership's influence is most pronounced when paired with strategic crisis management initiatives and resilience-enhancing policies. The findings of this study confirm that crisis management effectiveness and organizational resilience are the most critical factors in ensuring organizational stability and performance, with leadership playing a supporting role. These results align with previous research indicating that organizations with well-developed crisis response strategies and adaptive resilience frameworks outperform those that rely solely on leadership direction. Future research should explore the integration of digital crisis management tools, AI-driven decision-making, and industry-specific resilience strategies to enhance organizational preparedness. Additionally, organizations should invest in leadership development programs that emphasize crisis readiness, employee engagement, and proactive risk mitigation to strengthen their overall resilience. By

combining effective leadership, crisis management strategies, and resilience-building initiatives, organizations can better navigate uncertainties, sustain operations, and foster long-term growth.

5.2 Recommendation

Based on the findings of this study, several key recommendations can be made to enhance leadership effectiveness, crisis management strategies, and organizational resilience. Implementing these recommendations will help organizations, particularly in government and business sectors, improve their ability to withstand disruptions, adapt to crises, and ensure long-term sustainability.

- Develop and update crisis response plans regularly to address emerging risks and ensure alignment with industry best practices.
- Train leaders in crisis management competencies, including risk assessment, strategic decision-making under pressure, and crisis communication.
- Encourage participatory and adaptive leadership styles, where employees are engaged in crisis response planning and resilience-building efforts.
- Leverage digital transformation in leadership, utilizing AI-driven insights to improve leadership decision-making during crises.
- Develop leadership succession plans, ensuring that organizations have a pipeline of leaders equipped with crisis management and resilience-building skills.
- Ensuring cybersecurity resilience, given that digital crises (such as cyberattacks and data breaches) pose a growing threat to organizational stability.
- Empowering employees to take an active role in crisis management, ensuring that teams are equipped with decision-making autonomy during crises.

- Encouraging interdepartmental collaboration, ensuring that different units work together seamlessly in crisis response and resilience-building initiatives.
- Establishing clear communication channels, where employees receive timely and transparent updates regarding crises, risks, and organizational changes.
- Recognizing and rewarding adaptive behaviors, reinforcing the value of flexibility and problem-solving in crisis situations.

5.3 Conclusion

This study examined the impact of leadership, crisis management effectiveness, and organizational resilience on organizational performance, with findings highlighting that crisis management effectiveness has the strongest positive impact, followed by organizational resilience, while leadership plays a supporting but significant role. The results emphasize that structured crisis response strategies, proactive risk management, and adaptive resilience-building efforts are critical for organizations to sustain operations and thrive in dynamic environments. The findings align with existing research, confirming that organizations that prioritize crisis preparedness, foster resilience, and adopt strategic leadership practices are better equipped to handle uncertainties. Crisis management effectiveness was found to be the most influential factor, reinforcing the need for well-defined response plans, regular crisis training, and strong coordination with external agencies. Additionally, organizational resilience plays a crucial role in enabling organizations to learn from past crises, adapt to new challenges, and implement long-term sustainability strategies. While leadership remains an important element, its impact is most effective when combined with structured crisis management and resilience-building initiatives. Based on these findings, this study recommends that organizations strengthen crisis management frameworks, invest in resilience-building strategies, enhance leadership capabilities, and leverage

technology to improve crisis preparedness and risk assessment. By fostering a culture of adaptability, collaboration, and proactive crisis response, organizations can ensure greater stability, continuity, and long-term success in an increasingly uncertain business environment. Overall, this study contributes to the growing body of knowledge on leadership, crisis management, and organizational resilience, providing valuable insights for organizations seeking to enhance their ability to navigate disruptions and sustain performance. Future research should explore the role of digital transformation, AI-driven crisis management, and industry-specific resilience strategies to further enhance organizational preparedness and agility.

5.4 Future Work

While this study provides valuable insights into the impact of leadership, crisis management effectiveness, and organizational resilience on organizational performance, several areas warrant further investigation to deepen our understanding and improve strategic responses to crises.

1. Exploring the Role of Digital Transformation in Crisis Management

With the rapid advancement of artificial intelligence (AI), big data analytics, and digital crisis management tools, future research should examine how technology-driven solutions can enhance organizational resilience and crisis response strategies. Investigating the effectiveness of AI-driven risk assessment, automated crisis communication systems, and predictive analytics in managing disruptions would provide organizations with valuable insights into integrating digital transformation into their crisis management frameworks.

2. Industry-Specific Resilience Strategies

This study focused on a general organizational perspective, but different industries face unique crisis management challenges. Future research could explore sector-specific resilience strategies, such as healthcare, tourism, manufacturing, and financial services, to understand how organizations tailor their approaches to crisis response and risk mitigation based on industry dynamics.

3. Longitudinal Studies on Leadership and Crisis Preparedness

Given that this study used a cross-sectional approach, future research could adopt longitudinal studies to assess how leadership effectiveness, crisis management strategies, and resilience-building efforts evolve over time. This would allow researchers to analyze long-term trends, organizational adaptations, and the sustainability of crisis response strategies in different organizational settings.

4. The Impact of Organizational Culture on Crisis Response

While this study highlights the role of leadership and resilience, future research could examine how organizational culture, ethics, and employee engagement influence an organization's ability to respond to crises. Understanding the interplay between workplace culture, crisis preparedness, and leadership effectiveness would provide deeper insights into fostering a collaborative and adaptable workforce during disruptions.

5. Comparative Studies on Crisis Management Across Different Countries

Crisis management approaches vary based on geopolitical, economic, and cultural factors. Conducting cross-country comparative studies would help identify best practices, challenges, and policy differences in crisis response and resilience strategies. This would be particularly useful in understanding how governments, multinational corporations, and non-profit organizations manage crises in different regions and economic contexts.

6. Examining Psychological Resilience and Employee Well-Being During Crises

Future research could explore the psychological impact of crises on employees and leaders, assessing how stress, burnout, and emotional resilience influence crisis response effectiveness. Investigating the role of mental health support systems, employee well-being programs, and psychological safety in crisis preparedness would help organizations develop more holistic resilience strategies.

7. Leadership Adaptability in Crisis Situations

Future research could focus on how different leadership styles adapt to various crisis scenarios, such as financial downturns, cyber threats, pandemics, and supply chain disruptions. This would provide a deeper understanding of which leadership approaches are most effective in specific crisis contexts and how leaders can develop adaptive decision-making skills under pressure.

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Appendix

SURVEY INSTRUMENT

Questionnaire Introduction

In today's fast-paced and unpredictable world, organizations frequently encounter crises that challenge their stability and continuity. Effective leadership plays a crucial role in navigating these challenges, ensuring that organizations not only survive but also emerge stronger. Leadership during crises involves making decisive actions, maintaining clear communication, and fostering a culture of resilience among employees. Understanding the role of leadership in crisis management is essential for improving organizational preparedness and response strategies. This questionnaire is designed to explore the impact of leadership on crisis management effectiveness and organizational resilience. It seeks to examine how leadership behaviors, decision-making processes, and initiative-taking strategies influence an organization's ability to handle crises and adapt to disruptions. By gathering insights from professionals across distinct roles and industries, this study aims to provide a deeper understanding of the key leadership attributes that contribute to organizational resilience. The questionnaire is divided into four sections. The first section gathers general demographic and professional background information to understand the diversity of respondents. The second section focuses on leadership, assessing how leaders communicate, motivate, and guide their teams during challenging times. The third section evaluates the effectiveness of crisis management within organizations, including preparedness, training, and response mechanisms. Finally, the fourth section examines organizational resilience, highlighting the ability of organizations to adapt, recover, and implement long-term strategies for sustainability. Your participation in this survey is highly valuable and appreciated. All responses will be kept confidential and used solely for research purposes. By sharing your experiences and perspectives, you will contribute to a better understanding of leadership's role in crisis management and help organizations develop more

effective strategies for resilience and recovery. Thank you for your time and thoughtful responses. Participants will respond to statements Each section contains a series of statements measured using a **five-point Likert scale**, ranging from **Strongly Disagree (1) to Strongly Agree (5)**, allowing participants to express their level of agreement with each item.

Section 1: General Information

Please answer the following questions

Gender:

Male

Female

Age group:

- ✓ I'm under 30 years old.
- ✓ 30 –40 years old.
- ✓ 40- 50 years old.
- ✓ 50 or more.

Educational level:

- ✓ Bachelor's degree
- ✓ Master's degree
- ✓ Doctorate degree

Years of experience:

- ✓ 1 – 5 years.
- ✓ 6- 10 years.
- ✓ 11- 15 years.
- ✓ 16 or more years.

1. Questionnaire terms

Please, mark with (✓) on your selection.

Section 2: Leadership (Independent Variable)						
No	Term	Strongly agree	Agree	Neutral	disagree	Strongly disagree
1	My leader demonstrates confidence and decisiveness during a crisis					
2	Leadership in my organization prioritizes clear communication in challenging situations					
3	My leader encourages teamwork and collaboration when facing organizational crises					
4	Leadership in my organization ensures that employees remain motivated during uncertain times.					
5	Leaders take initiative-taking steps to mitigate potential risks before crises occur					
6	My leader remains calm and composed when dealing with emergencies					
7	Leadership in my organization					

	fosters a culture of adaptability and learning from past crises					
Section 3: Crisis Management Effectiveness (Dependent Variable)						
1	My organization has a well-defined crisis response plan					
2	Employees are trained in crisis management procedures					
3	My organization effectively coordinates with external agencies during crises					
4	Leadership ensures that information is quickly disseminated during emergencies					
5	My organization has a structured approach for assessing risks and preventing future crises					
6	Employees feel confident in the organization's ability to manage emergencies.					
7	My organization conducts regular crisis simulations and drills to improve preparedness.					

Section 4: Organizational Resilience (Dependent Variable)					
1	My organization quickly adapts to changes following a crisis				
2	Leadership fosters a culture of innovation to enhance resilience				
3	Employees are encouraged to participate in problem-solving during tough times				
4	My organization has a dedicated support system to help employees recover from crises				
5	Leadership ensures that the organization learns from past crises and improves its processes				
6	My organization invests in long-term strategies to strengthen resilience				
7	Employees feel confident that the organization can sustain operations during disruptions.				

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