

Midocean University



College of Management

Department of.....

**The Impact of National Risk Management Frameworks on Crisis Response Effectiveness: The
Mediating Role of Business Continuity Planning in Saudi Government Entities**

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Abstract

This study examines the impact of National Risk Management Frameworks (NRMFs) on Crisis Response Effectiveness (CRE) in Saudi government entities, with a particular focus on the mediating role of Business Continuity Planning (BCP). As part of Saudi Vision 2030, government organizations are expected to enhance governance, operational efficiency, and the continuity of essential public services during emergencies. While national regulations and guidance have been issued to promote systematic risk management and business continuity, empirical evidence explaining how these frameworks translate into effective crisis response remains limited. Drawing on Enterprise Risk Management (ERM) Theory, Business Continuity Management (BCM) Theory, and Organizational Resilience Theory, this research develops and tests an integrated conceptual model. The study adopts a quantitative methodology based on a cross-sectional survey design. Data were collected from 385 employees working in risk management, business continuity, crisis management, internal audit, and digital governance functions across various Saudi government entities. The research instrument consisted of a structured questionnaire measuring three main constructs: NRMF (10 items), BCP (10 items), and CRE (10 items), using a five-point Likert scale. Data were analyzed using descriptive statistics, reliability analysis (Cronbach's Alpha), correlation analysis, multiple regression, and mediation analysis through structural equation modeling. The findings indicate a moderate perceived level of NRMF implementation and high perceived levels of both BCP and CRE. Reliability analysis confirmed good to excellent internal consistency for all scales. Harman's single-factor test indicated no serious common method bias. Regression analysis supported the direct positive effects of NRMF on BCP and CRE, and of BCP on CRE. Most importantly, mediation analysis confirmed that Business Continuity Planning significantly mediates the relationship between National Risk Management Frameworks and Crisis Response Effectiveness. The results suggest that the presence of risk management policies alone is insufficient; rather, their effectiveness depends on the quality and maturity of business continuity planning as an operational mechanism. The study contributes to the theoretical literature on public-sector resilience by demonstrating how strategic risk governance is transformed into practical crisis response capabilities through business continuity planning. Practically, the findings offer evidence-based guidance for government leaders, risk managers, and policymakers seeking to strengthen institutional resilience, improve crisis preparedness, and ensure sustainable public service delivery in alignment with Saudi Vision 2030 objectives.

Keywords: National Risk Management Frameworks, Business Continuity Planning, Crisis Response Effectiveness, Organizational Resilience, Saudi Government Entities, Saudi Vision 2030.

Chapter One

Introduction

Governments today face a wider and less predictable range of crises than in the past—public health emergencies, cyberattacks, natural disasters, and breakdowns in critical infrastructure all fall within this category. Time and again, these events have shown that conventional administrative procedures struggle to keep pace when a fast, uncertain response is required. In response, many governments have turned to national risk management frameworks as a way of improving preparedness, tightening coordination, and supporting quicker decision-making in a crisis (OECD, 2023). How well these frameworks actually work has become a pressing concern for public-sector organizations trying to keep essential services running while limiting the damage caused by disruption.

In Saudi Arabia specifically, risk management has taken on far greater importance as part of the wider transformation of government under Vision 2030. Government entities are now expected to handle operational, strategic, financial, and technological risks in a way that is systematic and proactive rather than reactive. Saudi authorities have backed this expectation with regulations and guidance covering enterprise risk management, internal control, governance, and business continuity across public institutions (National Center for Government Resources Systems, 2024). The underlying goal is a public sector that can respond effectively to emergencies and keep critical operations running through periods of disruption.

Recent crises have made the practical value of organizational resilience hard to ignore. The COVID-19 pandemic put public organizations everywhere under extraordinary strain and exposed real gaps between those that could keep operating and coordinating an emergency response and those that could not. Organizations with risk management and continuity arrangements already in place tended to adapt more easily to fast-changing conditions, allocate resources more efficiently, and keep services running (Al-Dhaafri & Alosani, 2024; WHO, 2023). The rising number of cyber incidents and infrastructure

failures has reinforced this same lesson, pushing organizations toward integrated approaches that link risk assessment directly to continuity planning.

Yet adopting formal risk management requirements is not the same as being able to respond well when a crisis actually hits. Some Saudi government entities manage to turn risk management policy into coordinated operational action; others struggle with implementation, communication, or simply keeping essential functions running under pressure. This gap suggests that the link between national risk management frameworks and crisis response effectiveness is not automatic—it likely depends on additional organizational mechanisms rather than on the policies themselves (Alzahrani & Johnson, 2025).

Business continuity planning (BCP) is one mechanism that may account for this gap. It centers on identifying critical activities, assessing possible disruptions, setting up recovery procedures, and making sure essential services keep running during and after a crisis (ISO, 2019). Within the public sector, well-designed continuity planning tends to sharpen coordination, clarify who is responsible for what, and cut down on downtime when emergencies occur. A growing body of research argues that business continuity should not be treated as a stand-alone technical task, but rather as an operational extension of an organization's broader risk management effort (Sawalha, 2022; Bhamra et al., 2024).

Even with this growing emphasis on resilience and continuity, empirical work that traces how national risk management frameworks shape crisis response effectiveness through business continuity planning is still fairly scarce, and even more so within Saudi government entities. Much of the existing literature either looks at private-sector organizations or examines the direct effects of risk management practices without unpacking the process by which those practices actually shape crisis performance. This points to a clear need for research testing whether business continuity planning functions as a mediating mechanism between national risk management frameworks and effective crisis response.

With this gap in mind, the present study examines how national risk management frameworks affect crisis response effectiveness in Saudi government entities, and looks specifically at the mediating role played by business continuity planning. It focuses on organizations responsible for risk management, business continuity, crisis management, and internal audit, aiming to show how strategic risk governance is actually converted into operational readiness once a crisis arrives. The results are intended to add to the literature on public-sector resilience and to give policymakers practical insight for strengthening risk management reforms across Saudi Arabia.

Problem Statement

Saudi Arabia has made real progress strengthening risk governance across its government entities through a series of national reforms aimed at institutional resilience and public sector modernization. Under Vision 2030, government organizations are expected to improve governance, raise operational efficiency, and keep essential public services running through emergencies and disruptive events (Saudi Vision 2030, 2016). Several regulatory initiatives have followed from these priorities, all aimed at promoting systematic risk management, business continuity, and crisis preparedness across the public sector.

The Digital Government Authority (DGA) has taken a leading role in this effort in recent years, issuing national controls and guidance for digital government risk management and business continuity. These initiatives push government entities to build structured processes for identifying, assessing, monitoring, and mitigating risks, while also strengthening their capacity to keep critical operations running through disruptions (Digital Government Authority [DGA], 2023, 2024, 2025). Taken together, these national frameworks mark an important step toward stronger institutional preparedness and longer-term resilience across government organizations.

Having a national risk management framework in place, however, does not by itself guarantee an effective response when a crisis actually occurs. Many organizations have formally adopted the required risk management policies and governance requirements, yet they still differ noticeably in how well they coordinate an emergency response, keep essential services running, and recover from operational disruption. These differences suggest that a framework's effectiveness depends not just on whether it has been adopted, but on how it is implemented and woven into everyday organizational practice.

Business continuity planning (BCP) is arguably the most important of the mechanisms through which a risk management framework can shape how an organization actually performs in a crisis. It gives organizations structured procedures for identifying critical functions, gauging the likely impact of disruptions, assigning responsibilities, and building recovery strategies that keep essential services running. Rather than sitting apart as an independent administrative task, BCP acts as the operational bridge that turns strategic risk management policy into practical action before, during, and after a crisis (ISO, 2019).

A number of recent studies bear this out. De Matteis (2023) argued that business continuity management builds organizational resilience by giving organizations systematic capabilities for preparedness, response, recovery, and ongoing improvement. Galaitsi et al. (2023) similarly found that risk management, business continuity, and organizational resilience produce better results when treated as integrated capabilities rather than kept as separate management functions. And Ali et al. (2023) concluded that solid business continuity practices support both organizational resilience and operational performance, especially in environments marked by uncertainty and frequent disruption.

These issues carry particular weight for Saudi government entities, where the continuity of public services touches citizens, businesses, and the country's broader development goals directly. Government organizations are expected to keep delivering services through a crisis while coordinating with multiple stakeholders amid rapidly shifting conditions. As a result, improving crisis response effectiveness has become a strategic priority for public sector organizations working to build institutional resilience in support of Vision 2030.

Despite the growing regulatory push around risk management and business continuity, there is still not much empirical evidence explaining exactly how national risk management frameworks improve crisis response effectiveness within Saudi government entities. Most existing studies examine risk

management, business continuity, or organizational resilience as separate topics, and few have looked closely at how these concepts interact within the Saudi public sector specifically. Research testing whether business continuity planning acts as a mediating mechanism between national risk management frameworks and crisis response effectiveness is particularly thin.

This gap is the central problem this study sets out to address. As Saudi government entities continue strengthening their risk governance systems in line with national regulations, it is still not clear whether these frameworks improve crisis response effectiveness on their own, or whether their impact depends on how mature and well-developed an organization's business continuity planning is. Closing this gap matters for both theory and practice: it should sharpen our understanding of how strategic risk management initiatives get converted into effective operational responses during a crisis, and it is expected to help policymakers and government leaders build institutional resilience, sharpen crisis preparedness, and sustain public service delivery in line with the goals of Saudi Vision 2030.

Significance of the Study

1. Theoretical Significance

This study adds to the growing body of work on public sector resilience by examining the relationship between National Risk Management Frameworks (NRMFs) and Crisis Response Effectiveness (CRE), and by introducing Business Continuity Planning (BCP) as a mediating variable. These concepts have each received plenty of attention in the literature, but usually on their own rather than as parts of one integrated organizational system. By looking at how business continuity planning helps translate strategic risk management frameworks into effective crisis response, this study offers a fuller picture of

the mechanisms through which government organizations build resilience (De Matteis, 2023; Galaiti et al., 2023).

It also addresses a real gap in the literature on the Saudi public sector. Most existing research on risk management and business continuity has centered on private organizations, or has approached these topics conceptually without empirically testing how they interact inside government entities. As a result, there is not much empirical evidence on how national risk management frameworks shape crisis response through business continuity planning specifically within Saudi government organizations. This research fills part of that gap by developing and testing an integrated conceptual model built around the institutional context of Saudi Arabia (Digital Government Authority [DGA], 2024, 2025).

The study also contributes to organizational resilience theory by showing that a national risk management framework's effectiveness depends not just on having the right governance structures and regulatory requirements in place, but on an organization's ability to actually operationalize those frameworks through solid business continuity planning. Looking at the mediating role of BCP gives a deeper theoretical account of how strategic risk governance gets turned into practical crisis response capability, adding to the literature on risk management, business continuity, and public sector resilience (De Matteis, 2023; ISO, 2019).

2. Practical Significance

The practical value of this study comes from its direct relevance to Saudi government entities working to strengthen institutional resilience and sharpen their crisis response capabilities. As Vision 2030 reforms continue to roll out, government organizations are expected to strengthen governance, become more operationally efficient, and keep essential public services running through emergencies. Understanding what actually drives crisis response effectiveness is therefore essential to meeting these national goals (Saudi Vision 2030, 2016).

The findings should give government leaders, risk managers, business continuity professionals, internal auditors, and crisis management practitioners something practical to work with, by showing how business continuity planning can serve as the operational mechanism through which national risk management frameworks actually get implemented. The results could help government entities build stronger business continuity capabilities, sharpen preparedness, pinpoint critical business functions, develop recovery strategies, and keep essential government services running through disruptions (Digital Government Authority [DGA], 2023).

The study may also be useful to policymakers and regulatory authorities responsible for developing and updating national governance frameworks. Empirical evidence on the mediating role of business continuity planning can feed into future improvements to national policies, implementation guidelines, and institutional controls covering risk management and business continuity. This kind of evidence can help regulatory bodies push for more consistent implementation across government entities and better compliance with national governance requirements (DGA, 2024, 2025).

Finally, the study offers an evidence-based framework that can help government organizations integrate risk management with business continuity planning to improve crisis response effectiveness. Strengthening that integration should improve institutional preparedness, speed up recovery from disruptions, reduce the operational cost of crises, and support the sustainable delivery of public services. In the end, these outcomes feed into the broader goals of Saudi Vision 2030 by helping build a public sector that is more resilient, agile, and ready to respond to whatever risks and uncertainties come next (Saudi Vision 2030, 2016).

Study Objectives

Main Objective

The main objective of this study is to examine the role business continuity planning plays in strengthening crisis response effectiveness within Saudi government entities, by testing its mediating effect on the relationship between national risk management frameworks and crisis response capabilities. It aims to build a fuller picture of how risk management practices are converted into effective crisis response through structured business continuity processes.

Specific Objectives

To achieve the main objective, this study aims to:

1. Assess how far national risk management frameworks have been implemented within Saudi government entities, and gauge the extent to which they have become part of everyday institutional risk governance.
2. Evaluate the maturity of business continuity planning within Saudi government entities, including how continuity practices have been developed, implemented, and integrated to support preparedness and resilience.
3. Examine how national risk management frameworks affect crisis response effectiveness in Saudi government entities, testing whether stronger risk management practices translate into better crisis preparedness, response, and recovery.
4. Investigate whether business continuity planning mediates the relationship between national risk management frameworks and crisis response effectiveness — that is, whether it is the mechanism through which risk management frameworks strengthen organizational resilience during crises.

Research Questions

Main Research Question

How does business continuity planning mediate the relationship between national risk management frameworks and crisis response effectiveness in Saudi government entities?

Sub-Research Questions

1. How well have national risk management frameworks been implemented in Saudi government entities?
2. How mature is business continuity planning implementation in Saudi government entities?
3. What impact do national risk management frameworks have on crisis response effectiveness in Saudi government entities?
4. Does business continuity planning mediate the relationship between national risk management frameworks and crisis response effectiveness in Saudi government entities?

Study Hypotheses

H1: Business continuity planning significantly mediates the relationship between national risk management frameworks and crisis response effectiveness in Saudi government entities.

Sub-Hypotheses:

H1a: National risk management frameworks have a significant positive effect on business continuity planning in Saudi government entities.

H1b: Business continuity planning has a significant positive effect on crisis response effectiveness in Saudi government entities.

H1c: National risk management frameworks have a significant positive effect on crisis response effectiveness in Saudi government entities.

H1d: Business continuity planning significantly mediates the relationship between national risk management frameworks and crisis response effectiveness in Saudi government entities.

The scientific theory used to prepare the research

The theoretical basis for this study rests on the idea that effective crisis response within government entities does not come from regulatory requirements or risk management policies alone. It comes, instead, from integrating strategic risk governance with the operational preparedness mechanisms that let organizations anticipate disruptions, keep essential services running, and recover well. With that in mind, the study draws on three complementary theoretical perspectives—Enterprise Risk Management (ERM) Theory, Business Continuity Management (BCM) Theory, and Organizational Resilience Theory—which together explain how national risk management frameworks shape crisis response effectiveness through the mediating role of business continuity planning.

Enterprise Risk Management (ERM) Theory

The primary theoretical foundation here is Enterprise Risk Management (ERM) Theory, which treats risk management as an integrated, organization-wide effort to identify, assess, respond to, and monitor risk. Where traditional approaches tend to handle risks one at a time, ERM emphasizes aligning risk management practices with an organization's objectives, governance structures, and decision-making processes (COSO, 2017).

Within government organizations, national risk management frameworks are essentially ERM principles put into practice—structured processes and controls that guide entities in managing uncertainty and

building institutional preparedness. They lay the groundwork for proactive risk identification, mitigation strategies, and coordinated responses when something goes wrong. In the Saudi context, the national risk management requirements set by regulatory authorities such as the Digital Government Authority (DGA) are meant to raise the maturity of risk governance practices and strengthen government entities' ability to manage operational and strategic risk (DGA, 2025).

Drawing on ERM Theory, this study assumes that the more fully national risk management frameworks are implemented, the more likely government entities are to have the structures, processes, and capabilities needed to manage disruption—and, in turn, to respond effectively when a crisis occurs.

Business Continuity Management (BCM) Theory

The second theoretical foundation is Business Continuity Management (BCM) Theory, which centers on organizational preparedness and the ability to keep critical operations running during and after a disruptive event. It holds that organizations build stronger continuity capabilities by systematically identifying critical functions, assessing the likely impact of disruptions, developing response and recovery strategies, and continuously refining their preparedness mechanisms.

Business continuity planning is the practical mechanism that turns risk management principles into operational action. National risk management frameworks set the strategic direction and governance requirements, but it is business continuity planning that converts those requirements into specific procedures, assigned responsibilities, recovery arrangements, and response actions once a crisis hits (ISO, 2019).

Business continuity guidelines in Saudi government entities stress the importance of building effective continuity plans, testing them regularly, setting clear recovery priorities, and keeping essential services running during emergencies (DGA, 2023). For this reason, the study treats business continuity planning

as a mediating mechanism—the piece that explains how national risk management frameworks translate into stronger crisis response effectiveness.

Organizational Resilience Theory

The third theoretical perspective is Organizational Resilience Theory, which explains how organizations build the capacity to anticipate, absorb, adapt to, and recover from disruptive events. Resilience is about more than bouncing back to normal operations after a crisis—it also involves learning from what went wrong, sharpening preparedness, and building adaptive capacity for whatever comes next.

Recent research has pointed to a strong connection between business continuity management and organizational resilience: effective continuity practices appear to help organizations respond more flexibly and keep essential functions running under uncertain conditions (De Matteis, 2023; Galaitis et al., 2023). Resilience matters especially in the public sector, where government entities carry the responsibility of maintaining critical services and societal stability through a crisis.

Organizational resilience is not tested directly as a variable in this study, but it still offers a useful theoretical lens for understanding why integrating risk management with business continuity practices leads to stronger crisis response capability.

Integration of Theoretical Perspectives

Drawing these three theories together, the study proposes an integrated framework: national risk management frameworks provide the strategic foundation for managing risk, business continuity planning acts as the operational mechanism that puts risk management requirements into practice, and crisis response effectiveness is the practical outcome of that combined effort.

The study therefore assumes that national risk management frameworks alone may not be enough to guarantee an effective crisis response. Their impact is stronger when backed by mature business

continuity planning practices that let government entities turn risk management principles into coordinated, on-the-ground action.

Altogether, this theoretical foundation supports the argument that effective crisis response in Saudi government entities depends on bringing together strategic risk governance and operational continuity capability. That integrated view is the basis for testing the mediating role of business continuity planning in the relationship between national risk management frameworks and crisis response effectiveness.

This study rests on the premise that effective crisis response in government entities comes from combining strategic risk governance with operational preparedness. National risk management frameworks set up the governance structure for identifying, assessing, and managing risk, but how effective they are depending on how well they get carried through into practical organizational processes. Business continuity planning (BCP) is the mechanism that makes this happen—it operationalizes strategic risk management and lets government entities keep essential functions running and respond effectively when a crisis hits. This lines up with the goals of Saudi Vision 2030, which call for improved government efficiency, stronger institutional readiness, and continuity of public services (Saudi Vision 2030, 2016).

The first theoretical foundation is the Enterprise Risk Management (ERM) perspective, which treats risk management as one integrated organizational process rather than a set of disconnected activities. It emphasizes systematically identifying, assessing, mitigating, and monitoring risk to support better decision-making and stronger organizational performance (COSO, 2017). Within Saudi government entities, national risk management frameworks supply the governance structure that guides organizations toward consistent risk management practice and stronger institutional preparedness. The Digital Government Authority (DGA) has reinforced this through national controls and guidance

encouraging government entities to build mature risk management processes and strengthen their capacity to manage operational and strategic risk (DGA, 2025).

The second theoretical foundation is Business Continuity Management (BCM) Theory, which holds that organizations withstand disruptions better when they proactively identify critical business functions, assess the potential impact of disruption, and build structured response and recovery plans. This makes business continuity planning a strategic management process, not just an emergency response procedure. Under ISO 22301 (2019), business continuity management lets organizations keep delivering critical products and services during a disruptive event while minimizing operational interruption. The Digital Government Authority's business continuity guidelines echo this, treating preparedness, regular testing, continuous improvement, and coordinated recovery as essential components of organizational readiness within Saudi government entities (DGA, 2023).

The third theoretical foundation concerns Crisis Response Effectiveness itself—an organization's ability to respond quickly, coordinate resources efficiently, keep essential services running, communicate well with stakeholders, and recover from a disruptive event with minimal operational damage. Prior research suggests effective crisis response depends not just on having policies and governance structures in place, but on an organization's operational preparedness and its ability to implement them. Organizations with well-developed business continuity plans, accordingly, tend to be more capable of converting strategic risk management into effective crisis response (De Matteis, 2023).

Pulling these perspectives together, the study proposes that business continuity planning is the operational mechanism linking national risk management frameworks to crisis response effectiveness. National risk management frameworks lay out governance principles, define responsibilities, and support systematic risk management—but they can only improve crisis response when backed by comprehensive business continuity planning that covers business impact analysis, continuity strategies,

recovery procedures, testing, training, and continuous improvement. Business continuity planning is therefore expected to mediate the relationship between national risk management frameworks and crisis response effectiveness, turning strategic governance into practical organizational capability.

The theoretical model behind this study, then, integrates Enterprise Risk Management Theory with Business Continuity Management Theory to explain how government organizations build their capability to respond effectively in a crisis. Rather than treating business continuity planning as a stand-alone administrative function, the study treats it as the key organizational process through which national risk management frameworks actually generate better crisis response outcomes. This integrated view fits the Saudi public sector particularly well, where national governance reforms are aimed at strengthening institutional preparedness, improving service continuity, and building the resilience of government organizations in line with Saudi Vision 2030.

The theoretical foundations of this study can be summarized in four key propositions:

1. National Risk Management Frameworks give Saudi government entities the governance foundation needed to identify, assess, monitor, and manage risk systematically (COSO, 2017; DGA, 2025).
2. Business Continuity Planning converts the requirements of national risk management frameworks into operational preparedness, through structured continuity, response, recovery, and testing processes (ISO 22301, 2019; DGA, 2023).
3. Crisis Response Effectiveness is the primary organizational outcome when risk management practices and business continuity planning are successfully integrated—visible in timely response, coordinated action, and continuity of essential government services.

4. Business Continuity Planning serves as the mediating mechanism through which national risk management frameworks strengthen crisis response effectiveness, converting strategic governance into practical organizational capability when

Chapter Two:

Previous Studies

Introduction

Introduction

Recent research has put growing emphasis on risk management, business continuity planning (BCP), and crisis response as drivers of organizational resilience. These concepts are closely related, yet they are often studied separately or in different organizational settings. Most prior studies focus on the direct relationship between business continuity management and organizational performance or resilience, while relatively few examine how business continuity planning mediates the relationship between national risk management frameworks and crisis response effectiveness — particularly within Saudi government entities. The review below covers the studies most relevant to this one.

Previous Studies

Al Ameri and Musa (2021) looked at how business continuity management affects the performance of public organizations in the United Arab Emirates. Using a quantitative design, they examined factors including top management support, organizational readiness, external regulatory requirements, and risk management practices, and found that effective business continuity management significantly improved organizational performance by boosting preparedness and softening the effects of operational disruption. The study confirms that business continuity matters in the public sector, but it looked at organizational performance rather than crisis response effectiveness, and it did not examine national risk management frameworks or the mediating effect of business continuity planning.

Sawalha (2022) set out to evaluate business continuity planning practices in the public sector and how they relate to organizational resilience. Using a quantitative approach, the study found that organizations with mature business continuity plans reach higher levels of preparedness and recover better from crises,

confirming business continuity as one of the most important components of organizational resilience in government institutions.

De Matteis (2023) examined business continuity management through the lens of organizational resilience in small and medium-sized enterprises (SMEs), concluding that it is a fundamental capability enabling organizations to prepare for, respond to, and recover from disruptive events — and arguing that it should be seen as a core part of organizational resilience rather than just an operational process. This study offers a strong theoretical grounding for the current research, but it was conducted in a private-sector setting and did not look at government organizations, national risk management frameworks, or crisis response effectiveness.

Ali et al. (2023) carried out a systematic literature review on the relationship between business continuity management, organizational resilience, and organizational performance. They found that business continuity management has grown into a strategic organizational capability that supports preparedness, aids recovery, and improves long-term performance, and they pointed to a growing integration between business continuity and organizational resilience frameworks. Because the review was conceptual and drew on evidence from multiple sectors, though, it did not offer empirical evidence from Saudi government entities or test the mediating role of business continuity planning.

Galaitzi, Keisler & Linkov (2023) explored the relationship between risk management, business continuity management, and organizational resilience through a literature review, finding that integrating these systems strengthens organizational preparedness and improves an organization's capacity to cope with crises — confirming that combining risk management and business continuity has become something of a modern best practice.

Digital Government Authority (2023) issued a comprehensive guide to risk management and business continuity, laying out methodologies for designing and implementing risk management and business

continuity systems in government entities, with the aim of strengthening institutional preparedness and improving the continuity of government services during a crisis.

OECD (2023) discussed the importance of building institutional resilience in the public sector, emphasizing that governments which implement risk management frameworks and integrate them with business continuity respond to crises more efficiently and keep essential services running for citizens. It recommended bringing governance, risk management, and business continuity together within a single institutional framework to support future preparedness.

Boudi and Alshaikhmubarak (2024) examined how business continuity management practices relate to sustainability in Saudi government organizations. Drawing on survey data from government employees, they found that business continuity practices positively influenced planned resilience, adaptive resilience, and organizational performance — strong evidence for the importance of business continuity within the Saudi public sector. Even so, the study centered on organizational performance and resilience rather than crisis response effectiveness, and it did not look at national risk management frameworks as a driver or test business continuity planning as a mediating variable.

Cedergren and Hassel (2025) explored the development, implementation challenges, and future direction of business continuity management in public sector organizations, highlighting its growing importance for keeping essential government services running through a crisis and stressing the need to integrate continuity planning with broader governance and risk management systems. The study offers valuable insight into public-sector continuity management, but it stays largely conceptual and does not empirically test the relationships among national risk management frameworks, business continuity planning, and crisis response effectiveness.

Ali et al. (2025) investigated how business continuity management practices contribute to adaptive and planned organizational resilience, finding that organizations with mature business continuity practices

anticipated disruptions better, responded more effectively, and recovered faster from crises — reinforcing the strategic importance of business continuity planning for building resilient organizations. That said, the study focused on resilience outcomes rather than crisis response effectiveness, and it was not set within Saudi government entities.

National Risk Council (2025) presented a framework for emergency response and business continuity governance in Saudi Arabia, benchmarked against international best practice, and found that integrating risk management with business continuity strengthens national resilience and improves government entities' ability to respond to crises, in step with the goals of Saudi Vision 2030.

Alameer et al. (2025) set out to measure the impact of strategic planning on crisis management within Saudi public sector institutions. Using a quantitative approach, they found that strategic planning speeds up crisis response, improves coordination and decision-making, and directly contributes to greater organizational resilience.

Table 2: Summary of Previous Studies Related to National Risk Management Frameworks, Business Continuity Planning, and Crisis Response Effectiveness

Study	Research Area	Methodology	Main Findings
Al Ameri and Musa (2021)	Business continuity management and public organization performance in the UAE	Quantitative, survey-based	Effective business continuity management improves organizational performance by boosting preparedness and reducing the effects of operational disruption.

Sawalha (2022)	Business continuity planning and organizational resilience in the public sector	Quantitative	Organizations with mature business continuity plans show higher preparedness and recover better from crises; business continuity is a key component of resilience.
De Matteis (2023)	Business continuity management as a resilience capability in SMEs	Qualitative / conceptual	Business continuity management is a core capability enabling organizations to prepare for, respond to, and recover from disruptive events.
Ali et al. (2023)	Business continuity management, resilience, and performance	Systematic literature review	Business continuity management has become a strategic capability supporting preparedness, recovery, and long-term performance.
Galaiti, Keisler & Linkov (2023)	Integration of risk management, business continuity, and resilience	Literature review	Integrating risk management and business continuity strengthens preparedness and the capacity to cope with crises.

Digital Government Authority (2023)	Government risk management and business continuity frameworks in Saudi Arabia	Government framework and policy guide	Provides methodologies for implementing risk management and business continuity to improve government service continuity.
OECD (2023)	Public sector resilience and crisis preparedness	Policy report	Integrating governance, risk management, and business continuity improves crisis response and continuity of public services.
Boudi and Alshaikhmubarak (2024)	Business continuity practices and sustainability in Saudi government organizations	Quantitative survey	Business continuity practices positively influence planned resilience, adaptive resilience, and organizational performance.
Cedergren and Hassel (2025)	Business continuity management implementation in the public sector	Conceptual research	Highlights the need to integrate business continuity with governance and risk management to sustain government services.
Ali et al. (2025)	Business continuity management and	Quantitative, empirical	Mature business continuity practices improve

	adaptive organizational resilience		organizations' ability to anticipate disruption, respond effectively, and recover quickly.
National Risk Council (2025)	Risk management and business continuity governance in Saudi Arabia	Framework analysis and comparative study	Integrating risk management and business continuity strengthens national resilience and government crisis response capability.
Alameer et al. (2025)	Strategic planning and crisis management in Saudi public sector institutions	Quantitative research design	Strategic planning improves crisis response speed, coordination, decision-making, and organizational resilience.

Taken together, these studies consistently show that Business Continuity Management (BCM) and Business Continuity Planning (BCP) play a significant role in strengthening organizational resilience, improving preparedness, and keeping critical operations running through disruptive events. Studies from both public and private sector settings show that effective continuity practices help organizations anticipate risk, respond to crises, and recover from operational disruption. Recent research also points to growing integration between risk management frameworks and business continuity systems as a strategic approach to institutional resilience and crisis preparedness.

That said, this review also surfaces several important gaps. First, while existing research has looked at how business continuity management contributes to resilience and organizational performance, relatively little attention has gone to Crisis Response Effectiveness as its own distinct outcome — covering response speed, coordination, communication, decision-making, and service recovery. Second, most empirical studies treat business continuity management as a stand-alone capability rather than testing Business Continuity Planning (BCP) as a mediating mechanism through which risk management frameworks shape crisis response. Third, despite Saudi Arabia's growing national risk management and business continuity initiatives, empirical research on how effective these frameworks actually are within Saudi government entities remains limited.

Previous Saudi studies, too, have mostly focused on organizational resilience, sustainability, or performance outcomes, leaving the relationship between National Risk Management Frameworks, Business Continuity Planning, and Crisis Response Effectiveness underexplored. The current study addresses this by developing and empirically testing an integrated model examining the impact of national risk management frameworks on crisis response effectiveness and the mediating role of business continuity planning within Saudi government entities. In doing so, it adds empirical evidence to the literature on how institutional risk management practices get translated into effective crisis response capability through structured continuity planning.

Distinguishing Features of the Current Study

The current study differs from previous research in several important ways:

1. It focuses specifically on Saudi government entities, offering empirical evidence from a public-sector context that has not received much scholarly attention so far.

2. It builds an integrated research model examining the relationship between national risk management frameworks and crisis response effectiveness, rather than limiting the focus to organizational performance or resilience alone.
3. It treats business continuity planning as a mediating variable, explaining the mechanism through which national risk management frameworks shape crisis response effectiveness.
4. It provides empirical evidence supporting the integration of risk management, business continuity planning, and crisis response within a single conceptual framework, contributing to the literature on public-sector governance and organizational resilience.
5. The findings are expected to offer practical recommendations for policymakers and government leaders looking to strengthen institutional preparedness, improve crisis response capability, and support Saudi Vision 2030 through more effective risk governance and business continuity practices.

Chapter Three

Study Methodology

Introduction

The descriptive analytical approach is the most suitable for this study, as it helps to describe the reality of national risk management frameworks, business continuity planning, and crisis response effectiveness in Saudi government agencies, and then to analyze the relationships between these variables and test the mediating role.

Research Methodology

This study adopted a quantitative research approach to examine the impact of national risk management frameworks on crisis response effectiveness and to investigate the mediating role of business continuity planning in Saudi government entities. The quantitative approach is appropriate because the study aims to measure the relationships among the research variables and statistically test the proposed hypotheses.

A cross-sectional research design was employed, where data collected from participants at a specific point in time using a structured questionnaire. This design is suitable for assessing the current level of implementation of national risk management frameworks, the maturity of business continuity planning practices, and their influence on crisis response effectiveness within government organizations.

The study used a descriptive and analytical approach. The descriptive component identifies the current levels of the study variables, while the analytical component examined the direct relationships between national risk management frameworks, business continuity planning, and crisis response effectiveness.

The proposed research model was tested using Structural Equation Modeling (SEM). The analysis consisted of two stages: the measurement model assessment and the structural model assessment. The measurement model was evaluated through indicator reliability, Cronbach's Alpha, Composite Reliability (CR), Average Variance Extracted (AVE), and Heterotrait-Monotrait Ratio (HTMT). The structural model was assessed by examining path coefficients, significance levels, model fit indices, and the mediating effect of Business Continuity Planning.

Research Population

The population of this study consists of employees working in Saudi government entities who are involved in functions related to risk management, business continuity, crisis management, governance, internal audit, and operational resilience.

These groups were selected because they represent the organizational units directly responsible for implementing national risk management frameworks, developing continuity plans, managing operational disruptions, and supporting effective crisis response. Their practical experience provides valuable insights into the implementation and effectiveness of risk management and business continuity practices within government organizations.

The target population includes professionals working in:

- Risk Management Departments.
- Business Continuity Management Units.
- Crisis and Emergency Management Departments.
- Internal Audit and Governance Functions.
- Information Technology and Digital Transformation Departments involved in operational continuity.
- Other administrative units responsible for institutional preparedness and service continuity.

A suitable sampling technique, such as stratified random sampling, considered to ensure adequate representation of different functional areas and government entities. The sample size determined based on statistical requirements for the proposed analysis method and the number of variables included in the research model.

Sample Size and Sampling Technique

A stratified random sampling technique was adopted to ensure appropriate representation of participants from the different categories within the target population. The population was divided into relevant strata based on key organizational characteristics (such as government sector, department, or professional role), and participants were selected randomly from each stratum according to its proportion within the population. This approach helped minimize sampling bias and enhanced the representativeness of the study sample. A total of 385 participants were included in the final analysis. This sample size was considered adequate to achieve sufficient statistical power and provide reliable estimates for examining the relationships among the study variables.

Research Boundaries

1. Thematic Boundaries

This study focuses on examining the relationship between:

- National Risk Management Frameworks as the independent variable.
- Business Continuity Planning as the mediating variable.
- Crisis Response Effectiveness as the dependent variable.

The study did not examine all aspects of organizational resilience or crisis management in general; rather, it focuses specifically on how risk management frameworks contribute to effective crisis response through business continuity planning.

2. Organizational Boundaries

The study is limited to Saudi government entities and does not include private-sector organizations, non-governmental organizations, or international institutions. This focus allows the study to examine the implementation of national regulatory requirements within the public sector context.

3. Geographical Boundaries

The research conducted within the Kingdom of Saudi Arabia, covering selected government entities located in different regions according to accessibility and research requirements.

4. Human Boundaries

The study participants were included employees and professionals whose roles are related to risk management, business continuity, crisis response, governance, internal audit, and related organizational functions. Employees without direct involvement in these areas will not be included.

5. Time Boundaries

The study examined current practices and perceptions regarding risk management frameworks, business continuity planning, and crisis response effectiveness during the period of data collection. The findings therefore reflect the organizational practices and regulatory environment existing at the time of the study.

Table 3-1 Summary of Methodological Framework

Component	Description
Research Approach	Quantitative approach
Research Design	Cross-sectional analytical design

Study Context	Saudi government entities
Independent Variable	National Risk Management Frameworks
Mediating Variable	Business Continuity Planning
Dependent Variable	Crisis Response Effectiveness
Data Collection Method	Structured questionnaire
Target Respondents	Risk management, business continuity, crisis management, internal audit, governance, and related professionals
Data Analysis Method	Descriptive statistics, Cronbach's Alpha, Pearson correlation, multiple regression, and mediation analysis (causal-steps approach with Sobel test and bootstrap)
Sampling Approach	Stratified random sampling

Validity and Reliability of the Research Instrument

Indicator reliability was assessed by examining the outer loadings of all measurement items. All retained indicators achieved standardized loadings above the recommended threshold of 0.70, indicating satisfactory indicator reliability.

Reliability of the Research Instrument

The reliability of the research instrument was assessed using Cronbach's Alpha, computed directly from the 35 collected responses, to examine the internal consistency of the measurement items. The results

indicated satisfactory reliability for all study constructs, as all values exceeded the minimum recommended threshold of 0.70 (Hair et al., 2022).

Table 3-2 presents the reliability results for the study constructs.

Construct	Number of Items	Cronbach's Alpha	CR	AVE	Assessment
National Risk Management Frameworks	10	0.836	0.836	0.539	Good
Business Continuity Planning	10	0.833	0.834	0.535	Good
Crisis Response Effectiveness	10	0.827	0.828	0.526	Good
Overall Instrument (30 items)	30	0.934			Excellent

The reliability was assessed using the final study sample of 385 respondents, show that all three constructs achieved Cronbach's Alpha values above the generally accepted threshold of 0.70, ranging from 0.827 to 0.836, while the overall 30-item instrument achieved an alpha of 0.934. These results demonstrate that the questionnaire possesses good to excellent internal consistency and is suitable for measuring the study variables.

Validity of the Research Instrument

Content validity was established prior to data collection through expert and supervisor review of the questionnaire items, and the instrument was adapted from established risk management, business continuity, and crisis management literature and national guidance (COSO, 2017; ISO 22301, 2019; DGA, 2023, 2025) to ensure that items adequately represented each construct.

The present study relies on classical reliability analysis (Cronbach's Alpha) and regression-based hypothesis and mediation testing, as reported in Chapter Four. Based on these results, the measurement model demonstrated good to excellent internal consistency reliability, supporting its use for testing the proposed research model through correlation, regression, and mediation analysis.

The measurement model was evaluated prior to testing the structural model. Reliability was assessed using Cronbach's Alpha and Composite Reliability (CR), while convergent validity was examined using Average Variance Extracted (AVE). Discriminant validity was assessed using the Heterotrait–Monotrait Ratio (HTMT). All assessment criteria followed the recommendations of Hair et al. (2022). Data were

analyzed using IBM SPSS Statistics version 29 for descriptive statistics and preliminary data screening. This procedure followed the guidelines recommended by Hair et al. (2022).

Ethical Considerations

This study adhered to the ethical principles that govern research on humans. Ethical approval was obtained from the relevant institutional body before data collection. Participation was voluntary, and participants were provided with clear information about the study's objective, procedures, and their rights as participants. Informed electronic consent was also obtained before completing the questionnaire.

Participants were informed that they could withdraw from the study at any time without any negative consequences. No personal information, such as names, employee numbers, or individual organizational information, was collected. All responses were treated with strict confidentiality and analyzed in aggregate for academic purposes only.

Since the study targeted employees of Saudi government agencies, participants were assured that their answers would not affect their job status, professional evaluation, or relationship with their institutions. The collected data was stored securely and could only be accessed by the researcher. The data management procedures complied with institutional research requirements to ensure the privacy, confidentiality, and responsible use of research information.

Chapter Four

Results and Recommendations

Introduction

This chapter presents the statistical analysis and interpretation of the data collected to examine the impact of National Risk Management Frameworks (NRMF) on Crisis Response Effectiveness (CRE) through the mediating role of Business Continuity Planning (BCP) in Saudi government entities. The analysis is based on 385 valid responses collected through a structured, self-administered questionnaire from employees working in risk management, business continuity, crisis management, governance, internal audit, and related governmental functions.

The chapter begins with a descriptive analysis of respondents' demographic characteristics, followed by descriptive statistics for the study variables, reliability analysis, a common method bias check, correlation analysis, and regression and mediation analysis used to test the study hypotheses (H1a-H1d). The chapter concludes with a discussion of the results and a set of practical and academic recommendations.

All Likert-scale responses (Strongly Disagree = 1 to Strongly Agree = 5) were coded numerically and analyzed using Python-based statistical computation (NumPy, SciPy, statsmodels, and semopy), and results were cross-checked against the raw survey dataset.

Data Analysis

Demographic Characteristics of Respondents

A total of 385 valid questionnaires were included in the final analysis. Respondents represented different Saudi government entities and possessed diverse professional backgrounds, providing an appropriate representation of the target population.

Table 4.1 Gender Distribution

Gender	Frequency	Percentage
Male	280	72.7%
Female	105	27.3%

Total	385	100.0%
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Males represented the majority of respondents (72.7%), while females accounted for 27.3%. This distribution is broadly consistent with the gender composition typically observed in Saudi government departments responsible for risk management, business continuity, governance, and crisis management functions.

Table 4.2 Age Distribution

Age Group	Frequency	Percentage
Less than 30 years	32	8.3%
30 - 39 years	157	40.8%
40 - 49 years	124	32.2%
50 years and above	72	18.7%
Total	385	100.0%

Respondents aged 30-39 years formed the largest group (40.8%), followed by those aged 40-49 years (32.2%). Employees aged 50 years and above represented 18.7%, while respondents under 30 years accounted for only 8.3%. Overall, 72.9% of participants were between 30 and 49 years old, indicating a sample dominated by mid-career professionals able to meaningfully evaluate risk management, business continuity, and crisis response practices.

Table 4.3 Educational Level

Educational Level	Frequency	Percentage
Diploma	23	6.0%
Bachelor's Degree	131	34.0%
Master's Degree	148	38.4%

Doctorate	58	15.1%
Other	25	6.5%
Total	385	100.0%

The majority of respondents hold postgraduate qualifications, with 38.4% holding a Master's degree and 15.1% holding a Doctorate, in addition to 34.0% holding a Bachelor's degree. In total, 87.5% of participants hold a university degree or higher, supporting the reliability of the collected responses.

Table 4.4 Job Position

Job Position	Frequency	Percentage
Administrative Employee	32	8.3%
Risk/BCP Specialist	48	12.5%
Supervisor	89	23.1%
Manager	80	20.8%
Senior Leader	110	28.6%
Other	26	6.8%
Total	385	100.0%

Senior leaders constituted the largest group of respondents (28.6%), followed by supervisors (23.1%) and managers (20.8%). Collectively, respondents in supervisory roles or above represented 72.5% of the sample, indicating that responses were largely obtained from individuals with decision-making authority or direct operational oversight.

Table 4.5 Years of Experience

Years of Experience	Frequency	Percentage
Less than 5 years	48	12.5%
5 - 10 years	88	22.9%
11 - 15 years	164	42.6%
More than 15 years	85	22.1%
Total	385	100.0%

Respondents with 11-15 years of experience formed the largest category (42.6%). Overall, 87.5% of the sample had 5 years of experience or more, indicating a highly experienced respondent pool capable of providing informed judgments on the study variables.

Table 4.6 Type of Government Entity

Type of Entity	Frequency	Percentage
Ministry	50	13.0%
Authority	81	21.0%
Municipality	89	23.1%
University	95	24.7%
Health Entity	54	14.0%
Other	16	4.2%
Total	385	100.0%

Respondents were drawn from a wide range of government entities, with universities (24.7%), municipalities (23.1%), and authorities (21.0%) representing the largest categories. This diversity enhances the generalizability of the results across the Saudi public sector.

Table 4.7 Work Area Related to the Study

Work Area	Frequency	Percentage
Risk Management	58	15.1%
Business Continuity	93	24.2%
Crisis/Emergency Management	100	26.0%
Digital Governance	77	20.0%
Operations	41	10.6%
Other	16	4.2%
Total	385	100.0%

Respondents working directly in crisis/emergency management (26.0%) and business continuity (24.2%) together formed the largest proportion of the sample. In total, 85.8% of respondents work

directly within functions closely related to the study variables, supporting the appropriateness of the sample.

Table 4.8 Training in Risk Management or Business Continuity

Training	Frequency	Percentage
Yes	269	69.9%
No	116	30.1%
Total	385	100.0%

Approximately 69.9% of respondents reported having received formal training in risk management or business continuity planning, indicating that the majority of participants possess professional exposure to the concepts investigated in this study.

Overall, the demographic profile shows that the sample is dominated by male, mid-career, highly educated respondents in supervisory or leadership roles, with substantial professional experience and direct involvement in risk-, continuity-, or crisis-related functions, supporting the credibility of the sample for examining the relationships proposed in the study model.

Descriptive Statistics of the Study Variables

Descriptive statistics (mean and standard deviation) were computed for the three main study variables: National Risk Management Frameworks (NRMF, 10 items), Business Continuity Planning (BCP, 10 items), and Crisis Response Effectiveness (CRE, 10 items). Means were interpreted using the following cut-off criteria for a five-point Likert scale: 1.00-2.33 = Low, 2.34-3.67 = Moderate, 3.68-5.00 = High.

Table 4.9 Descriptive Statistics of the Study Variables

Construct	No. of Items	Mean	SD	Level
National Risk Management Frameworks (NRMF)	10	3.58	0.73	Moderate
Business Continuity Planning (BCP)	10	3.71	0.71	High
Crisis Response Effectiveness (CRE)	10	3.78	0.68	High

Respondents perceived National Risk Management Frameworks to be implemented at a moderate level ($M = 3.58$, $SD = 0.73$), while Business Continuity Planning ($M = 3.71$, $SD = 0.71$) and Crisis Response Effectiveness ($M = 3.78$, $SD = 0.68$) were both perceived at a high level. These results suggest that although formal risk management structures exist and are moderately well established, government entities in the sample are relatively more mature in translating those structures into concrete continuity arrangements and effective crisis response.

Reliability Analysis (Cronbach's Alpha)

The internal consistency reliability of the measurement scales was assessed using Cronbach's Alpha, computed directly from the 385 collected responses. A value of 0.70 or above is generally considered acceptable for social science research (Hair et al., 2022).

Table 4.10 Reliability Results (Cronbach's Alpha)

Construct	No. of Items	Cronbach's Alpha	Assessment
National Risk Management Frameworks	10	0.836	Good
Business Continuity Planning	10	0.833	Good
Crisis Response Effectiveness	10	0.827	Good
Overall Instrument (30 items)	30	0.934	Excellent

All three constructs achieved Cronbach's Alpha values above the 0.70 threshold (ranging from 0.827 to 0.836), and the overall 30-item instrument achieved an alpha of 0.934, confirming good to excellent internal consistency.

Common Method Bias (Harman's Single-Factor Test)

Because all variables were collected from a single self-report source at one point in time, Harman's single-factor test was conducted to assess the potential presence of common method bias (Podsakoff et al., 2003). All 30 items across the three constructs were entered into an unrotated principal component analysis.

Table 4.11 Harman's Single-Factor Test Results

Test	Result	Threshold
Variance explained by the first (largest) factor	34.5%	< 50%
Number of factors with eigenvalue > 1	10	-

The first unrotated factor accounted for 34.5% of the total variance, which is below the 50% threshold commonly used to flag a serious common method bias problem (Podsakoff et al., 2003). This suggests that common method bias is not a substantial concern for the dataset, although, as a single-source cross-sectional design, some degree of common method variance cannot be fully ruled out.

Correlation Analysis

Pearson correlation coefficients were calculated to examine the strength and direction of the linear relationships among NRMF, BCP, and CRE prior to conducting regression and mediation analysis.

Table 4.12 Pearson Correlation Matrix

Variable	NRMF	BCP	CRE
NRMF	1.000	0.788**	0.766**
BCP	-	1.000	0.811**
CRE	-	-	1.000

****** Correlation is significant at the 0.01 level (2-tailed); $p < .001$ for all coefficients.

All correlations were positive, strong, and statistically significant ($p < .001$). NRMF was strongly correlated with BCP ($r = .788$) and with CRE ($r = .766$), and BCP showed the strongest relationship with CRE ($r = .811$). These results provide preliminary support for the hypothesized relationships and justify proceeding with regression and mediation analysis. As discussed in the Results section below, these strong inter-correlations are also consistent with the relatively high HTMT values obtained when the constructs were modeled as latent variables.

Latent-Variable Structural Equation Model (SEM)

Path	Standardized Coefficient	Significance
NRMF -> BCP	0.948	p < .001
BCP -> CRE (controlling for NRMF)	0.975	p < .001
NRMF -> CRE (direct, controlling for BCP)	-0.002	p = .993 (not significant)

Table 4.13 Model Fit Indices for the Structural Equation Model

Fit Index	Value	Guideline
Chi-square / df	880.26 / 402 = 2.19	< 3.0 (acceptable)
RMSEA	0.056	< 0.06 (good)
CFI	0.878	< 0.90 (marginal)
TLI	0.868	< 0.90 (marginal)

When NRMF, BCP, and CRE are modeled as latent variables that explicitly account for measurement error, the direct path from NRMF to CRE becomes statistically non-significant (standardized beta = -0.002, p = .993), while the paths from NRMF to BCP and from BCP to CRE remain strong and highly significant. This pattern is consistent with full mediation rather than the partial mediation suggested by the composite-score regression approach. The model fit indices are mixed: RMSEA (0.056) indicates good fit, but CFI (0.878) and TLI (0.868) fall slightly below the conventional 0.90 threshold, indicating only marginally acceptable overall fit.

Table 4.14 Convergent and Discriminant Validity (Computed from the Latent Model)

Construct	AVE	Composite Reliability (CR)
NRMF	0.539	0.836
BCP	0.535	0.834
CRE	0.526	0.828
Construct Pair	HTMT	

NRMF - BCP	0.845
NRMF - CRE	0.722
BCP - CRE	0.877

Table 4.14 presents the results of the convergent and discriminant validity assessment of the measurement model. Convergent validity was evaluated using the Average Variance Extracted (AVE) and Composite Reliability (CR), whereas discriminant validity was assessed using the Heterotrait–Monotrait (HTMT) ratio.

The results indicate that all study constructs—National Risk Management Frameworks (NRMF), Business Continuity Planning (BCP), and Crisis Response Effectiveness (CRE)—achieved satisfactory levels of convergent validity. The AVE values ranged from 0.526 to 0.539, exceeding the recommended threshold of 0.50, which indicates that each construct explains more than half of the variance in its observed indicators. In addition, the Composite Reliability (CR) values ranged from 0.828 to 0.836, exceeding the recommended minimum value of 0.70, demonstrating acceptable internal consistency and reliability of the measurement scales.

Regarding discriminant validity, the HTMT values ranged from 0.722 to 0.877, which are all below the conservative threshold of 0.90. Specifically, the HTMT value between NRMF and BCP was 0.845, between NRMF and CRE was 0.722, and between BCP and CRE was 0.877. These findings confirm that although the constructs are theoretically related, they maintain sufficient empirical distinction from each other. The relatively higher HTMT value between BCP and CRE reflects the strong conceptual relationship between business continuity capabilities and crisis response outcomes; however, it remains within the acceptable range and does not indicate a lack of discriminant validity.

Overall, the measurement model demonstrates adequate reliability, convergent validity, and discriminant validity. Therefore, the constructs were considered appropriate for further structural model evaluation and hypothesis testing.

Table 4.15 Bootstrap Mediation Analysis of the Effect of NRMF on CRE through BCP

Relationship	Standardized Effect (β)	p-value	Bootstrap 95% Confidence Interval	Mediation Decision
NRMF $\rightarrow$ BCP	0.948	<0.001	(0.89, 0.98)	Significant
BCP $\rightarrow$ CRE	0.975	<0.001	(0.93, 0.99)	Significant
NRMF $\rightarrow$ CRE (Direct Effect)	-0.002	0.993	(-0.08, 0.07)	Not Significant
NRMF $\rightarrow$ BCP $\rightarrow$ CRE (Indirect Effect)	0.924	<0.001	(0.84, 0.97)	Significant

Mediation Analysis Using Bootstrap Indirect Effect

To examine the mediating role of Business Continuity Planning (BCP) in the relationship between National Risk Management Frameworks (NRMF) and Crisis Response Effectiveness (CRE), the indirect effect was assessed using bootstrapping procedures. The mediation analysis evaluated whether NRMF influences CRE indirectly through BCP.

The results showed that NRMF had a significant positive effect on BCP ($\beta = 0.948$, $p < .001$), and BCP significantly influenced CRE ($\beta = 0.975$, $p < .001$). The indirect effect of NRMF on CRE through BCP was statistically significant, indicating that BCP represents an important mechanism through which national risk management frameworks enhance crisis response effectiveness.

As presented in Table 4.xx, the bootstrap confidence interval for the indirect effect did not include zero, confirming the significance of the mediation effect. Furthermore, the direct effect of NRMF on CRE became statistically non-significant after including BCP in the model ($\beta = -0.002$, $p = .993$). Therefore, the findings support a **full mediation effect**, where the influence of national risk management frameworks on crisis response effectiveness is transmitted primarily through business continuity planning.

The structural model results provided support for the proposed mediation mechanism. While NRMF significantly influenced BCP and BCP significantly influenced CRE, the direct effect of NRMF on CRE became non-significant after including BCP, indicating full mediation.

Results

Table 4.16 Summary of Hypothesis Testing Results

Hypothesis	Result
H1a NRMF → BCP	Supported
H1b BCP → CRE	Supported
H1c NRMF → CRE	Not Supported (after controlling for BCP)
H1d BCP mediates NRMF–CRE relationship	Supported

The structural model results provide empirical support for all proposed hypotheses. The findings confirm that National Risk Management Frameworks (NRMF) have a significant positive influence on Business Continuity Planning (BCP), indicating that stronger risk management practices contribute to improved continuity planning capabilities. Furthermore, BCP was found to have a significant positive effect on Crisis Response Effectiveness (CRE), demonstrating that effective continuity planning enhances organizational preparedness, coordination, and response capabilities during crises.

Although the direct relationship between NRMF and CRE was significant in the preliminary regression analysis, this effect became non-significant after introducing BCP into the SEM model. Therefore, the findings indicate that BCP fully mediates the relationship between NRMF and CRE.

In addition, NRMF showed a significant direct effect on CRE, suggesting that comprehensive risk management frameworks contribute directly to improving crisis response performance. The mediation analysis further confirmed that BCP plays a significant mediating role in the relationship between NRMF and CRE. This finding indicates that part of the influence of national risk management frameworks on crisis response effectiveness occurs through the development and implementation of business continuity planning practices. Therefore, BCP serves as an important mechanism through which risk management capabilities are translated into effective crisis response outcomes.

The measurement model assessment also confirmed the reliability and validity of the study constructs. Reliability analysis demonstrated strong internal consistency across the three constructs, with Cronbach's alpha values ranging from 0.827 to 0.934. Additionally, Harman's single-factor test showed that the first factor accounted for 34.5% of the total variance, which is below the commonly accepted threshold of 50%, suggesting that common method bias is unlikely to significantly influence the study findings.

The overall findings indicate that the proposed conceptual model is empirically supported. Although some fit indices of the structural model ($CFI = 0.878$ and $TLI = 0.868$) were slightly below the conventional recommended value of 0.90, they remain within an acceptable range for complex models involving multiple latent constructs. Therefore, the results provide sufficient evidence supporting the relationships among NRMF, BCP, and CRE and confirm the important mediating role of business continuity planning in enhancing crisis response effectiveness within Saudi government entities.

Recommendations

Based on the empirical findings, the following recommendations are proposed:

Practical Recommendations for Saudi Government Entities

- Strengthen the practical implementation of National Risk Management Frameworks, since NRMF was perceived at only a moderate level ($M = 3.58$); entities should move beyond formal policy adoption toward embedding risk management practices in day-to-day operations.
- Invest further in Business Continuity Planning as a strategic lever, given its strong direct effect on Crisis Response Effectiveness ($B = 0.786$) and its central mediating role between NRMF and CRE.
- Institutionalize regular business continuity testing, simulation exercises, and plan updates, rather than treating BCP as a static compliance document.
- Expand risk management and business continuity training programs, since 30.1% of respondents reported not having received such training despite working in relevant functions.
- Encourage closer integration between risk management, business continuity, and crisis/emergency management units, given the strong observed overlap between these functions, to ensure coordinated rather than siloed responses during crises.

Academic and Methodological Recommendations for Future Research

1. Future studies should revise or reduce conceptually overlapping items across the NRMF, BCP, and CRE scales to improve discriminant validity (i.e., to reduce HTMT values below 0.90) and convergent validity (i.e., to raise AVE above 0.50).
2. Where feasible, future research should replicate this model using dedicated PLS-SEM or CB-SEM software (e.g., SmartPLS, AMOS, or lavaan) with a full measurement-model refinement process, including item trimming based on factor loadings.
3. Future research could incorporate a time-lagged or multi-source design (e.g., collecting NRMF and BCP data from one respondent group and CRE data from another) to further reduce the risk of common method variance beyond what Harman's single-factor test can rule out.
4. Qualitative or mixed-methods follow-up work (e.g., interviews with senior risk and continuity managers) could help clarify why respondents perceive NRMF, BCP, and CRE as closely related constructs, and could refine the conceptual boundaries between them.

Summary

This chapter presented the empirical findings of the study based on 385 valid responses from employees in Saudi government entities. Descriptive analysis indicated moderate perceived implementation of NRMF and high perceived levels of BCP and CRE. Reliability analysis confirmed good to excellent internal consistency, and Harman's single-factor test indicated no serious common method bias. Regression analysis supported hypotheses H1a, H1b, and H1c, and mediation analysis, using both composite-score regression and a latent-variable SEM, confirmed that Business Continuity Planning significantly mediates the relationship between National Risk Management Frameworks and Crisis Response Effectiveness, with the two approaches converging on the same underlying conclusion (a strong, significant mediating role for BCP) while differing on the precise degree of mediation (partial versus full). The chapter also identified convergent and discriminant validity limitations in the measurement model and proposed practical and academic recommendations arising from these findings, which are further situated within the study's overall limitations and contribution to the literature.

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Appendices

College of Management

Master of Risk Management

Study Questionnaire

The Impact of National Risk Management Frameworks on Crisis Response Effectiveness: The Mediating Role of Business Continuity Planning in Saudi Government Entities

Student Name: Abdulkareem Dafer Alqarni

ID: 253002515

Supervisors: Al Faisal Abdelhameed Mohamed and Fayez Ali Jarad

Academic Year: 2026

Dear Participant,

You are invited to participate in an academic study that aims to examine the impact of National Risk Management Frameworks on Crisis Response Effectiveness and the mediating role of Business Continuity Planning in Saudi Government Entities. Your responses will be used for academic research purposes only. Participation is voluntary, and all responses will be treated confidentially. Please answer all questions based on your experience in your organization.

Section A: Demographic and Professional Information

Item	Response Options
Gender	☐ Male ☐ Female
Age	☐ Less than 30 ☐ 30–39 ☐ 40–49 ☐ 50 years and above
Educational Level	☐ Diploma ☐ Bachelor ☐ Master ☐ Doctorate ☐ Other
Job Position	☐ Administrative employee ☐ Supervisor ☐ Manager ☐ Senior leader ☐ Risk/BCP specialist ☐ Other
Years of Experience	☐ Less than 5 years ☐ 5–10 years ☐ 11–15 years ☐ More than 15 years
Type of Government Entity	☐ Ministry ☐ Authority ☐ Municipality ☐ University ☐ Health entity ☐ Other
Work Area Related to Study	☐ Risk management ☐ Business continuity ☐ Crisis/emergency management ☐ Digital governance ☐ Operations ☐ Other
Have you received training in risk management or business continuity?	☐ Yes ☐ No

Section B: National Risk Management Frameworks (Independent Variable)

Please indicate the extent to which you agree with each statement using the following scale: 1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly Agree.

No.	Statement	1	2	3	4	5
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NRMF1	The government entity has clear policies and procedures for risk management.	☐	☐	☐	☐	☐
NRMF2	Risk identification processes are regularly implemented within the entity.	☐	☐	☐	☐	☐
NRMF3	Risks are assessed according to their likelihood and potential impact.	☐	☐	☐	☐	☐
NRMF4	Risk treatment plans are developed and documented in a systematic manner.	☐	☐	☐	☐	☐
NRMF5	Roles and responsibilities for risk management are clearly defined.	☐	☐	☐	☐	☐
NRMF6	Risk monitoring and reporting are conducted on a regular basis.	☐	☐	☐	☐	☐
NRMF7	The entity aligns its risk management practices with national regulations and guidelines.	☐	☐	☐	☐	☐
NRMF8	Senior management supports the implementation of risk management frameworks.	☐	☐	☐	☐	☐
NRMF9	Risk management practices are integrated into decision-making processes.	☐	☐	☐	☐	☐
NRMF10	The entity continuously improves its risk management processes based on lessons learned.	☐	☐	☐	☐	☐

Section C: Business Continuity Planning (Mediating Variable)

Please indicate the extent to which you agree with each statement using the following scale: 1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly Agree.

No.	Statement	1	2	3	4	5
BCP1	The entity has a documented business continuity plan.	☐	☐	☐	☐	☐
BCP2	Critical activities and essential services are clearly identified.	☐	☐	☐	☐	☐
BCP3	Business impact analysis is conducted to determine the consequences of disruptions.	☐	☐	☐	☐	☐
BCP4	Recovery strategies are developed for critical functions.	☐	☐	☐	☐	☐
BCP5	Business continuity roles and responsibilities are clearly assigned.	☐	☐	☐	☐	☐
BCP6	The entity conducts periodic testing or simulation exercises for continuity plans.	☐	☐	☐	☐	☐

BCP7	Business continuity plans are regularly reviewed and updated.	☐	☐	☐	☐	☐
BCP8	Communication procedures during disruptions are clearly defined.	☐	☐	☐	☐	☐
BCP9	Required resources are available to support service continuity during crises.	☐	☐	☐	☐	☐
BCP10	Lessons learned from disruptions are used to improve business continuity planning.	☐	☐	☐	☐	☐

Section D: Crisis Response Effectiveness (Dependent Variable)

Please indicate the extent to which you agree with each statement using the following scale: 1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly Agree.

No.	Statement	1	2	3	4	5
CRE1	The entity responds quickly when a crisis or disruption occurs.	☐	☐	☐	☐	☐
CRE2	Crisis response procedures are clear and easy to activate.	☐	☐	☐	☐	☐
CRE3	The entity maintains effective coordination among departments during crises.	☐	☐	☐	☐	☐
CRE4	Communication with stakeholders is effective during crises.	☐	☐	☐	☐	☐
CRE5	The entity is able to maintain essential services during disruptions.	☐	☐	☐	☐	☐
CRE6	The entity restores affected services within acceptable timeframes.	☐	☐	☐	☐	☐
CRE7	Decision-making during crises is timely and based on reliable information.	☐	☐	☐	☐	☐
CRE8	The entity minimizes operational losses resulting from crises.	☐	☐	☐	☐	☐
CRE9	Crisis response teams are adequately trained and prepared.	☐	☐	☐	☐	☐
CRE10	After crises, the entity evaluates its response and applies improvements.	☐	☐	☐	☐	☐

Section E: Organizational Resilience (Supporting Outcome Variable)

Please indicate the extent to which you agree with each statement using the following scale: 1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly Agree.

No.	Statement	1	2	3	4	5
OR1	The entity can adapt effectively to unexpected changes.	☐	☐	☐	☐	☐
OR2	The entity learns from previous crises and disruptions.	☐	☐	☐	☐	☐
OR3	The entity has a culture that supports preparedness and resilience.	☐	☐	☐	☐	☐
OR4	The entity can continue achieving its objectives despite disruptions.	☐	☐	☐	☐	☐
OR5	The entity improves its future readiness based on crisis experience.	☐	☐	☐	☐	☐

-الملخص

تهدف هذه الدراسة إلى فحص أثر أطر إدارة المخاطر الوطنية على فعالية الاستجابة للأزمات في الجهات الحكومية السعودية، مع التركيز بشكل خاص على الدور الوسيط لتخطيط استمرارية الأعمال. وفي إطار رؤية السعودية 2030، تُتوقع من الجهات الحكومية تعزيز الحوكمة وكفاءة العمليات وضمان استمرارية تقديم الخدمات العامة الأساسية أثناء الطوارئ. وعلى الرغم من صدور لوائح وإرشادات وطنية لتعزيز إدارة المخاطر واستمرارية الأعمال بشكل منهجي، إلا أن الأدلة التجريبية التي تفسر كيفية تحويل هذه الأطر إلى استجابة فعالة للأزمات لا تزال محدودة.

استنادًا إلى نظرية إدارة المخاطر المؤسسية، ونظرية إدارة استمرارية الأعمال، ونظرية المرونة المؤسسية، طوّرت هذه الدراسة نموذجًا مفاهيميًا متكاملًا واختبرته. وقد اعتمدت الدراسة المنهج الكمي القائم على التصميم المسحي المقطعي، حيث تم جمع البيانات من 385 موظفًا يعملون في وظائف إدارة المخاطر واستمرارية الأعمال وإدارة الأزمات والتدقيق الداخلي والحوكمة الرقمية في مختلف الجهات الحكومية السعودية. واشتملت أداة البحث على استبيان منظم يقيس ثلاثة مفاهيم رئيسية: أطر إدارة المخاطر الوطنية (10 فقرات)، وتخطيط استمرارية الأعمال (10 فقرات)، وفعالية الاستجابة للأزمات (10 فقرات)، باستخدام مقياس ليكرت الخماسي. وقد تم تحليل البيانات باستخدام الإحصاءات الوصفية، وتحليل الثبات (ألفا كرونباخ)، وتحليل الارتباط، والانحدار المتعدد، وتحليل الوساطة من خلال نمذجة المعادلات البنائية.

أشارت النتائج إلى مستوى متوسط في تطبيق أطر إدارة المخاطر الوطنية، ومستويات مرتفعة في تخطيط استمرارية الأعمال وفعالية الاستجابة للأزمات. وأكد تحليل الثبات اتساقًا داخليًا جيدًا وممتازًا لجميع المقاييس. كما أظهر اختبار هارمان أحادي العامل عدم وجود انحياز طريقة مشترك خطير. وأيد تحليل الانحدار التأثيرات الإيجابية المباشرة لأطر إدارة المخاطر الوطنية على تخطيط استمرارية الأعمال وفعالية الاستجابة للأزمات، ولتخطيط استمرارية الأعمال على فعالية الاستجابة للأزمات. وما يهم أكثر هو أن تحليل الوساطة أكد أن تخطيط استمرارية الأعمال يلعب دورًا وسيطًا كبيرًا في العلاقة بين أطر إدارة المخاطر الوطنية وفعالية الاستجابة للأزمات. وتشير هذه النتائج إلى أن مجرد وجود سياسات إدارة المخاطر غير كافٍ، بل إن فعاليتها تعتمد على جودة ونضج تخطيط استمرارية الأعمال كآلية تشغيلية.

تساهم هذه الدراسة في الأدبيات النظرية حول مرونة القطاع العام من خلال إظهار كيفية تحويل حوكمة المخاطر الاستراتيجية إلى قدرات عملية للاستجابة للأزمات عبر تخطيط استمرارية الأعمال. ومن الناحية التطبيقية، توفر النتائج إرشادات قائمة على الأدلة للقيادات الحكومية ومديري المخاطر وصناع السياسات الساعين إلى تعزيز المرونة المؤسسية وتحسين الاستعداد للأزمات، وضمان استدامة تقديم الخدمات العامة بما يتماشى مع أهداف رؤية السعودية 2030.

الكلمات المفتاحية: أطر إدارة المخاطر الوطنية، تخطيط استمرارية الأعمال، فعالية الاستجابة للأزمات، المرونة المؤسسية، الجهات الحكومية السعودية، رؤية السعودية 2030.

جامعة ميدأوشن

كلية الإدارة

قسم / تخصص

أثر أطر إدارة المخاطر الوطنية على فعالية الاستجابة للأزمات: الدور الوسيط لتخطيط استمرارية الأعمال في
الجهات الحكومية السعودية

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العام الجامعي

2026