

Mid-Ocean University

College of Management

Master of Management



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

Preparing students

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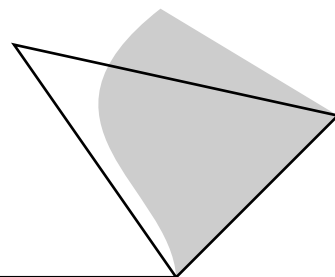
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CHAPTER ONE

INTRODUCTION



1.1 Introduction

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

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

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

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

1.2 Research Problem

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

the necessary training and qualifications to use this technology. The study's problem can then be formulated through the following main question: "The impact of strategic planning in crisis management on the performance of employees in the government health sector in Riyadh, Saudi Arabia."

1.3 Research Importance

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

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

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

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

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

- The strategic planning process during crises is a key requirement in the government health sector in Riyadh, Saudi Arabia.
- It clarifies the extent to which the research contributes to demonstrating the positive role of planning in crisis management, demonstrating its positive role in developing and improving the performance of employees for researchers in this field.
- Strategic planning in crisis management has become an indispensable necessity after the events witnessed by the world in the form of COVID-19.

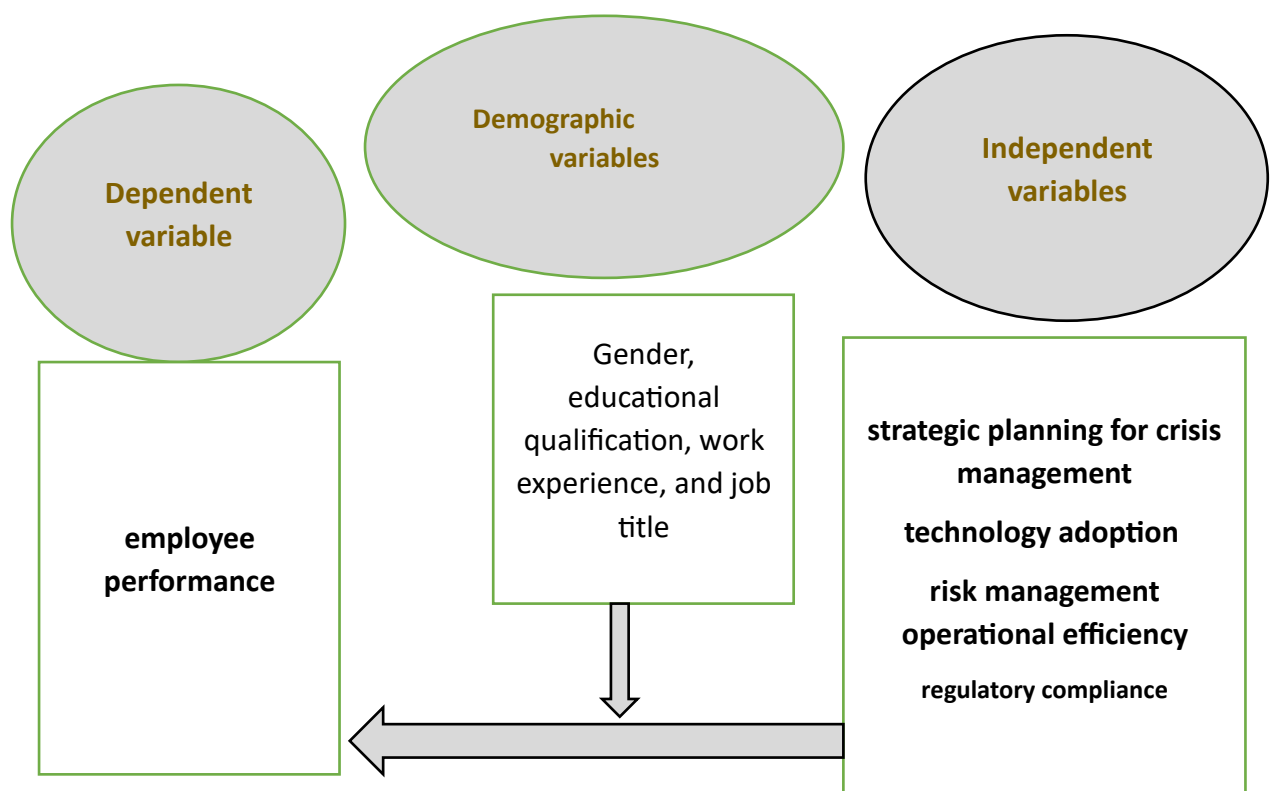
1.5 Research Questions

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

Study Model:

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

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



1.8 Research Methodology

Main Research Hypothesis:

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

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

Hypothesis 1:

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

Hypothesis 2:

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

Hypothesis 3:

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

Hypothesis 4:

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

Hypothesis 5:

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

Definition of Terms:

Strategic Planning:

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

Crisis Management:

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

The Concept of Employee Performance:

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

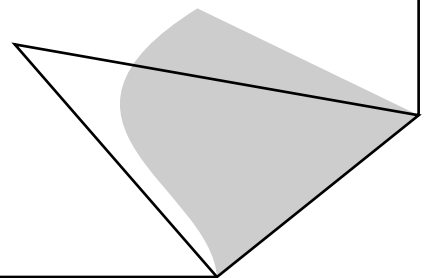
The public health sectors

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

Chapter Two

Literature Review

Previous Studies



Theoretical Foundations

Introduction:

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

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

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

The importance of strategic planning during crises lies in its contribution to the growth and development embraced by public sector hospitals and its ability to

position the Kingdom's health sector in a better competitive position by anticipating and addressing external opportunities and threats (Al-Qahtani, 2019).

Strategic Planning During Crises

The Concept of Strategy

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

Sequence of the Strategic Process in Crisis Management:

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

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

The Concept of Strategic Planning

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

- "A general plan to facilitate successful management. It is outside of daily business and activity plans.
- It is long-term planning that takes into account internal and external variables, identifies target market sectors and segments, and the competitive landscape. It is a renewable process that is updated annually to study internal and external developments".

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

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

Reasons for Using Strategic Planning in Crisis Management:

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

- 1 .It makes managers aware of the changes occurring in the environment and how to adapt to them.
- 2 .It links strategic plans to all types of plans, such as functional, executive, and operational plans.

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

Crisis Management in the Public Health Sector in Riyadh

Introduction

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

The Concept of Crisis Management

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

- It is any situation or event that leads to positive and significant changes in outcomes. It is an event or accumulation of a series of unexpected events that

impact an organization's system or part thereof. In practical terms, it is a total or partial interruption of operations for a long or short period for a specific reason, followed by the entity being affected and transformed.

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

Components of a Crisis

1 .Threat: The feeling of inability to preserve values and resources that are important to society.

2 .Time Pressure: The time available to make decisions and the ability to act before losses begin to occur or escalate.

Characteristics of Crises (Madas, 2021)

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

Characteristics of Crises (Madas, 2021).

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

:The Concept of Employee Performance

- Employee performance is the amount of work and effort expended by employees, whether physical or mental. This expended energy is certainly .measured by the speed at which tasks are completed
- Performance can be defined as the quality of work and effort provided by employees within an organization. It refers to the level of achievement, in line with the effort expended and the required qualitative specifications, whether for .a product or service
- Employee performance rates can be measured in terms of quality and .quantity, and over a specific period of time

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

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

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

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

Types of Performance

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

Characteristics of Performance

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

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

Second: Dimensions of Performance:

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

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

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

1 -Quality of Work Completed:

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

2 -Commitment:

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

3 -Quantity of Work Completed:

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

Third: Elements of Administrative and Functional Performance:

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

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

Study Methodology:

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

-Research Tools and Methods of Information Gathering

The questionnaire is one of the most important and widely used scientific research tools in the social sciences. It is a research form used to obtain information and facts under various circumstances and to research from various perspectives and perspectives. It includes a set of questions that sample members are required to answer. These questions can be sent via email, in which case it is called a mail questionnaire.

The questionnaire was prepared on the subject of the study, namely, the factors influencing the impact of strategic planning in crisis management on the performance of workers in the government health sector in Riyadh, Saudi Arabia.

Data and information collection methods are as follows:

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

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

Data for this study will be analyzed using the Statistical Package for the Social Sciences (SPSS) program. Excel was also used to create graphs. The following statistical treatments and tests will be used:

1 .Frequencies and percentages to describe the research sample according to the primary variables.

2 .Arithmetic mean and standard deviation to describe the study axes.

Study population

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

Study sample

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

Study Limits

Human Limits:

Consisting of health sector workers in Riyadh.

Spatial Limits:

The government health sector in Riyadh, Saudi Arabia.

Temporal Limits:

The study was conducted during 2025.

Subject Limits:

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

Previous Studies

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

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

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

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

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

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

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

2 -Study (Al-Mujahidin, 2022):

The title of the study is "The Impact of Strategic Planning on the Performance of Employees at the Civil Status and Passports Department in the Capital, Amman."

This study aimed to clarify the impact of strategic planning on the performance of employees in the Civil Status and Passports Department in the Jordanian capital, Amman. The applied method was used to collect information. This was

done by using a questionnaire to collect study data as a main tool for each of the dependent and independent study variables. It consisted of fifty-six paragraphs. The relationship between the variables was analyzed using the simple linear regression method to show the impact of the relationship between the independent variable, which is strategic planning, and the dependent variable, which is performance. The study population consists of all employees in the Civil Status and Passports Department and its affiliated offices in the Jordanian capital, Amman. The random study sample consisted of some individuals working in the main department, whose number reached two hundred and eight employees. The questionnaire was distributed to all of them, and 191 valid questionnaires were retrieved for the study and for the purposes of statistical analysis by using the descriptive analytical method to obtain the results and recommendations of the study and achieve its goal. Through statistical analysis, the most important of these results were: 1- The existence of a statistically significant impact on both knowledge of job requirements, quality of work, and quantity of work completed in the Civil Status and Passports Department in the Jordanian capital, Amman, as a result of For strategic planning with its dimensions (vision, mission, objectives, environmental analysis, strategic choice), in addition to the existence of a statistically significant positive impact of strategic planning on the performance of employees in general in the Civil Status and Passports Department in the Jordanian capital, Amman. The most important recommendations of this study were as follows: The necessity of focusing on explaining the vision and mission of the Civil Status Department to its employees and providing a database that serves the process of developing performance through a better understanding of the vision and mission of the department and involving employees in the planning process and participating in setting goals and strategies for the Civil Status and Passports Department in the Jordanian capital, Amman.

3 -Study (2021, Almanor)

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

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

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

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

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

. 4- Study (Mansour, 2020):

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

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

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

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

1 -The planning process is a continuously evolving process in universities, which requires the integration of comprehensive quality management strategy as a key component of the planning process.

2 -Modernizing and developing university goals requires significant improvements in the academic and professional aspects necessary to prepare and qualify students.

3 -The continuous evaluation of planning procedures and policies helps determine future trends and better analyze the surrounding environment.

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

5 -Study (Al-Masoudi, 2019):

Study title: "The Impact of Strategic Planning on the Performance of Algerian Higher Education Institutions." Master's Thesis, University of Baskar, Algeria. This study aimed to identify the attitudes of administrative employees at Mohamed Khader University in Baskar toward the level of practicing strategic planning stages and its impact on the level of institutional performance at Mohamed Khadar University, and to examine the differences in these attitudes according to their job and position. The study population consisted of administrative employees at Mohamed Khader University, due to their different personal characteristics. The researcher used a comprehensive survey method for the research population. The study concluded the following results: The level of practicing strategic planning stages at Mohamed Khadar University is high, and the level of performance is also high (independents) (strategic analysis, strategic choice). Furthermore, the two variables of strategic planning affect the dependent

variable, which is the performance of university employees. The study concluded with a number of recommendations, the most important of which are: The university should analyze its external environment to identify the variables that contribute to formulating the university's objectives and that could affect them. In the future, and also all parties responsible for achieving it.

6 -Study (Zaabi, 2019):

The study is titled "The Role of Strategic Planning in Crisis Management in Palestinian Government Institutions". The study primarily aims to demonstrate the role of strategic planning in crisis management in government institutions in Palestine, taking into account several demographic variables, including gender, age, job title, and years of experience. To achieve the study objectives, a questionnaire was prepared, consisting of 28 statements that are relevant to all employees in government institutions. To enable us to study the study variables, a random sample of 386 male and female government sector workers was identified. Through an analysis of the information collected using a descriptive and analytical approach, the most important findings were as follows: The strategic planning process in crisis management was at an average level. The performance and effectiveness of the employees in the study sample, as well as their competence in strategic planning processes in crisis management, were also average. The appropriate recommendation based on these findings is the need for effective and efficient communication between those who develop strategic plans in crisis management and those who implement those plans. It also requires feedback processes to address deficiencies and continuous development of planning processes by forming a crisis team and specialized units to deal with and confront crises within government institutions.

Commentary on Previous Studies:

After reviewing a set of previous studies related to the research topic, which focused on the impact of strategic planning in crisis management on the performance of employees in the government health sector in Riyadh, Saudi

Arabia, these studies were used to identify issues related to both strategic planning and job performance. These studies were also used in the selection and deduction process for the study questions and to accurately define the study problem. They were also used to enrich the practical research and assist in formulating the study hypotheses, as well as its importance and objectives. They also helped clarify how to construct the study tool and formulate questionnaire phrases when used in the next phase. They also played a role in helping explain and interpret how to determine results and recommendations and organize the components of scientific research.

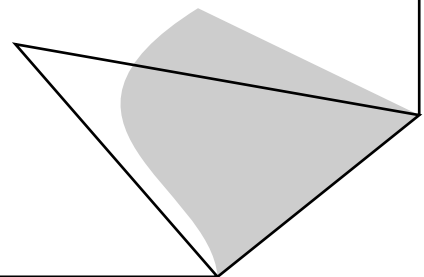
Comparing the current study with previous studies, we find the following:

- 1 .Complete agreement in all studies' treatment of the dependent variables (employee performance) and the independent variables (strategic planning).
2. The difference between the current study and previous studies lies in the environment in which it will be conducted, namely the government health sector in Riyadh, Saudi Arabia.

CHAPTER THREE

METHODOLOGY OF THE

STUDY



CHAPTER THREE

METHODOLOGY OF THE STUDY

3.1 Chapter Introduction

This chapter focuses on the research Methodology with emphasis on the Effects of Strategic Analysis on Employee performance. In this case, it outlines the research design, model formulation, operational specifications, data collection and analysis procedures.

3.2 Research Design

The study employed a deductive approach in its research design, utilizing quantitative methods. It began by examining established studies and analyzing their hypotheses to work with empirical data. The selected variables were carefully chosen following a thorough review of previous research conducted both globally and within Saudi Arabia. Additionally, various concepts and theories were explored in depth to lay the groundwork for this research. Given its explanatory nature, the study focused on identifying different factors that act as independent variables influencing strategy implementation within the government health sector of Saudi Arabia. Furthermore, a comprehensive discussion was conducted to address the existing gaps in the literature concerning the government health sectoring market in Saudi Arabia.

3.3 Population and Sample of the Study

To represent the population of Saudi Arabia's government health sector, the target population consisted of individuals aged 20 and above. This approach ensures that the results can be generalized to the entire Saudi government health sectoring industry as well as other sectors. According to recent statistics, the total number of employees in the government health sector of Saudi Arabia is approximately 58,949. By Argaam (2024) Based on the criteria established by Krejcie and

Morgan, a sample size of 383 respondents was determined, using a confidence interval of 95%. The details of Morgan's table can be found in Appendix I.

To ensure the survey was designed effectively and free of errors, a trial survey was conducted. A random selection of 30 individuals from the target population was chosen to participate in this pretest. Their feedback was collected to identify any necessary changes to the survey. Following the successful pretest, it was determined that no modifications were needed, and the survey proceeded to the next stage of the research process.

3.4 Sampling method

The selection of an appropriate sampling technique is crucial after determining the sample size. According to Creswell (2014), it is essential to use a representative sample that accurately reflects the characteristics of the population in order to collect relevant data for research. This study utilized simple random sampling to identify the respondents. This method was chosen due to the accessibility of the respondents and its effectiveness in generating a substantial number of responses.

By employing simple random sampling, the research ensures that every individual in the target population has an equal chance of being selected, which enhances the reliability and validity of the findings. This approach not only facilitates the collection of diverse perspectives but also minimizes bias, thereby contributing to the overall robustness of the research outcomes.

3.5 Model Specification

To examine the variables that influence strategy execution within the government health sectoring industry, the following regression model has been developed:

$$SI = \beta_1 + \beta_2 CM + \beta_3 LD + \beta_4 OC + \beta_5 TR + \beta_6 RW + \varepsilon$$

Where:

- **SI:** Represents the execution of employee performance (dependent variable)
- **CM:** Independent variable for strategic planning
- **LD:** Independent variable for technology adoption
- **OC:** Independent variable for regulatory compliance
- **TR:** Independent variable for operational efficiency
- **RW:** Independent variable for risk management

The coefficients β_1 , β_3 , β_4 , β_5 , and β_6 indicate the effect of each independent variable on strategy execution.

With employee performance implementation as the dependent variable and the specified factors as independent variables, this model can be assessed through linear regression. Holding all other variables constant, the coefficients β_2 , β_3 , β_4 , β_5 , and β_6 reflect the average impact of each independent variable on the execution of employee performance.

3.6 Measurement and Instrumentation

Primary data is obtained through self-administered questionnaires with the respondents. The survey is constructed with specific sub-sections which aim to measure the following components:

Strategic Practices: Use of strategic instruments, such as PESTLE analysis, marketing studies, and competition evaluation.

Indicators of Employee performance: Satisfaction, dependability, responsiveness, assurance, empathy, and physical appearance.

Perceptions regarding the effectiveness of strategic analysis are captured using a 5-point Likert scale where 1 is “Strongly Disagree” and 5 is “Strongly Agree.” The questionnaire is divided into two sections. The first one measures the demographic variables and the second one measures the independent variable and the dependent variable. The independent variable is measured through the four dimensions by three items each and derived from (the source). While the dependent variable is measured by 6 items and derived from (Source)

A few individuals are selected to test the questionnaire to assure its effectiveness and clarity. They are validated by an expert before the instruments are used in full scale data collection.

3.7 Data Collection

The combined quantitative and used for data collection, including administering a survey. The survey is sent out to the higher tier managers as well as lower tier employees within the healthcare sector, retail, and hospitality. The intended sample includes:

Senior Managers (20%) – Those responsible for developing strategies and making decisions.

Middle Managers (40%) – Utilize strategies and create plans on the operational level.

Frontline Employees (40%) - Engage with customers and evaluate service delivery.

Moreover, semi-structured interviews were held with service executives to better understand the specific strategic elements of service enhancement. 15 interviews were completed. Each interview took about thirty to forty-five minutes.

3.8 Analysis of Reliability and Validity

Findings from the research will be reviewed for credibility, and reliability and validity checks will be done :

Reliability: The internal consistency of construct surveys will be evaluated using Cronbach's Alpha. The alpha cut-off score of one is deemed reliable only if it exceeds the threshold of 0.7.

Validity:

Content Validity: Reviewed by an expert to check if survey queries are in tandem with the aim of the study.

Construct Validity: Checked with factor analysis on how the survey items consolidate within the expected constructs.

Face Validity: Checked during pilot tests when participants answer whether they find the questions relevant and easy to comprehend.

Criterion Validity: Verified by confronting the responses of the survey with outside standards or previous studies on the subject matter.

3.9 Descriptive Analysis Tools

Descriptive analysis provides a synopsis of the integrated data, which includes each aspect of the reported research and the descriptive statistics :

Measures of Central Tendency: Mean and median for checking an overall picture concerning the responses .

Measures of Dispersion: Standard deviation and variance for checking the range of responses.

Frequency distributions: To show the categorically responded items and analyze the general picture.

To emphasize particular results, graphs, tables, and charts are used to illustrate the distribution of the data received.

3.10 Correlation Analysis

Employee performance results from various strategic analysis practices and their correlational relationship is assessed through Pearson correlation analysis. This method provides :

Strength and Direction of Relationships: A correlation coefficient (r) value is between -1 and 1, where :

A correlation coefficient shows the extent of association among different variables, which in this case is employee performance and strategic analysis. For example :

$r > 0$ indicates a positive relationship (example, the greater the strategic analysis, the better the employee performance).

$r < 0$ indicates a negative relationship.

$r = 0$ suggests the absence of a relationship.

Significance Testing: The p-value is what determines the significance ($p < 0.05$ is significant) .

3.11 Regression Analysis

In assessing the degree to which strategic analysis impacts employee performance, a multiple regression analysis is conducted with the previously mentioned moderating variables in place. The regression model contains:

Independent Variable: Strategic analysis .

Dependent Variable: Employee performance .

Moderating Variables: Leadership, organizational culture, and technology adoption.

Regression outputs include:

Adjusted R-Square: Indicates the amount of variance attributed to strategic analysis in employee performance .

Beta Coefficients: Specify the volume of impact witnessed and whether it is positive or negative for the variables.

Significance Levels: Indicate if effects are statistically significant through the p-value.

To assess the effect of moderating variables, hierarchical regression is used by adding them into successive models and noting the changes in explanatory power.

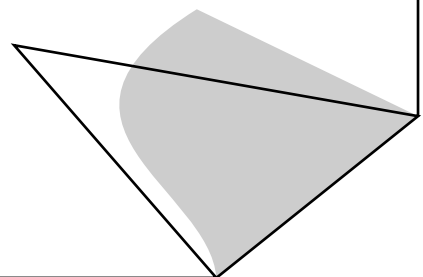
3.12 Conclusion

This chapter discussed how the research was carried out, including the study approach, data collection tools, and methods of analysis. This was done using both qualitative and quantitative approaches to evaluate the impacts of strategic analysis on employee performance in the service-oriented industries. Statistical methods guarantee the reliability and validity of the data, while surveys and interviews guarantee in-depth qualitative and quantitative data. The other chapter captures the results and discussions which explain the outcome in regard to the theoretical concepts and the practical relevance of the industry outcomes.

CHAPTER THREE

CHAPTER FOUR

RESULTS AND FINDINGS



CHAPTER FOUR

RESULTS AND FINDINGS

4.1 Introduction

The study consisted of a sample of 400 employees working in government health sector in the Kingdom of Saudi Arabia. This chapter aims to present the study results based on the data collected through a questionnaire, after collecting and analyzing it, and explaining its implications for the research objectives. The responses were analyzed using statistical tools and methods using the SPSS program to identify the factors influencing the implementation of strategic planning in crisis management and its impact on the performance of government health sector workers in Riyadh in the Kingdom of Saudi Arabia. The results demonstrate the impact of strategic planning in crisis management and its five dimensions (strategic planning, technology adoption, risk management, operational efficiency, and regulatory compliance) as independent variables that directly impact the performance of government health sector workers in Riyadh in the Kingdom of Saudi Arabia.

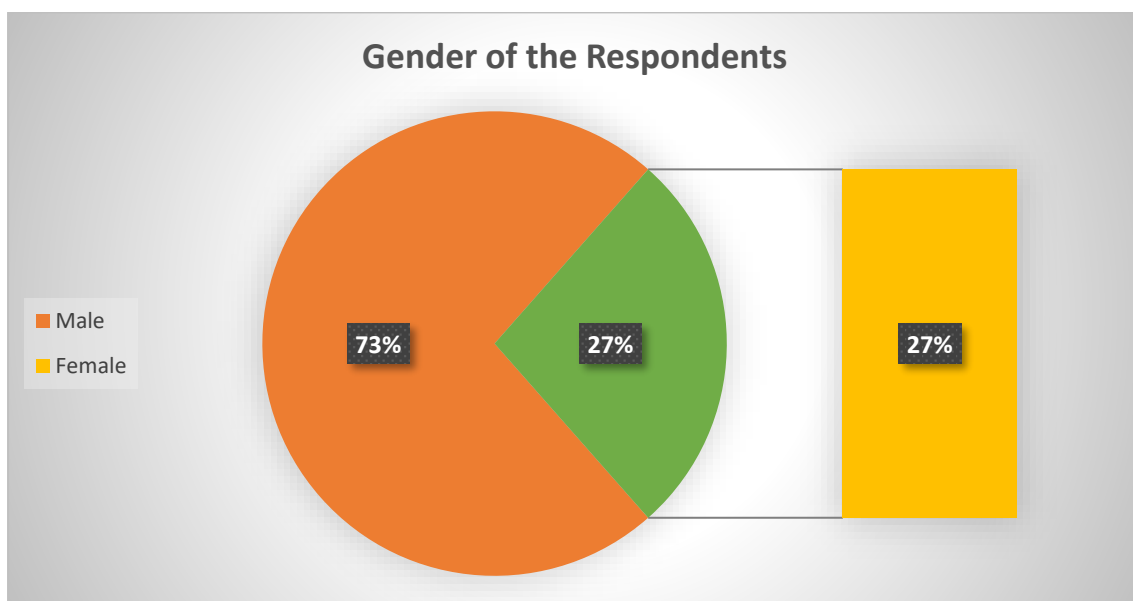
4.2 Data Presentation

The study identified the demographic characteristics of the study sample members, calculated the reliability of the study instrument, conducted a descriptive analysis of the study variables, calculated correlations, and tested hypotheses using (SPSS) statistical program to achieve the study objectives and verify the validity of the study hypotheses. About the impact of strategic planning in crisis management on the performance of government health sector workers in Riyadh in the kingdom of Saudi Arabia.

4.2.1 Demographic Profile of the Respondents

Table (4.1) Gender of the Respondents

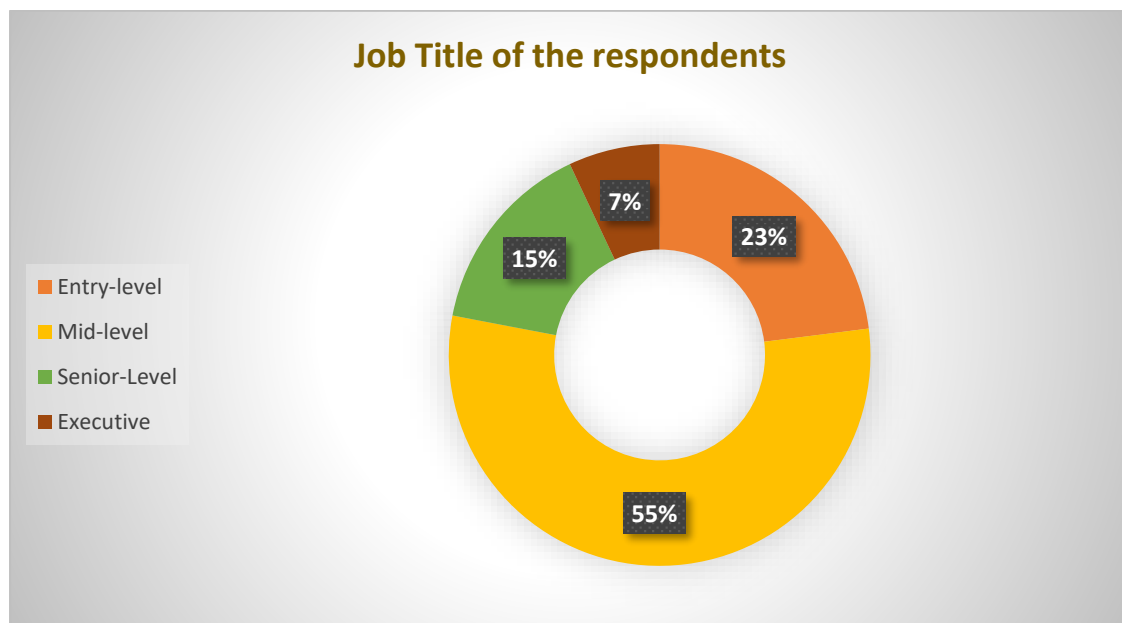
Gender	Frequency	Percentage
Male	292	73%
Female	108	27%
Total	400	100%



Based on the above table (4-1), The individuals of the study sample were divided into male 73 % and female 27% of the study sample, in fact, out of 400 respondents, 292 respondents are male, and 108 are female which shows that most of the study sample members are male However, based on the results of the study sample, we find a significant increase in the percentage of female participation in the government health sector in the Kingdom of Saudi Arabia.

Table (4.2) Job Title of the respondents

Job Title	Frequency	Percentage
Entry-level	92	23%
Mid-level	220	55%
Senior-Level	60	15%
Executive	28	7%
Total	400	100%

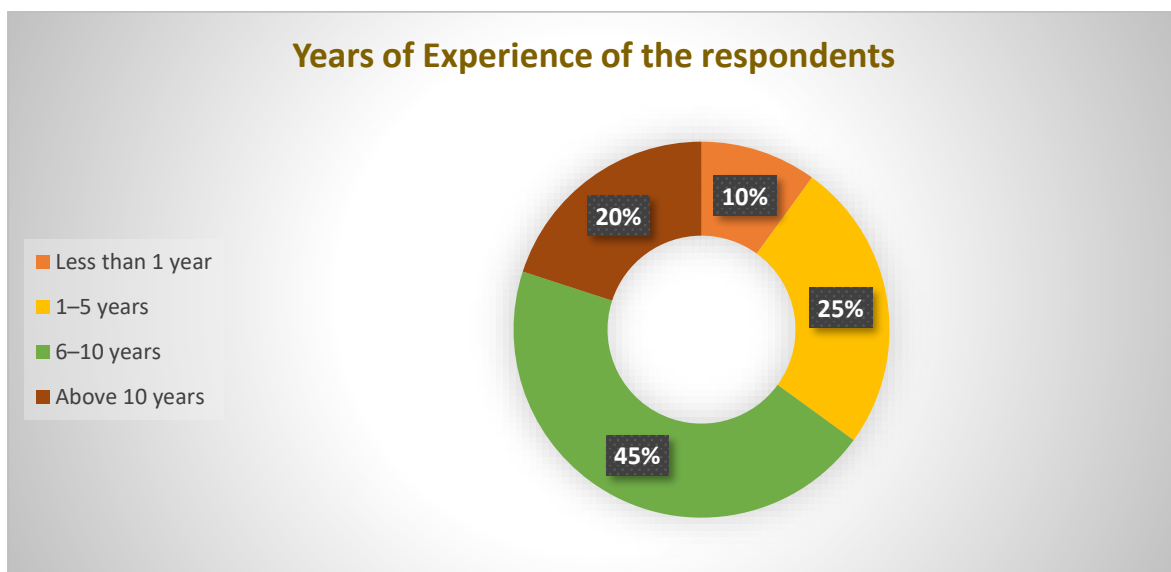


The table above (4-2) shows the individuals of the study sample were divided into 23% are Entry-level, 55% have completed their Mid-level, 15% have completed their Senior-Level and 7% have completed their Executive. In fact, out of 400 respondents, (92) respondents are from Entry-level, (220) respondents have completed their Mid-level, (60) respondents have completed their Senior-Level, and (28) respondents have completed their Executive. Based on the results of the previous analysis, it is clear that most of the study sample are from the middle

job levels, which is consistent with the nature of work in Saudi government health sector.

Table (4.3) Years of Experience of the respondents

Years of Experience	Frequency	Percentage
Less than 1 year	40	10%
1–5 years	100	25%
6–10 years	180	45%
Above 10 years	80	20%
Total	400	100%

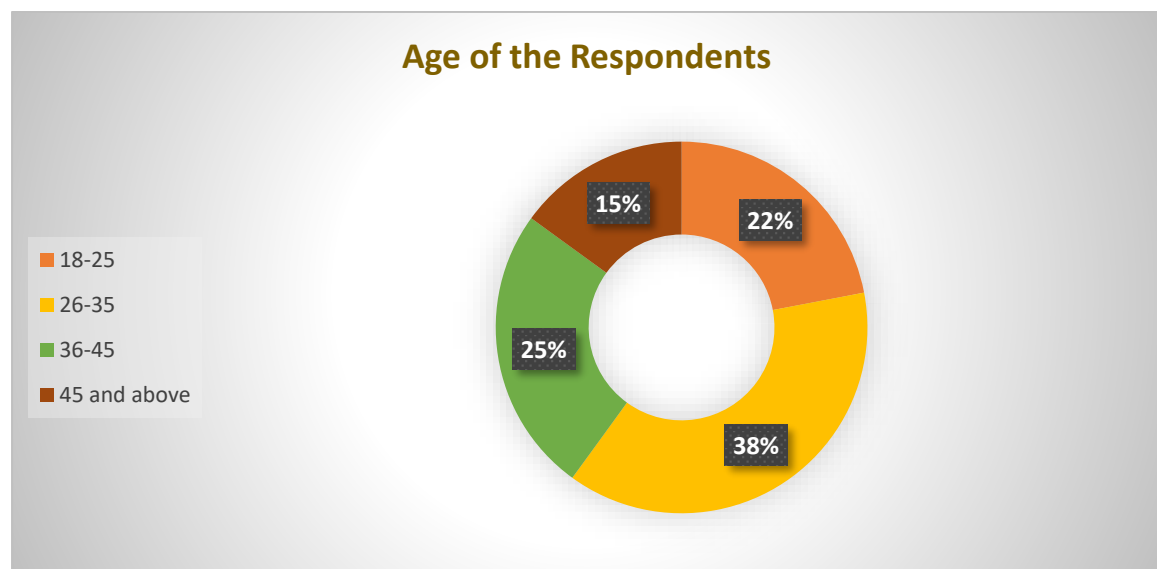


The table above (4-3) shows the individuals of the study sample were divided into 10% are Less than 1 year, 25% have completed their 1–5 years, 45% have completed their Above 10 years and 20% have completed their Above 10 years. In fact, out of 400 respondents, (40) respondents are from Less than 1 year, (100) respondents have completed their 1–5 years, (180) respondents have completed their 6–10 years, and (80) respondents have completed their Above 10 years.

Based on the results of the analysis of years of experience, most of the study sample members have between 6 and 10 years of experience, representing 45% of the sample, meaning that most of the study sample have a high level of experience.

Table (4.4) Age of the Respondents

Age	Frequency	Percentage
18-25	54	14%
26-35	165	43%
36-45	105	27%
46 and above	60	16%
Total	384	100%

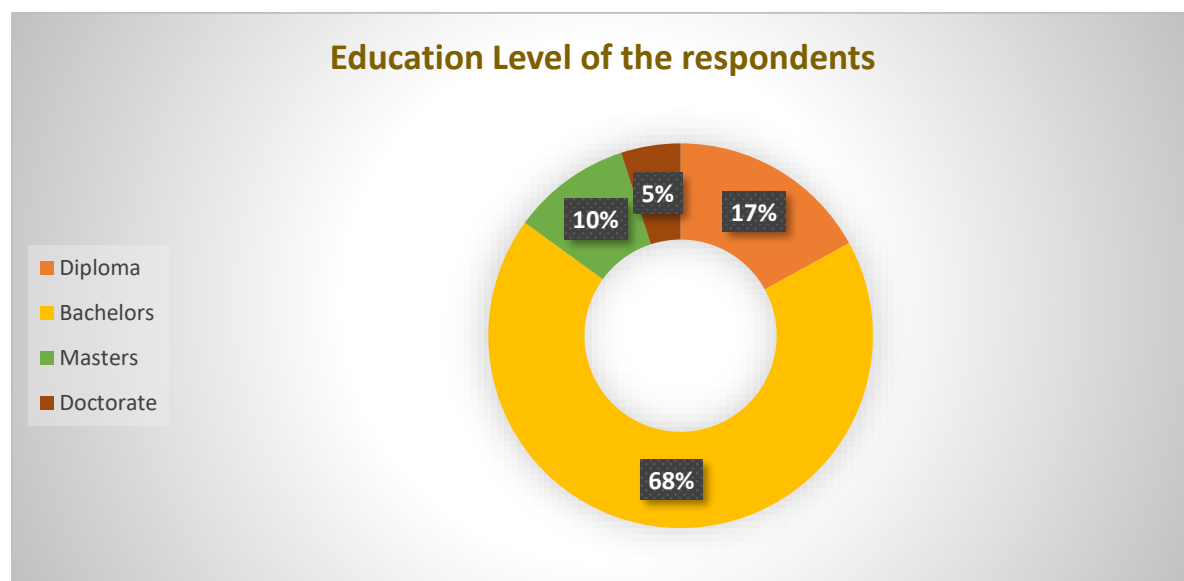


The above table (4-4) shows the individuals of the study sample were divided into 22% of the respondents belong to the age group of “18-25”, 38% of the respondents are from “26-35” age group, 25% of the respondents belong to the age range of “36-45”, and finally 15% belong from the age range of “45 and

above” in fact, out of 400 respondents, (88) respondents are age group of “18-25”,(152) are from “26-35” age group,(100) respondents belong to the age range of “36-45”, and (60) respondents belong from the age range of “45 and above” The results of the analysis of the ages of the study sample indicate that most of the sample’s ages belong to the younger age groups, as the age group between (26-35) represents the largest group at 38% of the size of the selected sample.

Table (4.5) Education Level of the respondents

Education Level	Frequency	Percentage
Diploma	68	17%
Bachelors	272	68%
Masters	40	10%
Doctorate	20	5%
Total	400	100%



The table above (4-5) shows the individuals of the study sample were divided into 17% are Diploma, 68% have completed their Bachelor, 10% have completed their Master and 5% have completed their Doctorate in fact, out of 400 respondents, (68) respondents are from Diploma, (272) respondents have completed their Bachelor's, (40) respondents have completed their Master's, and (20) respondents have completed their Doctorate. which shows that most of the study sample members are Bachelor. The sample as a whole has a high educational level. This is in accordance with the requirements and conditions of work in the government health sector in the Kingdom of Saudi Arabia.

4.3 Reliability and Validity Test

Scientific research is concerned with identifying the definition of honesty. Honesty is of great importance in scientific research. Honesty helps ensure the accuracy of comparisons between people. Researchers consider this aspect to arrive at accurate results. (Kumar et al., 2018).

Calculating both (reliability and validity) for the survey questionnaire represents the basis upon which statistical analysis can be conducted with acceptable confidence in the study's results. (Smith & Taylor, 2024).

The researcher conducted the reliability and validity test as follows:

Measuring the Level of Validity

Cronbach's alpha is a statistical tool used to measure the internal consistency of research questionnaires. It helps verify the reliability of data collected across questionnaires. Cronbach's alpha is a powerful tool for assessing the validity and reliability of research instruments. Alpha ranges from 0 to 1, with higher values indicating greater internal consistency (Cummings & Worley, 2020).

Table (4-6) shows that the reliability coefficients yielded high and acceptable results for scientific research purposes, as they are greater than the acceptance

rate of (0.83), which is the minimum acceptable level for Cronbach's alpha coefficient. Therefore, the researcher can say that the research instrument enjoys self-validity.

Table (4-6) Measuring the validity of the survey form

Independent variable	N. of paragraphs	Level of reliability Cronbach's alpha coefficient
Strategic planning in crisis management		
strategic planning	3	0.889
Technology Adoption	3	0.851
Risk Management	3	0.877
Operational Efficiency	3	0.799
Regulatory Compliance	3	0.840
Dependent variable		
Employee performance	3	0.879

Measuring the Level of Reliability

Reliability means that results are similar when a test is repeated. The goal is to demonstrate the validity of a measure. If the results are approximately the same, the measure is accurate (Bowen & Ford, 2020).

Table (4-7) shows that the reliability coefficients yielded high and acceptable results for scientific research purposes, as they are greater than the acceptance rate of (0.70), which is the minimum acceptable level for Cronbach's alpha coefficient. Therefore, the researcher can say that the research instrument enjoys overall reliability.

Table (4-7) Measuring the reliability of the survey form

Independent variable	N. of paragraphs	Cronbach's alpha coefficient
Strategic planning in crisis management		
strategic planning	3	0.854
Technology Adoption	3	0.892
Risk Management	3	0.905
Operational Efficiency	3	0.753
Regulatory Compliance	3	0.815
Dependent variable		
Employee performance	3	0.8.66

4.4 Analysis of Data

Table 4.8 Strategic planning

Statements	SD	D	N	A	SA	Mean	Std. Deviation	Degree	Arrangement
Our government health sector regularly conducts market research to understand customer needs.	8	12	80	160	140	4.16	0.757	Agree	2
	2%	3%	20%	40%	35%				
Our government health sector has a clear customer segmentation strategy.	12	12	16	60	300	4.82	0.508	Strongly Agree	1
	3%	3%	4%	15%	75%				

Our government health sector regularly analyzes competitors' services and strategies	8	24	84	84	200				
	2%	6%	21 %	21 %	50%	4.07	0.995	Agree	3
Total						4.35	0.753	Strongly Agree	

- ❖ The phrases of the Rewards were arranged in terms of the degree of relative importance. It was found that the phrase (Our government health sector has a clear customer segmentation strategy) is the most important phrase with a mean value of 4.82, a percentage of 75%, a standard deviation of 0.508, and a high degree of agreement.
- ❖ In second place is the phrase (Our government health sector has a clear customer segmentation strategy) which is the most important phrase, with a mean value of 4.16, a percentage of 40%, a standard deviation of 0.757, and a high degree of agreement.
- ❖ While the phrase (Our government health sector regularly analyzes competitors' services and strategies) was the least important phrase with a mean value of 4.07, a percentage of 50%, a standard deviation of 0.995, and a high degree of agreement.
- ❖ When studying the phrases of the Strategic planning, it was found all-expression were the high degree of agreement it shows the high level of the Strategic planning where mean is (4.35) and Std. Deviation (0.753)

Table (4.9) Technology Adoption

Statements	S D	D	N	A	S A	Mea n	Std. Deviation	Degree	Arrangement
Our government health sector invests significantly in digital health technologies.	30	12	16	24	318	4.46	1.339	Strongly Agree	1
	8 %	3 %	4 %	6%	80%				
Our government health sector regularly updates its technology infrastructure.	24	80	96	92	108	3.41	1.24	Agree	3
	6 %	20 %	24 %	23 %	27%				
Our government health sector uses technology to enhance customer experience.	12	60	68	140	120	3.99	1.161	Agree	2
	3 %	15 %	17 %	35 %	30%				
Total						3.84	0.863	Agree	

- ❖ The phrases of the Rewards were arranged in terms of the degree of relative importance. It was found that the phrase (Our government health sector invests significantly in digital health technologies) is the most important phrase with a mean value of 4.46, a percentage of 80%, a standard deviation of 1.339, and a high degree of agreement.
- ❖ In second place is the phrase (Our government health sector uses technology to enhance customer experience) which is the most important phrase, with a mean value of 3.99, a percentage of 35%, a standard deviation of 0.860, and a high degree of agreement.

- ❖ While the phrase (Our government health sector regularly updates its technology infrastructure) was the least important phrase with a mean value of 3.41, a percentage of 27%, a standard deviation of 1.24, and a high degree of agreement.
- ❖ When studying the phrases of the Technology Adoption, it was found all-expression were the high degree of agreement it shows the high level of the Technology Adoption where mean is (3.84) and Std. Deviation (0.863)

Table (4.10) Risk Management

Statements	SD	D	N	A	SA	Mean	Std. Deviation	Degree	Arrangement
Our government health sector has a comprehensive risk assessment process for new services.	8	33	86	106	167	4.07	0.866	Agree	3
	2%	8%	22%	27%	42%				
Our government health sector considers employee performance risks in its strategic planning in crisis management.	12	24	80	96	188	4.10	0.991	Agree	2
	3%	6%	20%	24%	47%				
Our government health sector has effective	8	24	84	88	196	4.20	0.995	Strongly	1
	2%	6%	21%	22%	49%			Agree	

contingency plans for service disruptions.									
Total						4.12 3	0.951	Agree	

- ❖ The phrases of the Rewards were arranged in terms of the Strongly Agree of relative importance. It was found that the phrase (Our government health sector has effective contingency plans for service disruptions) is the most important phrase with a mean value of 4.20, a percentage of 49%, a standard deviation of 0.995, and a high degree of agreement.
- ❖ In second place is the phrase (Our government health sector considers employee performance risks in its strategic planning in crisis management.) which is the most important phrase, with a mean value of 4.10, a percentage of 47%, a standard deviation of 0.991, and a high degree of agreement.
- ❖ While the phrase (Our government health sector has a comprehensive risk assessment process for new services.) was the least important phrase with a mean value of 4.07, a percentage of 42%, a standard deviation of 0.866, and a high degree of agreement.
- ❖ When studying the phrases of the Risk Management, it was found all-expression were the high degree of agreement it shows the high level of the Risk Management where mean is (4.123) and Std. Deviation (0.951)

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Table (4.11) Operational Efficiency

Statements	SD	D	N	A	SA	Mean	Std. Deviation	Degree	Arrangement
Our government health sector regularly reviews and improves service processes.	12	12	100	180	96	3.95	0.755	Agree	3
	3%	3%	25%	45%	24%				
Our government health sector optimizes resource allocation for service delivery.	4	20	52	108	216	4.27	0.876	Strongly Agree	2
	1%	5%	13%	27%	54%				
Our government health sector reduces unnecessary steps in service processes.	8	8	32	100	252	4.55	0.688	Agree	1
	2%	2%	8%	25%	63%				
Total						4.26	0.773	Strongly Agree	

- ❖ The phrases of the Rewards were arranged in terms of the degree of relative importance. It was found that the phrase (Our government health sector reduces unnecessary steps in service processes.) is the most important phrase with a mean value of 4.55, a percentage of 63%, a standard deviation of 0.688, and a high degree of agreement.
- ❖ In second place is the phrase (Our government health sector optimizes resource allocation for service delivery.) which is the most important phrase, with a mean value of 4.27, a percentage of 54%, a standard deviation of 0.876, and a high degree of agreement.

- ❖ In third place is the phrase (Our government health sector regularly reviews and improves service processes) which is the most important phrase, with a mean value of 3.95, a percentage of 45%, a standard deviation of 0.755, and a high degree of agreement
- ❖ When studying the phrases of the Operational Efficiency, it was found all-expression were the high degree of agreement it shows the high level of the Operational Efficiency where mean is (4.26) and Std. Deviation (0.773)

Table (4.12) Regulatory Compliance

Statements	S D	D	N	A	SA	Mea n	Std. Deviation	Degree	Arrangeme nt
Our government health sector's strategic plan addresses regulatory requirements.	24	12	120	160	84	3.79	0.789	Agree	1
	6%	3%	30%	40%	21%				
Our government health sector balances compliance requirements with service innovation.	32	112	84	60	112	3.11	1.209	Agree	2
	8%	28%	21%	15%	28%				
Our government health sector keeps staff updated on regulatory changes affecting services.	16	160	60	120	44	2.86	1.95	Neutral	3
	4%	40%	15%	30%	11%				
Total						3.253	1.316	Agree	

- ❖ In first place is the phrase (Our government health sector's strategic plan addresses regulatory requirements) which is the most important phrase, with

a mean value of 3.79, a percentage of 40%, a standard deviation of 0.789, and a high degree of agreement.

- ❖ In second place is the phrase (O Our government health sector balances compliance requirements with service innovation) which is important phrase, with a mean value of 3.11, a percentage of 28%, a standard deviation of 1.209, and a high degree of agreement.
- ❖ While the phrase (Our government health sector keeps staff updated on regulatory changes affecting services) was the least important phrase with a mean value of 2.86, a percentage of 40%, a standard deviation of 1.951, and a neutral degree of agreement.
- ❖ When studying the phrases of the Regulatory Compliance, it was found all-expression were the high degree of agreement it shows the high level of the
- ❖ Regulatory Compliance where mean is (3.253) and Std. Deviation (1.316)

Table (4.13) Employee performance

Statements	SD	D	N	A	SA	Mean	Std. Deviation	Degree	Arrangement
Our government health sector delivers services as promised.	24	12	12	16	84	3.79	0.789	Agree	3
	6%	3%	30%	40%	21%				
Our government health sector performs services right the first time	4	20	52	10	216	4.27	0.876	Strongly Agree	2
	1%	5%	13%	27%	54%				

Our government health sector provides prompt service to customers	30	12	16	24	318	4.46	0.894	Agree	1
	8%	3%	4%	6%	80%				
Total						4.17	0.851	Agree	

- ❖ The phrases of the Rewards were arranged in terms of the degree of relative importance. It was found that the phrase (Our government health sector provides prompt service to customers) is the most important phrase with a mean value of 3.79, a percentage of 40%, a standard deviation of 0.789, and a high degree of agreement.
- ❖ In second place is the phrase (Our government health sector performs services right the first time) which is the most important phrase, with a mean value of 4.27, a percentage of 54%, a standard deviation of 0.876, and a high degree of agreement.
- ❖ While the phrase (Our government health sector delivers services as promised.) was the least important phrase with a mean value of 4.46, a percentage of 80%, a standard deviation of 0.894, and a high degree of agreement.
- ❖ When studying the phrases of the Employee performance, it was found all-expression were the high degree of agreement it shows the high level of the Employee performance where mean is (4.17) and Std. Deviation (0.851)

4.5 Interpretation of data

To test the study's hypotheses, regression coefficient, model summary, and analysis of variance were used to identify the factors influencing strategic planning in crisis management on the performance of government health sector workers in Riyadh in the Kingdom of Saudi Arabia. The study addresses five key dimensions of strategic planning in crisis management: strategic planning, technology adoption, risk management, operational efficiency, and regulatory compliance. Their impact on employee performance outcomes was examined through a questionnaire sent to 400 health professionals from various organizational levels in Saudi government health sector.

H1: There is a statistically significant effect of the strategic planning perspective in crisis management on the performance of government health sector employees in Riyadh, Saudi Arabia.

Table 4.12 Testing the first hypothesis

Model Summary						
Model		R	R Square	Adjusted R Square	Std. Error of the Estimate	
1		0.277	0.077	0.074	2.64950	
ANOVA						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	229.69	1	229.688	32.721	.000 ^b
	Residual	2793.89	398	7.020		
	Total	3023.59	399			
Coefficients						

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	14.836	0.765		19.397	.000
	strategic planning	0.377	0.066	0.276	5.720	.000
a. Dependent Variable: Quality Service						

In table (4.13) The simple regression equation was significant at the level of 0.01 and It was found that the variable (Strategic planning) explains 7.7% (The R^2 -value) of the changes that occur in the variable (Quality Service) and There is a positive Correlation between Strategic planning and Crisis management and the value of the correlation coefficient was 0.277 (The R-value) and There is significant impact of strategic planning on crisis management in the government health sector in the kingdom of Saudi Arabia at 0.05 because the (T-VALUE) is significant Which indicates the correct of the first hypothesis (There is significant impact of strategic planning on crisis management in the government health sector in the kingdom of Saudi Arabia.), because the (P-VALUE) < 0.05 it turned out that the more it increased Strategic planning level 1% is the crisis management in the government health sector in the kingdom of Saudi Arabia has increased 0.377% (B- VALUE)

H2: There is a statistically significant effect of the importance of technology adoption as a phase of crisis management on the performance of government health sector employees in Riyadh, Saudi Arabia.

Table 4.13 Testing the second hypothesis

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.281	0.079	0.074	2.64950

ANOVA						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	229.69	1	229.67	32.72	.000 ^b
	Residual	2793.89	398	7.02		
	Total	3023.59	399			

Coefficients						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	14.836	0.765		18.397	.000
	Technology Adoption	0.555	0.066	0.277	5.640	.000

a. Dependent Variable: quality service

In table (4.13) The simple regression equation was significant at the level of 0.01 and It was found that the variable (Technology Adoption) explains 7.9% (The R²-value) of the changes that occur in the variable (quality service) and There is a positive Correlation between Technology Adoption and crisis management and the value of the correlation coefficient was 0.281 (The R-value) and There is significant impact of Technology Adoption on crisis management in the government health sector in the kingdom of Saudi Arabia at (0.05) because the (T-VALUE) is significant Which indicates the correct of the second hypothesis (Technology Adoption has an impact on crisis management in the government health sector in the kingdom of Saudi Arabia.), because the (P-VALUE) < 0.05 it

turned out that the more it increased Technology Adoption level 1% is the crisis management in the government health sector in the kingdom of Saudi Arabia has increased 0.555%

H3: There is a statistically significant effect demonstrating the efficiency and effectiveness of risk management in crisis management on the performance of government health sector employees in Riyadh, Saudi Arabia

Table 4.14 Testing the third hypothesis

Model Summary						
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate		
1	0.441	0.194	0.189	2.479		

ANOVA						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	576.84	1	576.84	93.83	.000 ^b
	Residual	2446.76	398	6.148		
	Total	3023.59	399			

Coefficients						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	12.474	0.700		17.83	.000
	Risk Management	0.576	0.059	0.437	9.69	.000

a. Dependent Variable: Quality Service

In table (4.13) The simple regression equation was significant at the level of 0.01 and It was found that the variable (Risk Management) explains 19.4% (The

R²-value) of the changes that occur in the variable (Quality Service) and There is a positive Correlation between Risk Management and Crisis management and the value of the correlation coefficient was 0.441 (The R-value) and There is significant impact of Risk Management on crisis management in the government health sector in the kingdom of Saudi Arabia at 0.05 because the (T-VALUE) is significant, Which indicates the correct of the third hypothesis (Risk Management has an impact on the crisis management in the government health sector in the kingdom of Saudi Arabia), because the (P-VALUE) < 0.05 it turned out that the more it increased Risk Management level 1% is the crisis management in the government health sector in the kingdom of Saudi Arabia has increased 0.576% (B- VALUE)

H4: There is a statistically significant effect demonstrating the efficiency and effectiveness of operational efficiency in crisis management on the performance of government health sector employees in Riyadh, Saudi Arabia.

Table 4.14 Testing the third hypothesis

Model Summary						
Model		R	R Square	Adjusted R Square	Std. Error of the Estimate	
1		0.283	0.079	0.078	2.64950	
ANOVA						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	229.70	1	229.69	32.721	.000 ^b
	Residual	2793.90	398	7.020		
	Total	3023.60	399			
Coefficients						

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	14.836	0.765		19.402	.000
	Operational Efficiency	0.684	0.066	0.276	5.720	.000
a. Dependent Variable: Quality Service						

In table (4.13) The simple regression equation was significant at the level of 0.01 and

It was found that the variable (Operational Efficiency) explains 7.9% (The R^2 -value) of the changes that occur in the variable (Quality Service) and There is a positive Correlation between Operational Efficiency and Crisis management and the value of the correlation coefficient was 0.283 (The R-value) and There is significant impact of Operational Efficiency on crisis management in the government health sector in the kingdom of Saudi Arabia at 0.05 because the (T-VALUE) is significant Which indicates the correct of the fourth hypothesis (Operational Efficiency has an impact on the Operational Efficiency on crisis management in the government health sector in the kingdom of Saudi Arabia), because the (P-VALUE) < 0.05 it turned out that the more it increased Operational Efficiency level 1% is the f Operational Efficiency on crisis management in the government health sector in the kingdom of Saudi Arabia has increased 0.684% (B- VALUE)

H5: There is a statistically significant effect of the attitudes of government health sector employees in Riyadh, Saudi Arabia, toward the role of

regulatory compliance in crisis management on employee performance, depending on the variables of gender, age, years of experience, and job level.

Table 4.14 Testing the third hypothesis

Model Summary						
Model		R	Adjusted R			
1	R	Square	Square	Std. Error of the Estimate		
1	0.640	0.395	0.390	2.15011		
ANOVA						
		Sum of		Mean		
Model		Squares	df	Square	F	Sig.
1	Regression	1166.633	1	1166.633	256.037	.000 ^b
	Residual	1839.939	398	4.623		
	Total	3023.590	399			
Coefficients						
		Unstandardized		Standardized		
		Coefficients		Coefficients		
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	6.997	.767		9.124	.000
	Regulatory Compliance	0.888	.067	.626	16.001	.000
a. Dependent Variable: Quality Service						

In table (4.12) The simple regression equation was significant at the level of 0.01 and It was found that the variable (Regulatory Compliance) explains 39.5% (The R²-value) of the changes that occur in the variable (Quality Service) and There is a positive Correlation between Regulatory Compliance and Crisis management and the value of the correlation coefficient was 0.640 (The R-value)

and There is significant impact of Regulatory Compliance on crisis management in the government health sector in the kingdom of Saudi Arabia. at 0.05 because the (T-VALUE) is significant, which indicates the correct of the fifth hypothesis (Regulatory Compliance has an impact on the crisis management in the government health sector in the kingdom of Saudi Arabia.), because the (P-VALUE) < 0.05 it turned out that the more it increased Regulatory Compliance level 1% is crisis management in the government health sector in the kingdom of Saudi Arabia. has increased 0.888% (B- VALUE)

Table 4.18 Hypothesis Testing Summary

Hypothesis	P – Value (> / <)	Accept / Reject	Significant / No Significance
H1: There is a statistically significant effect of the strategic planning perspective in crisis management on the performance of government health sector employees in Riyadh, Saudi Arabia.	<	Accept	Significance
H2: There is a statistically significant effect of the importance of technology adoption as a phase of crisis management on the performance of government health sector employees in Riyadh, Saudi Arabia..	<	Accept	Significance
H3: There is a statistically significant effect demonstrating the efficiency and effectiveness of risk management in crisis management on the performance of government health sector employees in Riyadh, Saudi Arabia.	<	Accept	Significance
H4: There is a statistically significant effect demonstrating the efficiency and effectiveness of	<	Accept	Significance

operational efficiency in crisis management on the performance of government health sector employees in Riyadh, Saudi Arabia.			
H5: There is a statistically significant effect of the attitudes of government health sector employees in Riyadh, Saudi Arabia, toward the role of regulatory compliance in crisis management on employee performance, depending on the variables of gender, age, years of experience, and job level.	<	Accept	Significance

After testing the five study hypotheses to determine the factors influencing strategic planning in crisis management on the performance of government health sector workers in Riyadh in the Kingdom of Saudi Arabia, it was found that all study hypotheses were acceptable and valid, as the statistical significance of all study hypotheses was statistically significant at a significance level of 0.05, indicating the presence of a statistically significant effect of the five study dimensions, which are the dimensions of the independent variable (strategic planning in crisis management), namely “strategic planning, technology adoption, risk management, operational efficiency, and regulatory compliance” and their impact on employee performance outcomes.

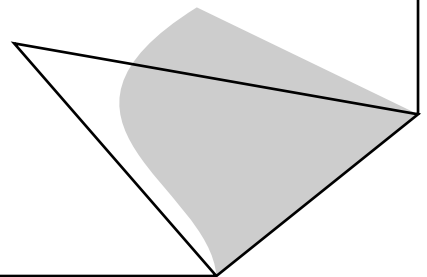
4.6 Conclusion

This chapter can be summarized through a few key points. The study instrument demonstrated a high level of reliability, the survey questionnaire demonstrated a high degree of validity, and the demographic characteristics of 400 employees in the government health sector in the Kingdom of Saudi Arabia, who represent the study sample, were identified. A descriptive analysis of the study variables was conducted, revealing that the independent variable, with its five dimensions (strategic planning, technology adoption, risk management, operational

efficiency, and regulatory compliance), directly affects the performance of government health sector workers in Riyadh in the Kingdom of Saudi Arabia, from the perspective of the study sample. Statistical measures were used to test the study hypotheses. Regression coefficient, model summary, and analysis of variance were used to verify the validity of all five study hypotheses, finding a statistically significant positive effect of each of (strategic planning, technology adoption, risk management, operational efficiency, and regulatory compliance) on the performance of government health sector workers in Riyadh in the Kingdom of Saudi Arabia.

CHAPTER FIVE

FINDINGS, RECOMMENDATIONS AND CONCLUSION



CHAPTER FIVE

FINDINGS, RECOMMENDATIONS AND CONCLUSION

5. Introduction

This chapter focuses on providing a summary of the overall findings of this research, linking them together to justify the results of previous studies. It also presents recommendations and conclusions.

Chapter Five consists of three main components, interconnected, and consists of:

- Summary of Findings
- Research Recommendations
- Conclusion

5.1 Summary of the findings

The questionnaire was divided into three sections: demographics, an independent variable (strategic planning in crisis management), and a dependent variable (employee performance). The analysis aimed to determine whether marketing planning, technology adoption, management risk, and operational efficiency significantly impact the performance of government health sector workers in Riyadh in the Kingdom of Saudi Arabia. The questionnaire received 400 responses, indicating a sufficient sample size. Data were analyzed using SPSS, and the chapter includes a description of the participants' demographics, assessments of the validity and reliability of the research variables, and correlated variables. The study is quantitative.

RO1 To examine the impact of strategic planning in crisis management on the performance of government health sector employees in Riyadh, Saudi Arabia.

In their literature review, Bowen & Ford (2020) highlighted that strategic planning is a cornerstone of the performance of government health sector workers in Riyadh in Saudi Arabia. Similarly, Kumar et al. (2013) indicated that strategic planning plays a positive role in the implementation of employee performance principles in the government health sector in Saudi Arabia. This was also found in the current study, as all strategic planning in crisis management statements received a high degree of agreement, with an average of 4.35, showing a positive correlation. This demonstrates that organizations focus on strategic planning in crisis management to share goals and enable team members to understand objectives and details, which facilitates the implementation of employee performance principles in the government health sector in Saudi Arabia.

RO2 To examine the technology adoption for strategic planning and its relationship to crisis management in the government health sector in Riyadh, Saudi Arabia.

According to Anderson & Gill (2020) and Xu & Zhang (2024), technology adoption is essential for the implementation of the performance of government health sector workers in Riyadh in Saudi Arabia. This provides a roadmap for technology adoption to implement employee performance principles in the government health sector in Saudi Arabia, which is consistent with the current study. The mean score for leadership statements was 3.48, with a correlation coefficient of approximately 0.261. Technology adoption contributes to solving challenges by facilitating the implementation of the performance of government health sector workers in Riyadh in Saudi Arabia. In the literature, there are usually

claims regarding the effectiveness of the use of strategic analysis tools in service provision quality improvement, including the health sector. (Brown et al. 2010)

RO3 To examine the the relationship between the importance of risk management as a phase of crisis management and the performance of government health sector employees in Riyadh, Saudi Arabia.

According to (Parasuraman, Zeithaml, & Berry, 1988) and (Homburg & Stock, 2019), a positive correlation was observed between risk management and the application of employee performance principles in the government health sector in the Kingdom of Saudi Arabia, with an average of 4.123. All statements received a high degree of agreement, with a correlation coefficient of 0.283. Risk management supports the adoption of employee performance principles in the government health sector in the Kingdom of Saudi Arabia, and also enhances cooperation and adaptability in risk management through the application of employee performance principles in the government health sector in the Kingdom of Saudi Arabia.

RO4 To examine efficient and effective is operational efficiency in crisis management on the performance of government health sector employees in Riyadh, Saudi Arabia.

According to (Homburg & Stock, 2019) and (Schein, 2010), the operational efficiency of strategic planning in crisis management leads to the performance of government health sector workers in Riyadh in the Kingdom of Saudi Arabia. The current study also found that operational efficiency is considered to be the ability to implement the stages of strategic planning in crisis management, which enhances employee contribution to achieving the performance of government health sector workers in Riyadh in the Kingdom of Saudi Arabia. The mean was 4.26, the standard deviation was 0.773, and the correlation coefficient was 0.283.

This indicates that companies often pay special attention to the operational efficiency of strategic planning in crisis management to encourage employees to work towards achieving the performance of government health sector workers in Riyadh in the Kingdom of Saudi Arabia.

RO5 To examine the attitudes of government health sector employees in Riyadh, Saudi Arabia, toward the role of regulatory compliance in crisis management on employee performance differ based on gender, age, years of experience, and job level.

According to (Homburg & Stock, 2019) and (Xu & Zhang, 2024), organizational commitment plays an important role in the effective implementation of the performance of government health sector workers in Riyadh in the Kingdom of Saudi Arabia. The current study showed that the correlation coefficient of organizational commitment reached 0.640, and that all statements related to organizational commitment enjoyed a high degree of agreement. Organizational commitment provides employees with all the skills and knowledge to perform the tasks required of them, to effectively implement the performance of government health sector workers in Riyadh in the Kingdom of Saudi Arabia.

5.2 Summary of Research Results

The most important results of the descriptive analysis of the demographic variables of the research sample. The study included 400 employees in the government health sector in the Kingdom of Saudi Arabia.

- ❖ The results of the demographic data analysis of the study sample components showed the following:
- ❖ The number of males exceeds the number of females by 73%: 27%.
- ❖ Most of the randomly selected sample members are of intermediate experience.

- ❖ The ages of most of the study sample members range between 6-10 years, meaning that most of them have a high level of experience.
- ❖ Most of the study sample members belong to the middle age group, which includes the second two categories (26-35), representing 43% of the study sample.
- ❖ Most of the study sample members hold a bachelor's degree, and the sample as a whole is characterized by a high level of education. By 68%
- ❖ Increased level of strategic planning, with an arithmetic mean of 4.35 and a standard deviation of 0.753
- ❖ Increased level of technology adoption, with an arithmetic mean of 3.84 and a standard deviation of 0.863
- ❖ Increased level of risk management, with an arithmetic mean of 3.84 and a standard deviation of 0.863
- ❖ Increased level of operational efficiency, with an arithmetic mean of 4.123 and a standard deviation of 0.951
- ❖ Increased level of regulatory compliance, with an arithmetic mean of 4.26 and a standard deviation of 0.773.
- ❖ the variable (Strategic planning) explains 7.7%) The R^2 -value) of the changes that occur in the variable (Quality Service)
- ❖ the variable (quality service) and There is a positive Correlation between Technology Adoption and quality service
- ❖ the variable (Risk Management) explains 19.4%) The R^2 -value) of the changes that occur in the variable (Quality Service)

- ❖ the variable (Operational Efficiency) explains 7.9% (The R²-value) of the changes that occur in the variable (Quality Service)
- ❖ the variable (Regulatory Compliance) explains 39.5% (The R²-value) of the changes that occur in the variable (Quality Service)

5.2 Summary of study hypotheses

A descriptive analysis of the study variables was conducted, revealing that the independent variable, with its five dimensions (strategic planning, technology adoption, risk management, operational efficiency, and regulatory compliance), directly affects the performance of government health sector workers in Riyadh in the Kingdom of Saudi Arabia, from the perspective of the study sample. Statistical measures were used to test the study's hypotheses. Regression coefficient, model summary, and analysis of variance were used to validate all five study hypotheses. A statistically significant positive effect was found for each of (strategic planning, technology adoption, risk management, operational efficiency, and regulatory compliance) on the performance of government health sector workers in Riyadh in the Kingdom of Saudi Arabia.

- ❖ Strategic planning has a positive impact on the performance of government health sector workers in Riyadh in Saudi Arabia.
- ❖ Technology adoption has a positive impact on the performance of government health sector workers in Riyadh in Saudi Arabia.
- ❖ Risk management has a positive impact on the performance of government health sector workers in Riyadh in Saudi Arabia.
- ❖ Operational efficiency has a significant positive impact on the performance of government health sector workers in Riyadh in Saudi Arabia.
- ❖ Regulatory compliance has a positive impact on the performance of government health sector workers in Riyadh in Saudi Arabia.

5.3. Recommendations

Strategic analysis and employee performance monitoring have been transformed by new technologies. The introduction of big data analytics, artificial intelligence, and customer relationship management (CRM) software enables organizations to capture, process, and evaluate vast amounts of customer information. Strategic analysis contributes to improving employee performance. In employee performance research, the importance of strategic analysis in resolving any employee performance issues has long been emphasized.

- ❖ The necessity of focusing on strategic planning in crisis management among government health sector employees and developing and enhancing its dimensions.
- ❖ The necessity of implementing the concept of strategic planning in crisis management through seminars and training courses for all employees and officials in all departments within the government health sector.
- ❖ The necessity of enhancing attention to the operational efficiency of the government health sector's internal environment, as it is the most influential in the quality of health services.
- ❖ The necessity of focusing on human factors, represented by the experience, qualifications, and level of employee qualifications.
- ❖ The necessity of identifying and exploiting the government health sector's strengths, as well as its weaknesses, and working to strengthen and enhance them.
- ❖ The necessity of working to measure the quality of health services provided by periodically surveying customer opinions and utilizing the results.

- ❖ The necessity of maintaining employee participation in developing strategic plans in the field of quality.
- ❖ The necessity of providing strategic planning in crisis management requirements to improve government health sector performance.
- ❖ The necessity of health management in the Kingdom of Saudi Arabia to focus on a balanced approach to implementing all strategic issues, studying needs, and working to meet them, while taking quality into account at all stages of strategic planning in crisis management, from achieving objectives to monitoring and performance evaluation.
- ❖ The necessity of periodically measuring the quality of health services through scientific measurement methods, as well as through interviews with customers, to provide government health sector management with an indication of the level of quality provided and address potential shortcomings. Weaknesses:
- ❖ Establishing an organizational unit within the government health sector's organizational structure, linked to senior management, specifically for strategic planning in crisis management, given its importance in preparing and assembling the plan's components, achieving integration between them, and ensuring their proper implementation.
- ❖ Senior management must work to provide qualified and trained personnel to implement the strategic planning in crisis management process by involving employees involved in the implementation process in courses in this field, both inside and outside the country.
- ❖ Providing an effective information system, as the success of strategic planning in crisis management implementation depends on the timely provision of information

- ❖ The need to increase the interest of the government health sector in the research sample and other government sector in implementing the strategic planning in crisis management process, given the results showing a relationship between implementation and the quality of health services.

5.4. Conclusion

This research is aligned with strategic management theory and employee performance models. It seeks to understand the impact of strategic analysis on both service and service delivery by formulating theories and models that explain how an organization can improve employee performance through the application of strategic tools and methodologies. Strategic Management: The field of strategic management has long been concerned with how an organization configures its resources, capabilities, and external environment to gain a competitive advantage. With regard to employee performance, resource-based perspective theory can help organizations with exceptional resources, such as a skilled workforce, advanced technology, and modern processes, strategically analyze and deliver high-quality services. This enables organizations to evaluate and leverage these resources effectively in a way that meets customer expectations.

Amid the rapid changes, challenges, and intense competition government health sector in the Kingdom of Saudi Arabia, it has become imperative to focus on strategic planning in crisis management and the role that implementation plays within this process in achieving health employee performance, which has emerged as a competitive weapon to differentiate the services provided by government health sector.

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Appendices

Mid-Ocean University

College of Management

Master of Management



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

.The researcher asks you to kindly participate actively and constructively, which represents an important resource in the completion of this study. Therefore, I hope for your great cooperation in providing me with the required, necessary and necessary data by filling out this questionnaire and answering objectively on all points, because of this's great impact in reaching accurate and sound results that can be relied upon.

The first axis - personal data

Variable	Category	flag here
The gender	male	
	feminine	
The AGE	18-25	
	26-35	
	36-45	
	46 and above	
Qualification	Diploma	
	Bachelor's	
	Master's	
	Ph.D.	

Experience	Less than 1 year	
	1–5 years	
	6–10 years	
	Above 10 years	
The job	Entry-level	
	Mid-level	
	Senior-Level	
	Executive	

Please put a shading in the appropriate box under the rating that expresses the degree of your satisfaction and in front of each of the following statements

H1: The health information technology has a positive impact on the management performance.

N	Phrase	Strategic planning				
		Strongly Satisfied	Satisfied	Neutral	Dissatisfied	Strongly dissatisfied
1	Our government health sector regularly conducts market research to understand customer needs..					
2	Our government health sector has a clear customer segmentation strategy.					
3	Our government health sector regularly analyzes competitors' services and strategies					
	Phrase	Technology Adoption				

4	Our government health sector invests significantly in digital health technologies.					
5	Our government health sector regularly updates its technology infrastructure.					
6	Our government health sector uses technology to enhance customer experience.					
	Phrase	Risk Management				
7	Our government health sector has a comprehensive risk assessment process for new services.					
8	Our government health sector considers employee performance risks in its strategic planning in crisis management.					
9	Our government health sector has effective contingency plans for service disruptions.					
	Phrase	Operational Efficiency				
10	Our government health sector regularly reviews and improves service processes.					
11	Our government health sector optimizes resource allocation for service delivery.					
12	Our government health sector reduces unnecessary steps in service processes.					
	Phrase	Regulatory Compliance				
13	Our government health sector's strategic plan addresses regulatory requirements.					

14	Our government health sector balances compliance requirements with service innovation.					
15	Our government health sector keeps staff updated on regulatory changes affecting services.					

APPENDIX (2)

Morgan's Sample Size Table

Population	Margin of error			
	5%	3%	2%	1%
50	44	48	49	50
100	79	91	96	99
150	108	132	141	148
200	132	168	185	196
250	151	203	226	244
300	168	234	267	291
400	196	291	343	384
500	217	340	414	475
750	254	440	571	696
1 000	278	516	706	906
2 000	322	696	1091	1655
5 000	357	879	1622	3288
10 000	370	964	1936	4899
100 000	383	1056	2345	8762
1 000 000	384	1066	2395	9513

ABSTRACT

This study investigates the impact of strategic planning in crisis management on the performance of government health sector workers in Riyadh of Saudi Arabia. The research examines five key dimensions of strategic planning in crisis management: market planning, technology adoption, risk management, operational efficiency, and regulatory compliance, and their influence on service quality outcomes. The government health sector in Saudi Arabia, operating within the context of Vision 2030's economic transformation agenda, provides a distinctive environment for exploring these relationships. A quantitative research approach was employed, utilizing a descriptive correlational design. Data was collected through a structured questionnaire administered to 400 employ health sectors across different organizational levels in Saudi Arabian government health sector. The data was analyzed using descriptive statistics, correlation analysis, and multiple regression analysis to test the hypothesized relationships between strategic planning in crisis management dimensions and service quality. The most important results of the study: Strategic planning has a positive impact on the performance of government health sector workers in Riyadh in Saudi Arabia. Technology adoption has a positive impact on the performance of government health sector workers in Riyadh in Saudi Arabia.

The most important recommendations of the study: The necessity of focusing on strategic planning in crisis management among government health sector employees and developing and enhancing its dimensions. The necessity of implementing the concept of strategic planning in crisis management through seminars and training courses for all employees and officials in all departments within the government health sector.

Keywords: Strategic planning in crisis management, Service Quality, Government health sector, Saudi Arabia, Market Planning, Technology Adoption, Risk Management, Operational Efficiency, Regulatory Compliance

ملخص

تبحث هذه الدراسة في أثر التخطيط الاستراتيجي في إدارة الأزمات على أداء العاملين في القطاع الصحي الحكومي بمدينة الرياض في المملكة العربية السعودية. وتتناول خمسة أبعاد رئيسية للتخطيط الاستراتيجي في إدارة الأزمات: تخطيط السوق، وتبني التكنولوجيا، وإدارة المخاطر، والكفاءة التشغيلية، والامتثال التنظيمي، وتأثيرها على نتائج جودة الخدمة. يوفر القطاع الصحي الحكومي في المملكة العربية السعودية، الذي يعمل في سياق أجندة التحول الاقتصادي لرؤية 2030، بيئة مميزة لاستكشاف هذه العلاقات. وقد استُخدم منهج بحثي كمي، باستخدام تصميم ارتباطي وصفي. وُجمعت البيانات من خلال استبيان مهيكله وُزّع على 400 موظف في القطاعات الصحية عبر مختلف المستويات التنظيمية في القطاع الصحي الحكومي بالمملكة العربية السعودية. وُحللت البيانات باستخدام الإحصاء الوصفي، وتحليل الارتباط، وتحليل الانحدار المتعدد لاختبار العلاقات المفترضة بين أبعاد التخطيط الاستراتيجي في إدارة الأزمات وجودة الخدمة. ومن أهم نتائج الدراسة: للتخطيط الاستراتيجي أثر إيجابي على أداء العاملين في القطاع الصحي الحكومي بمدينة الرياض في المملكة العربية السعودية. كما أن لتبني التكنولوجيا أثرًا إيجابيًا على أداء العاملين في القطاع الصحي الحكومي بمدينة الرياض في المملكة العربية السعودية. أهم توصيات الدراسة: ضرورة التركيز على التخطيط الاستراتيجي في إدارة الأزمات لدى موظفي القطاع الصحي الحكومي، وتطوير وتعزيز أبعاده. وضرورة تطبيق مفهوم التخطيط الاستراتيجي في إدارة الأزمات من خلال عقد ندوات ودورات تدريبية لجميع الموظفين والمسؤولين في جميع إدارات القطاع الصحي الحكومي.

الكلمات المفتاحية: التخطيط الاستراتيجي في إدارة الأزمات، جودة الخدمة، القطاع الصحي الحكومي، المملكة العربية السعودية، تخطيط السوق، تبني التكنولوجيا، إدارة المخاطر، الكفاءة التشغيلية، الامتثال التنظيمي.

أثر التخطيط الاستراتيجي في إدارة الأزمات على أداء العاملين بالقطاع الصحي

الحكومي بمدينة الرياض في المملكة العربية السعودية

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