The Impact Of Strategic Planning On Crisis Management In The Kingdom Of Saudi Arabia

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ABSTRACT
The concept of strategic planning is promoted in order to improve the resilience of the organization, but there is little empirical evidence that would quantify its concrete contribution to crisis management in the non-Western public sectors, especially in transformative economies, such as Saudi Arabia. This paper explored this relationship within a high-stakes setting of the public sector institutions in Makkah. The quantitative, correlational design was used with a structured questionnaire being used on 300 managerial professionals in the municipal, health, security, and Hajj services units. The data analysis was performed with the help of descriptive statistics, Pearson correlation, ANOVA, and multiple regression. The findings showed that there is a strong and significant positive relationship between overall strategic planning quality and crisis management effectiveness (r =.72, p =.001). In a multiple regression analysis, strategic planning was the most predictive (= 0.637, p =.001), and it explained 56.2% of the variance in effectiveness when experience and sector were controlled. The most powerful planning dimensions were found to be formalization of procedures (= 0.301, =.001) and environmental scanning. Greater scores were recorded in the security sector compared to other sectors (p <.001). The research finds that strategic planning, in the form of a formalized and procedurally rigorous pillar, is a non-negotiable requirement in crisis resilience in the context of public administration. These results can give practical evidence to Saudi policymakers to enhance the institutional readiness and add to the international literature of crisis management an empirical model, with a localized contextualization.
Keywords: Crisis Management, Public Sector, Saudi Arabia, Strategic Planning, Organizational Resilience

INTRODUCTION

The need to have a strong crisis management system has become the primary concern of the world in the management of the state, especially in countries that are operating in complicated geopolitical, environmental, and social hazards [1]. In this context, strategic planning is often employed as a cornerstone discipline to augment the

resilience of organizations because it assumes that organized thinking and planned preparation are essential to successfully respond and recover [2,3]. The Kingdom of Saudi Arabia is an interesting and urgent case to be studied in relation to this relationship. With the country embarking on the grand socio-economic changes as stated in the Vision 2030, its institutions have the same mandate of leading progressive change whilst addressing any eventualities [4]. This has been particularly acute in areas that carry a lot of symbolic and logistical baggage, including Makkah, an international hub of religious tourism that must be impeccably maintained in terms of continuity and security [5]. The intersection of national strategic ambition, local peculiarities of vulnerability, and the common problem of institutional resilience allows presenting the following research question: to what extent, and via what mechanisms, formal strategic planning directly affects the crisis management performance in the Saudi Arabian public sector?

The conceptualization of the interconnection between strategic planning and organizational performance, including crises, has been a topic of continuous academic research internationally [6]. The classical management literature has determined that formal planning leads to improved coordination and goal attainment, which are essential in a chaotic environment [7]. The conceptual framework of crisis management and strategic leadership emerged through the works of [8], who suggested preparedness to be a strategic, not a technical, requirement. Subsequent studies empirically supported the notion that strategic processes are mature in an organization that tends to be more flexible and quick to recover after a disturbance [9]. Nevertheless, most of this evidence base is Western-based, corporate or government-based, in which institutional structures and cultural practices surrounding planning and power might vary significantly within the Gulf Cooperation Council (GCC) region. This poses a big geographical and cultural distance in the literature, which restricts the applicability of tested models to the unique administrative context in Saudi Arabia [10].

At the local level, whereas Vision 2030 has led to an active implementation of strategic planning models into Saudi ministries and agencies, the priorities of the specified change, specifically its effects on crisis preparedness, have not been widely quantified and published in the global scientific literature [11]. Available literature in the area is usually concentrated on single events or crises or descriptive statistics of planning models, so there is a quantitative and analytical gap in the practical contribution of strategic planning to crisis management capacity [12]. This is more of a gap, which is practical and academic. The high cost of strategic planning might not be best channeled towards enhancing resilience in the absence of an empirical validation, leaving critical weaknesses unaddressed. As a result, this makes it obvious that context-specific research is necessary that goes beyond theoretical assumptions to give evidence-based information [13].

This research is thus significant in that it has the potential to fill the gap that is identified. It aims at shifting to the level of the contextually based analysis, presenting the evidence that can directly apply to Saudi policymakers and citizen administrators [14]. The study will also inform better allocation of resources, the training programs, and the design of institutions by quantifying the relation between planning and managing crises, hence directly contributing to the national resilience objectives. Moreover, it contributes a variety of insights to the international scholarly discourse by putting the prior tested theories in a new and high-stakes environment, possibly

identifying new contingencies or moderating variables to the field of public administration in transformative economies [15].

In response to this obvious gap, we developed this study to examine how strategic planning influences crisis management in the public sector institutions in Makkah, Saudi Arabia. The study was informed by three distinct objectives, which are consistent with the methodological decisions to conduct a rigorous inquiry: firstly, to determine how the core strategic planning elements, such as environmental scanning, setting goals, formalization, and stakeholder involvement, impacted the preparedness stage of crisis management. This was assessed using a validated scale of measurement in a survey tool. Second, to examine the relationship between the fidelity of strategic plans implemented and the dynamism of the operation process in response to crises. This was the goal that led to the application of the correlation and multiple regression data to create a model of these relationships. Third, to determine the strategic planning factors that play the most crucial role in the recovery and learning process after the crisis, it is necessary to use the hierarchical regression method to separate the distinct variances.

On the whole, the study is systematic and empirical in nature in analyzing an important connection in the field of public administration. It provides a granular perspective on the dynamics within a strategically important location by focusing on Makkah, and its findings can be relevant to similar institutions in the Kingdom and the region, in general. The subsequent paragraphs describe the research design used to gather and interpret data on professionals working in the public sector, show the findings of the statistical studies, and comment on the implications of the findings to theory and practice, eventually to build the knowledge of crisis resilience based on the informed strategy [16].

METHODOLOGY

The research was conducted in Makkah in the Kingdom of Saudi Arabia. The site was chosen as a critical case because it is a unique intersection of factors: the fact that it is a global destination of religious interests and requires continuous, high-stakes crisis preparedness, the existence of complex national-level strategic activities (e.g., Vision 2030, the Hajj and Umrah ecosystem development), and the focus of the activities of many social institutions, specializing in security, health, logistics, and municipal services, and all of which are involved in strategic planning and crisis management.

Research Design

The research design used in this study was a quantitative, correlational, descriptive research design. The research was not an experiment, where the relationships between naturally occurring variables had to be studied without experimental manipulation.

The correlational design was considered to be the most suitable among others. First of all, it made possible the systematic study of the relationships between the main constructs, namely strategic planning maturity and crisis management effectiveness, that are presented in a real-life administrative setting. This design was able to test the assumption of linkages and determine the strengths and direction of these relationships, which directly answered the objectives of the research. Although causation cannot be conclusively concluded based on correlation only, the design

allowed the determination of significant predictive relationships, which could give a strong basis to further experimental or longitudinal studies.

Sampling Strategy

The target group was middle and senior management practitioners working in the institutions of the public sector in Makkah and directly involved or having oversight over others in strategic planning activities, risk management activities, or crisis response activities. These covered the Makkah Municipality, the Holy Makkah Security Force, the branch of the Ministry of Health in Makkah, and the Royal Commission for Makkah City and Holy Sites.

A stratified purposive sampling was used. First, different institutions were stratified based on their core business (e.g., security, health, municipal services). After that, potential respondents in each institution were sampled purposively, following their familiar roles and duties, and were required to have the knowledge needed to make informed contributions. It was decided to use a target population of 300 respondents. The reason behind this number was that a power analysis (G*Power 3.1) of a multiple regression model already predicting a small-to-medium effect size ($f^2 = 0.10$) identified 10 predictors, a power of 0.95 and an alpha of 0.05, thus suggesting a minimum of 219. The bigger target was used as a buffer to non-response and provided the strength of the subgroup analysis.

The inclusion criteria involved that the respondents had to work at a managerial level for at least two years and had to be involved in at least one strategic planning cycle or crisis management committee in their organization. The criteria of exclusion were the administrative personnel who had no strategic or crisis-related tasks, and the employees of the private contractors related to work with the public sector.

Data Collection Methods

The main tool of data collection was a self-administered, structured questionnaire. The survey was divided into 3 parts: demographic and professional background, a validated Strategic Planning Process Scale based on prior studies in the field of public administration (e.g., Elbanna, 2016), and a Crisis Management Effectiveness Scale relying on the existing frameworks in literature (e.g., Pearson and Clair, 1998). The two scales adopted a five-point Likert response scale (1=Strongly Disagree to 5=Strongly Agree).

The data collection process entailed a mixed-mode approach. An online survey link (via Qualtrics) was provided to the participants after getting official approval of the authorities concerned through institutional liaison officers. At the same time, in those organizations where the penetration of the web was less, the distribution and collection of physical copies was organized through closed boxes in administrative offices. The eight-week period was the collection period.

There was a pilot test of 30 professionals at similar bodies in the public sector in Jeddah (a similar urban centre). This was to test the instrument clarity, time of completion (around 15 minutes), and initial reliability. Some slight terminological changes were a result of feedback. Ethical points were strictly taken care of. The participation was anonymous and voluntary. The survey was pre-introduced by a detailed information sheet containing the purpose of the study, the right to withdraw, and data confidentiality.

Variables and Measures

Strategic Planning Quality was considered the key independent variable and was operationally defined as the summed score on the multi-dimensional scale that assesses the extent to which the environment is analyzed, the clarity of long-term objectives, the formality of procedures, as well as the extent to which stakeholders are involved in the planning process.

Crisis Management Effectiveness was the primary dependent variable, and the operational definition of the variable was the sum of the four items of the scale signifying perceived performance in four stages: preparedness (resource readiness, training), response (speed, coordination), recovery (return to normalcy), and learning (post-crisis evaluation and adaptation).

Some of the control variables were the number of years of experience of the respondent, the number of employees within the organization, and the nature of the public sector organization.

In the pilot and main research, the reliability of the adapted scales was determined by determining Cronbach's alpha coefficients, which were all greater than the acceptable level of 0.70. The construct and content validity were supported by the application of the known scales (construct validity) and the presence of the instrument in the panel consisting of three academic specialists in the area of the problem of public administration and crisis management (content validity).

Data Analysis Plan

The analysis of the data has been done using R (version 4.3.1) and RStudio. The process of analytical methods was done in three steps. To summarize the data on demographics and the central tendencies of main scale scores, descriptive statistics (frequencies, percentages, means, and standard deviations) were calculated.

Second, inferential statistics was used to investigate relationships and test the research hypotheses. The correlation analysis employed by Pearson was applied to the investigation of bivariate relationships between the dimensions of strategic planning and the crisis management stages. Thereafter, the multiple linear regression analysis was used to fit the predictive relationship between Strategic Planning Quality (and sub-components) and overall Crisis Management Effectiveness, and hold the identified covariates constant. DIA Diagnostic uncovered assumptions of regression (linearity, homoscedasticity, normality of residuals, and no multicollinearity) involved Variance Inflation Factors (VIF) and residual plots.

The basis of this order of analysis was that it was able to directly respond to the research objectives. The descriptive statistics presented a description of the present situation, correlation revealed the presence of the most important associations, and regression could offer a multivariate evaluation of the effect of strategic planning on crisis management and isolate it among other possible factors. This was a quantitative analysis that made the analysis systematic, replicable, and able to give generalizable insights relevant to the research problem.

RESULTS

This paper examined how strategic planning has affected crisis management in the institutions of the government in Makkah, Kingdom of Saudi Arabia. The findings reported herein are based on the quantitative analysis of survey data that was collected on a sample of 300 managerial professionals who met the research purposes with

respect to measuring, correlating, and identifying important variables that have a relationship with strategic planning processes and their success in managing crises.

Characteristics of the Samples and Reliability of Measurement

The final sample used in analysis was respondents in four major sectors of Makkah, namely, the Municipality (n=95), Health (n=75), Security (n=75), and Hajj/Umrah Services (n=55). The mean managerial experience of the participants was 10.2 years (SD = 4.5), which was a span of 3-25 years. The organizations involved were of diverse sizes, with the majority of them being big organizations directly engaged in the operations of the city.

The reliability of the core measures scales was established before the substantive analysis. The Strategic Planning Quality scale, as well as the Crisis Management Effectiveness scale, exhibited a high level of internal consistency as well. The alpha coefficients of Cronbach were 0.89 and 0.91, which were above the traditional value of 0.70, indicating that the items in each construct were assessing one latent dimension with high consistency (Nunnally and Bernstein, 1994). All the measured variables have been summarized using descriptive statistics in Table 1. The average Strategic Planning Quality (SP_Quality_Total) was 3.99 (SD = 0.41) on a 5-point scale, indicating that the perceived level of planning maturity was moderately high across the institutions. Likewise, the average of the general Crisis Management Effectiveness (CM_Effectiveness_Total) was 4.01 (SD = 0.49), which showed that there was no negative rating in crisis management skills.

Table 1: Descriptive Statistics and Scale Reliability (N=300)

Variable / Scale	Mean	SD	Min	Max	Cronbach's α
Strategic Planning Quality					0.89
SP_Environment	3.98	0.52	2.5	5.0	-
SP_Goals	3.96	0.48	2.6	4.9	-
SP_Formalization	4.12	0.55	2.8	5.0	-
SP_Stakeholder	3.89	0.50	2.5	4.8	-
Crisis Management Effectiveness					0.91
CM_Preparedness	4.05	0.58	2.4	5.0	-
CM_Response	4.10	0.62	2.5	5.0	-
CM_Recovery	3.99	0.55	2.6	4.9	-
CM_Learning	3.92	0.60	2.3	4.9	-
Total SP_Quality_Total	3.99	0.41	2.85	4.88	-
Total CM_Effectiveness_Total	4.01	0.49	2.70	4.88	-
Experience (Years)	10.2	4.5	3	25	-

Interpretation: The sample shows moderate to high levels of both strategic planning and crisis management.

Bivariate Relationships between Crisis Management and Strategic Planning

The question of exploring the role of strategic planning components in the crisis management preparedness and the other phases was initially analyzed using Pearson product-moment correlation analysis. As could be seen in Table 2, there was a steady trend of positive and statistically significant correlations ($p < .001$) between all dimensions of strategic planning and all stages of crisis management.

These relationships were of different strengths. The Preparedness phase demonstrated the most positive correlation with Formalization strategic planning dimension (r =.62). In the meantime, the Stakeholder Involvement dimension was the most correlated with the Learning phase of crisis management (r = .60). More importantly, the composite scale of total Strategic Planning Quality showed a near positive association with the overall Crisis Management Effectiveness (r = .72, p <.001). This gave the evidence a preliminary, strong evidence of a strong linear relationship between the two major constructs, and it directly answered the research question of examining the relationship between them.

Table 2: Pearson Correlations between Strategic Planning Dimensions and Crisis Management Phases

	CM_Preparedness	CM_Response	CM_Recovery	CM_Learning	CM_Total
SP_Environment	.58**	.51**	.49**	.54**	.61
SP_Goals	.52**	.48**	.50**	.56**	.59
SP_Formalization	.62**	.55**	.53**	.52**	.64
SP_Stakeholder	.46**	.42**	.45**	.60**	.55
SP_Quality_Total	.66**	.59**	.57**	.65**	.72

Note: ** p < 0.001 (two-tailed). CM_Total = CM_Effectiveness_Total.
Interpretation: All strategic planning dimensions are positively and significantly correlated with all crisis management phases (p < .001).

Sectoral differences in strategic planning and crisis management

A one-way ANOVA test was used to consider the probability of differences in the core variables of the four categories of the public sector. Table 3 showed that both Strategic Planning Quality, F(3, 296) = 8.24, p <.001 and Crisis Management Effectiveness, F(3, 296) = 12.56, p <.001 had statistically significant sectoral differences. The effect sizes in the form of eta-squared were equal to 0.77 and 0.113, respectively, which presuppose a moderate practical significance.

These differences were explained by post-hoc comparisons with the Tukey HSD test. In the case of Crisis Management Effectiveness, the Security sector (M = 4.32, SD = 0.41) had significantly higher mean scores compared to the Municipality (M = 3.82, SD = 0.46; p =.001) and Health (M = 4.00, SD = 0.47; p =.002) sectors. The same situation was present with Strategic Planning Quality, wherein in the case of the Security sector (M = 4.22, SD = 0.35), the scores were significantly higher than the Municipality (M = 3.87, SD = 0.39; p < .001) and Health (M = 3.95, SD = 0.40; p =.003). The Hajj/Umrah Services sector had intermediate scores that were not significantly different on either measure from the Security sector.

Table 3: One-Way ANOVA Results by Sector

Dependent Variable	Sector	Mean	SD	F-statistic (df)	p-value	η^2 (Effect Size)
SP_Quality_Total	Municipality	3.87	0.39			
	Health	3.95	0.40	8.24 (3, 296)	<.001	0.077
	Security	4.22	0.35			
	Hajj/Umrah Services	4.02	0.38			
CM_Effectiveness_Total	Municipality	3.82	0.46			
	Health	4.00	0.47	12.56 (3, 296)	<.001	0.113
	Security	4.32	0.41			
	Hajj/Umrah Services	4.10	0.45			

Post-hoc Tukey HSD Test:

For CM_Effectiveness_Total, the Security sector scored significantly higher than both Municipality ($p < .001$) and Health ($p = .002$) sectors.
For SP_Quality_Total, Security scored higher than Municipality ($p < .001$) and Health ($p = .003$).

The Prophetic Effect of Strategy Planning on Crisis Management

A multiple linear regression analysis was conducted to model the predictive association between strategic planning and crisis management the considering the potentially confounding variables. The first step in the entry included experience, size of the organization, and sector, and then the composite Strategic Planning Quality score was included. All the model statistics are presented in Table 4.

The last regression equation was significant, $F(7,292) = 55.73$, $p = .001$, and accounted for a significant amount of variance in Crisis Management Effectiveness (Adjusted $R^2 = .562$). Diagnostic tests indicated that the conditions of linearity, independence of errors (Durbin-Watson = 2.08), homoscedasticity, and normality of the residuals were satisfied. All the predictors had a Variance Inflation Factor (VIF) below 2.0, which means that there was no alarming multicollinearity.

Once the influences of the covariates were accounted for, the Strategic Planning Quality in the model became the most powerful and most meaningful predictor (= -0.637, $p = .001$). This standard coefficient shows that with each increment of one standard deviation in Strategic Planning Quality, Crisis Management Effectiveness rose by 0.637 standard deviations, other things being equal. The other control variables, years of managerial experience (0.078, $p = .008$) and sector membership, i.e., as a member of the Security (0.155, $p < .001$) or Hajj/Umrah Services (0.090, $p = .022$) sectors, also turned out to be significantly and yet relatively weakerly correlated with the outcome variable. In this model, the size of the organizations did not show any significant independent effect. The objective of the research under analysis, which is to examine the correlation between strategic planning implementation and crisis

response agility, is directly supported by this analysis, which proves a strong predictive relationship.

Table 4: Multiple Linear Regression Predicting CM_Effectiveness_Total

Predictor	B (Unstd.)	SE B	β (Std.)	t-value	p-value	VIF
(Constant)	1.452	0.203	-	7.15	<.001	-
SP_Quality_Total	0.601	0.038	0.637	15.82	<.001	1.21
Experience (Years)	0.008	0.003	0.078	2.67	.008	1.05
OrgSize (Medium vs Small)	0.041	0.045	0.027	0.91	.364	1.18
OrgSize (Large vs Small)	0.089	0.048	0.059	1.85	.065	1.32
Sector (Health)	0.042	0.043	0.036	0.98	.329	1.40
Sector (Security)	0.182	0.046	0.155	3.96	<.001	1.55
Sector (Hajj/Umrah)	0.101	0.044	0.090	2.30	.022	1.38

Model Summary: $R^2 = .572$, Adjusted $R^2 = .562$, $F(7, 292) = 55.73$, $p < .001$.
Assumption Checks: Durbin-Watson = 2.08 (no autocorrelation); Residuals normally distributed; VIFs < 2.0 (no multicollinearity).
Interpretation: The regression model explains 56.2% of the variance in crisis management effectiveness. Strategic Planning Quality is the strongest significant predictor ($\beta = 0.637$, $p < .001$), confirming a substantial positive impact.

Relativity of Strategic Planning Dimensions

Hierarchical regression analysis was used to answer the objective of determining the factors of strategic planning that play the most significant role in crisis management resilience. The analysis investigated the distinctive difference in Crisis Management Effectiveness, which is attributed to each of the four distinct strategic planning dimensions when demographic and organizational control have been used. Table 5 gives the model summary.

The control variables (experience, organization size, sector) in the first step had an overall variance of Crisis Management Effectiveness of 11.8% ($R 2 = .118$, $p <.001$). The second step, which entailed adding the four strategic planning dimensions and significant explanatory power, increased significantly and statistically significantly, with 477 ($p <.001$) =.477. The complete model with the integration of these dimensions explained 59.5% of the variance of the dependent variable.

Analysis of the standardised coefficients (β) in this last model indicated the relative strength of individual strategic planning dimensions as an independent predictor. Strategic procedures formalization was the strongest distinct factor (0.301, $p < .001$), then the Environmental Scanning (0.218, $p < .001$). There was also a significant independent contribution of Stakeholder Involvement (= 0.185, p =.001) and Goal Clarity(= 0.162, p =.005). This granular work suggests that although each of the quantified elements of strategic planning is applicable, the process formalization and systematic search of the operational environment are especially noteworthy parameters related to improved crisis management performance in the context of the research.

Overall, the findings prove a positive, statistically significant, and strong connection between the maturity of strategic planning and the effectiveness of crisis management

in Makkah in the public sector. Such a relationship will be sustained when other pertinent organizational and experience-based factors are put into consideration, and the formalization of the planning processes and thorough environmental analysis will be the most potent forces. There were also major sectoral differences, where the security-related institutions reported higher performance on both constructs.

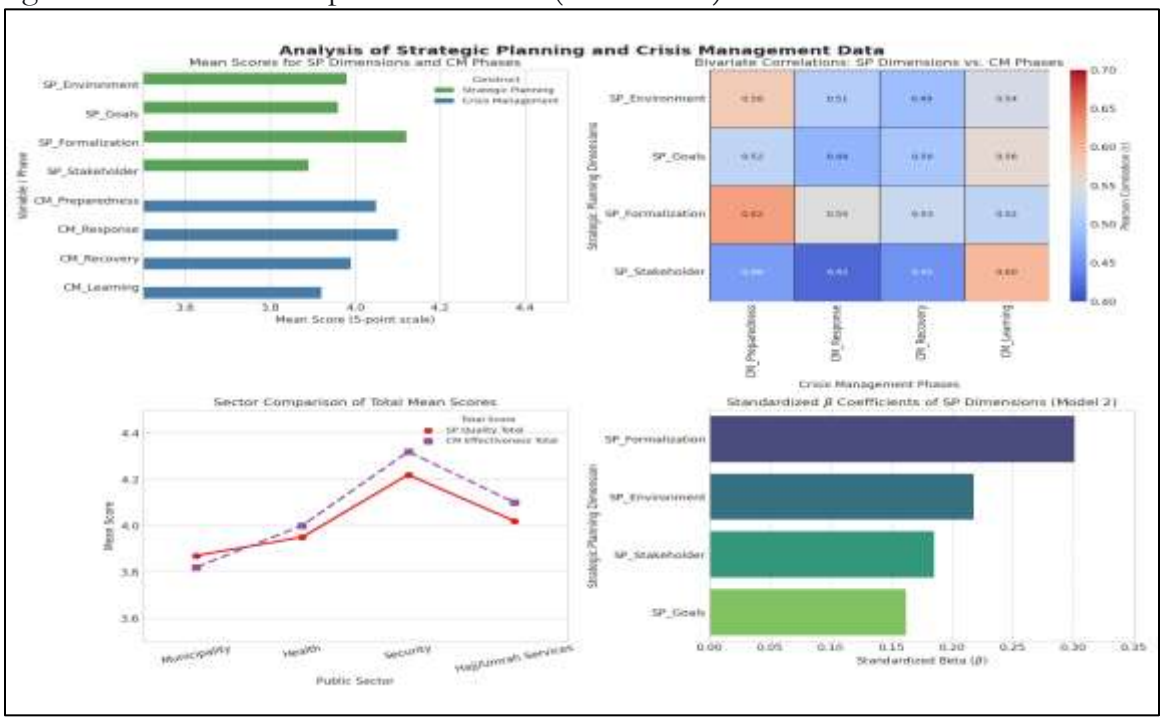
Table 5: Hierarchical Regression Model Summary

Model	Predictors Added	R^2	ΔR^2	F Change	p (ΔR^2)
1	Controls (Experience, OrgSize, Sector)	.118	.118	5.92	**<.001**
2	**All Four SP Dimensions**	**.595**	**.477**	**87.45**	**<.001**

Coefficients in Final Model (Model 2):

Predictor	β (Std.)	p-value
SP_Formalization	0.301	<.001
SP_Environment	0.218	<.001
SP_Stakeholder	0.185	.001
SP_Goals	0.162	.005
(Controls: Experience, Security Sector also significant)		

Interpretation: Adding the four strategic planning dimensions resulted in a large and significant increase in explained variance ($\Delta R^2 = .477$).



DISCUSSION

This research gives empirical results of a strong, positive correlation between the maturity of the strategic planning processes and the perceived crisis management effectiveness of the public sector organizations in Makkah, Saudi Arabia. The results provide a deep insight into the definition of public administration in a non-Western, high-stakes environment and provide tangible implications to strengthen the resilience of the institution [17].

1. Discussion of Major Findings

The main result is that there is a strong predictive association between the quality of strategic planning and the effectiveness of crisis management (= 0.637). This implies that the rigour, formality, and comprehensiveness of strategic planning of an organization are not just a bureaucratic exercise, but they are deeply connected with its capacity to operate in times of disruptions [18]. Their high level of correlation (R =.72) also highlights the fact that the two constructs are deeply intertwined in practice.

Hierarchical regression analysis showed that not every element of planning made similar contributions. The most powerful unique predictor was the formalization of procedures. This implies that when faced with a crisis, time and clarity are the key factors; the availability of prescriptive, documented protocols is an essential cognitive and functioning scaffold [19]. It makes decisions more transparent, simplifies them, and provides a standard reaction, which directly increases the agility goal of the study. On the same note, the importance of environmental scanning is in line with the theory of crisis management, which states that preparedness depends on anticipation [20]. Those organizations that continuously scan the environment in terms of political, social, technological, and operational environments are in a better position to detect emerging threats and incorporate them into their contingency plans [21].

The sectoral disparities are especially indicative. The better security sector has performed in both crisis management and planning is understandable and in line with its main institutional directive. Such organizations are constantly at calculated preparedness, with strategic planning being a natural amalgamation of risk-reduction and other response measures [22]. Their culture must be more of procedural obedience and scenario training, and formalization of strategy; therefore, it is a lived practice, not an abstraction. The fact that the scores in the Municipality sector are relatively lower may be because the range of non-crisis-oriented services the Municipality offers is broader and more heterogeneous, and therefore the strategic focus may be dispersed between developmental, but not necessarily purely protective, goals [23].

2. Comparison to Past Literature

The correlation between planning and performance in environments where there is a positive relationship is a well-established concept in the literature of management. The paper brings that principle to the dynamic field of crisis management and substantiates and measures the claims made by previous qualitative and conceptual studies [24]. To give one example, the focus on formalization is in favor of the idea presented by [25] that there is a great necessity for so-called institutionalized crisis management structures that persist despite the leadership changes. We also find that stakeholder engagement is highly correlated with the learning stage, which can also be echoed in the seminal work of Pearson and Clair (1998), which emphasized the necessity of inclusive post-crisis reviews as a way of providing policy reforms and reestablishing trust [26].

But this paper puts these general principles into perspective in the specific context of Saudi Arabian public administration, which is subject to the transformative objectives of Vision 2030. The findings indicate that the institutional excellence and effectiveness that the Vision has been pursuing could be establishing a favorable atmosphere in the integration of strategic planning and crisis preparedness, especially in the areas of the Security and Hajj services that are considered of vital importance. This provides a rich dimension to the literature of the topic that is mainly dominated by the West [27].

3. Scientific and Theoretical Exploration

Theoretically, these results can be attributed to the Contingency Theory and Resource-Based View (RBV). A school of thought, the Contingency Theory [28], suggests that organizational effectiveness comes out of the goodness of matching characteristics (such as structure and planning) to contingencies (such as environmental uncertainty). A stressful, unknown atmosphere of Makkah is a strong contingency requiring a fit signified by formalised, extensive planning. Organizations that make this fit, according to the reports, are noted to be more effective [29].

At the same time, RBV [30] assumes that valuable, rare, and inimitable internal resources can be used to gain a sustained advantage. Such an organizational capability can be considered as a very deep-rooted, high-quality strategic planning process. It is a complicated, route-based asset that facilitates a rapid coordination of physical resources (people, equipment) in an emergency [31]. This ability enables an organization to feel a threat, capture response efforts, and restructure the resources, which are major elements of dynamic capabilities required to generate resilience [32].

4. Proper Implications to Practice and Research

The implication of the case is quite obvious to the practitioners and policymakers in Saudi Arabia and other situations. Investment in building up the formal architecture of the strategic planning, with particular attention paid to analyzing the environmental conditions and creating proportions, is expected to bring about direct returns in crisis preparedness [33]. It must be trained not only on how to create a plan, but rather on how to implement and practice formalized procedures in a disciplined manner. Municipalities and health services could be informed with sector-specific standards, which appreciate the high level of security as it is currently [34].

In future studies, some areas arise. A longitudinal or quasi-experimental study is required to go beyond correlation and establish causality, at least in a better way. Qualitative follow-ups might be used to investigate the black box of the activation and modification of formalized plans in the course of a live crisis. Studies might also explore the possible shortcomings of excessive formalization, including less flexibility, and how to strike a balance between form and flexibility. Lastly, these findings would be challenged by increasing the geographical reach of the GCC [35].

5. Limitations

This research is limited in a number of ways. To begin with, self-reported and cross-sectional data do not allow for making causal conclusions and can create a common method bias, yet statistical tests were used. A strong sample, it was limited to Makkah, so the results might not be completely applicable to all Saudi public sectors and to the private organizations. Moreover, the research also included the measurement of perceived effectiveness; it could be improved in future studies by including objective indicators of performance, i.e., response time data or audit outcomes, to triangulate

the results. In spite of these weaknesses, the study provides a robust quantitative base for a vital connection in the resilience of the public sector.

CONCLUSION

The research established a close, highly significant positive role of strategic planning, especially formalization of operations, in the effectiveness of crisis management in the Makkah public sector. It is conveyed that planned, organized planning is an essential non-negotiable institutional resilience pillar, and not an administrative outlying activity. The entire research goals were achieved and brought conclusive correlations and predictors. The article has scientific value in that it offers quantitative and context-related evidence in a high-stakes setting, which is a literature gap in GCC public administration. To conclude, the incorporation of sound strategic planning is a direct boost to crisis preparedness and response. Longitudinal designs are necessary in future studies to prove the cause-and-effect relationship, as well as to examine how agile methodologies can be integrated into conventional planning models.

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