

# The Reality of the Practice of Crisis Management in the Union of Health Work Committees in Gaza In Light of the Corona Pandemic

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**Abstract:** *The aim of the research is to identify the reality of the practice of crisis management in light of The Corona Pandemic, and to achieve the research objectives, the researchers used the descriptive and analytical approach using the comprehensive survey method for the total research community, which numbered (110) individuals, while (90) were recovered: That the level of crisis management practice came with a relative weight (75.60%). Among the most important recommendations made by the research: Work to disburse a health risk premium to all workers in health centers, in addition to paying attention to training and building work teams in various fields, including the crisis team.*

**Keywords:** Crisis Management, Union of Health Work Committees, The Corona Pandemic, Gaza, Palestine.

## Introduction

Today, the countries of the world are experiencing a global crisis, namely the outbreak of The Corona Pandemic, which greatly contributed to the decline of the global economy, and negatively and clearly affected the performance of institutions in various fields of work, but health institutions remain the most affected as a result of their direct dealing with the current outbreak of the epidemic crisis. The indication that health institutions in Gaza Strip are not immune to the repercussions of this crisis, including health centers affiliated with the Union of Health Work Committees, especially those operating in Gaza Strip, which number seven centers distributed over all the governorates of Gaza Strip, in light of the siege and political division of the population of Gaza Strip, in addition to the weakness of the institutions' capabilities In the face of the outbreak of this pandemic, which reinforces the hypothesis of the inability of these institutions to carry out their duties towards patients, so the researchers considered ways of this problem and stand on the results of this phenomenon.

## Problem Statement

The Union of Health Work Committees in Gaza Strip, with all its branches, is facing an acute crisis represented in the recent low levels of support and funding, as well as the lack of resources available in health tools and supplies, which contributed to the emergence of many crises at the level of its administrative and health work system while facing the outbreak of Corona virus in Gaza, noting that the Union of Health Work Committees follows the civil work institutions and its health centers receive many patients on a daily basis due to the population density in the governorates of Gaza Strip, and this clearly affected the levels of quality of health

services provided, so researchers found it important to shed light on the reality of crisis management In light of the current exceptional circumstances that the residents of Gaza Strip suffer from as a result of the outbreak of the epidemic. (Al-Majdalawi, 2021)

## Research Questions

**The problem of the study was to answer the following questions:**

**Q1-:** What is the reality of the practice of crisis management in the Union of Health Work Committees in Gaza in light of the outbreak of The Corona Pandemic?

**Q2-:** Are there differences between the average opinions of the respondents about the practice of crisis management in the Union of Health Work Committees in Gaza due to a number of personal variables (gender, age, academic qualification, job title, years of service)?

## Research Objectives

The research aims to achieve the following:

1. Exposing the reality of the practice of crisis management in the Union of Health Work Committees in Gaza in light of The Corona Pandemic.
2. Exposing the nature of the statistical differences of the respondents' averages of opinions about the practice of crisis management due to a number of personal variables (gender, age, academic qualification, job title, years of service).

## Research Importance

The importance of the study is shown by the benefit that will be given to:

1. Crisis management is currently an important part of daily administrative life in health centers in light of the outbreak of The Corona Pandemic and its reflection on

the quality of health services in health institutions in general and health centers affiliated with the Union of Health Work Committees in Gaza - the subject of discussion - in particular.

2. Presenting recommendations and proposals to the specialists and those in charge of the Union of Health Work Committees in Gaza.

### Research hypothesis

**Ho<sub>1</sub>:** There are statistically significant differences at the level of ( $\alpha \leq 0.05$ ) between the averages of the respondents' opinions about the practice of crisis management in the Union of Health Work Committees in Gaza due to a number of personal variables (gender, age, academic qualification, job title, years of service).

#### The following sub-hypotheses are crystallized on it:

**Ho<sub>1-1</sub>:** There are statistically significant differences at the level of ( $\alpha \leq 0.05$ ) between the averages of the respondents' opinions about the practice of crisis management due to the gender variable.

**Ho<sub>1-2</sub>:** There are statistically significant differences at the level of ( $\alpha \leq 0.05$ ) between the averages of the respondents' opinions on the practice of crisis management due to the variable of age.

**Ho<sub>1-3</sub>:** There are statistically significant differences at the level of significance ( $\alpha \leq 0.05$ ) between the averages of the respondents' opinions on the practice of crisis management due to the educational qualification variable.

**Ho<sub>1-4</sub>:** There are statistically significant differences at the level of ( $\alpha \leq 0.05$ ) between the averages of the respondents' opinions about the practice of crisis management due to the job title variable.

**Ho<sub>1-5</sub>:** There are statistically significant differences at the level of ( $\alpha \leq 0.05$ ) between the averages of the respondents' opinions about the practice of crisis management due to the variable of years of service.

### Previous Studies

- Study of (Radwan, 2020) aimed at identifying the availability of the requirements of strategic alertness and its relationship to crisis management - an applied study on intermediate colleges in the southern governorates of Palestine, and the study used the descriptive and analytical approach, as the study sample reached (229) individuals through the use of the stratified random sample. Among the most important findings of the study: The level of crisis management in intermediate colleges in the southern governorates of Palestine has a relative weight of (73.4%) and a high degree of appreciation.
- Study of (Al Shobaki et al., 2016) aimed to identify the impact of the strategic orientations (Vision, Mission, goals) on crisis management agency, international relief in Gaza, the researchers used the descriptive and analytical approach and a survey for collection data, amounted to community size (881), and the study sample (268), and the sample was a stratified random. SPSS program used for entry, processing and analysis of

data. The most important findings of the study: The results showed that the organization develop a clearly written vision, mission and strategic goals and the organization's strategic objectives are consistent with the vision and mission of the organization. The results also showed that the organization develop a clear stage objectives framed with time bass which can be achieved on the ground. The employees in the organization's behavior comes within a disciplined set of principles and values that underpin the organization. Also the concept of the organization vision and mission are familiar for the employees. In general the views of the research sample agreed that there is a presence of strategic orientations (vision, message, goals). A direct positive correlation between the presence of strategic orientations (vision, mission and goals) and crisis management (before, during and after the crisis) in the international relief agency in Gaza.

- Study of (Al Shobaki et al., 2016) aimed to analyze the impact of top management support for strategic planning on crisis management in UNRWA-Gaza Strip field in Palestine. Several descriptive analytical methods were used for this purpose, and a survey as a tool for data collection. Community size was (881), and the study sample was stratified random (268). The overall findings of the current study show that top management provides needed HR for strategic planning but with no financial support. Also there are shortcomings in the way that organization manages the crises before and after they occur. A crisis management is only practicing during the crisis. The study suggest that top management must provide the financial support for strategic planning, periodic meetings to prepare how to deal with potential crisis in the future, establishing a specialized team and provide them with all sources needed.
- Study of (Polus, 2013) aimed at identifying the impact of the modern leadership style on crisis management, and the results of the study showed that there is a reciprocal relationship between modern leadership styles and their variables and between the stages of crisis management. Where the study sample consisted of (282) items, and the study reached conclusions, including: The success of administrative leaderships in formulating perceptions that helped them succeed in facing crises.

### Theoretical Framework

**Crisis Management:** Salama (2019: 38) has defined a crisis as an unexpected complex accident or situation, which results in confusion in the work plan, which negatively affects the organization, so you need to take an appropriate decision at an appropriate time, in order to control, confront and limit its negative effects. While (Abu Farah, 2011: 24) defined it as an unexpected and sudden event that leads to negative results, and the occurrence of losses in the human and financial resources of the organization.

### Importance of Crisis Management:

Crisis management has received a lot of attention recently by management scholars and researchers, and interest in it is still increasing in our time and this interest is due to several factors, namely: Abu Farah, 2016: 23).

1. The occurrence of crises leads to negative consequences at the level of all administrative levels in the organization, which makes the issue of crisis management of interest and attention from all organizational levels.
2. Using a crisis management approach leads to uncovering the perpetrators of human, financial and administrative losses, which in turn strengthens the principle of accountability and accountability.
3. Failure to use crisis management plans and scenarios in the face of crises leads to failure and incurs heavy losses for organizations. Hence, organizations have realized the importance of crisis management in protecting them from potential crises and minimizing their losses.

### Elements of Crisis Management:

Abu Zneid (2017: 23) and (Al-Hadrawi, 2010: 203) identified the basic components upon which the crisis management approach is based in the following areas:

1. Simplifying and facilitating procedures: When the crisis is severe and violent when it occurs, immediate intervention is required to simplify procedures for dealing with the crisis, taking into account not to ignore the element of time.
2. Scientific methodology: When a crisis occurs, it cannot be dealt with in a framework of randomness and improvisation, and this dealing must be subject to the correct scientific and administrative method, as this approach is based on the basic functions of management, namely planning, organizing, directing and following up.
3. Situation assessment: The assessment of the situation must include a detailed analysis of the causes of the crisis, its development, and the capabilities available to the party responsible for facing the crisis.
4. Setting priorities: After the process of assessing the current and future situation, the proposed plans and alternatives are developed according to the priorities that have been identified according to certain criteria.
5. Delegation of authority: It is represented in granting the members of the crisis management team the necessary powers that enable them to carry out their work to confront the crisis.
6. Establishing a special task force: Here, the crisis management team intervenes when the crisis breaks out in order to control it, after subjecting them to intensive training programs related to how to manage crises and ways to face them.
7. Providing formal legal regulations: that is, the necessary legal cover must be provided in order to implement the required procedures in a professional and sound manner without conflict with the interests of others.

8. The media plan: where the media plays a pivotal role in facing crises in our time, and is a real force because of its positive impact in disseminating the necessary information about the reality of the crisis.

### Stages of Crisis Management:

Al-Shaalan (2010: 20) summarized the stages of crisis management in three phases, namely:

- **Pre-Crisis Phase:** This stage represents taking certain preventive measures, in order to prevent the occurrence of the crisis as much as possible, or at least mitigate its effects, and these measures include activities, such as: analyzing potential risks, estimating the available capabilities, and benefiting from previous experiences in achieving a higher degree of caution to prevent the occurrence of crises.
- **Stage during A Crisis:** This stage is considered a true test for the pre-prepared plans, equipment and training that steered the crisis. The more effort exerted in the previous stage was sufficient, which led to the success of crisis management in the stage of facing it.
- **Post-Crisis Phase:** At this stage, the organization is trying to remedy the effects of the crisis, by rebuilding what was destroyed, setting controls for not being repeated, and making use of the crisis as lessons learned from it in the future.

**Union of Health Work Committees:** It is a non-profit, community and community health institution, founded in 1985, and its work is based on a fundamental goal, which is to contribute to improving the health situation in Palestine by providing primary and curative care as well as implementing community-based programs, and in implementation of the Union's message: "Health service is a right for everyone in need." The Union Health Centers direct their various services, programs and activities to the poor and marginalized groups in our Palestinian society, regardless of gender, color, and religious or political belief while preserving the development and societal role of the Union (Publications of the Union of Health Work Committees, 2020).

### Methodology and Procedures:

**Research Community and Sample:** The research community consisted of the employees of the Palestinian Health Work Committees Union in Gaza Strip; whose number is (110) employees. The researchers tested an exploratory sample of 30 employees, chosen randomly for the purpose of evaluating the study tool, and verifying its suitability for application to the sample. Original, and entered into the final analysis, given that there was no flaw in validity and consistency.

**Note** that the researchers used the comprehensive survey method, where (90) employees responded, i.e., a recovery rate of (81.8%).

### Validity and Reliability of the Questionnaire:

1. **Validity Of The Questionnaire:** The following table shows that all the correlation coefficients in all

dimensions of the axis are statistically significant at a level of significance (), and thus all dimensions of the

axis are considered true to what they are designed to measure.

**Table 1:** The correlation coefficient between the degree of each dimension of the axis and the total degree of the axis

Field (Section)	Pearson Coefficient	Probability Value (Sig.)
Pre-Crisis Phase	0.786	0.000
Stage During A Crisis	0.887	0.000
Post-Crisis Phase	0.836	0.000
Crisis Management As A Whole	0.870	0.000

\* Correlation is statistically significant at a significance level of.

**2. The Stability of the Axis of the Resolution of the Dimensions:** The researchers verified the stability of the resolution through Cronbach's Alpha Coefficient, and

the results of the stability dimensions of the resolution were as shown in Table (2).

**Table 2:** Cronbach's alpha parameter to measure the stability of the resolution dimensions

Field (Section)	Number Of Paragraphs	Cronbach's Alpha Coefficient
Pre-crisis phase	0	0,781
Stage During A Crisis	5	0,939
Post-Crisis Phase	5	0,810
Crisis Management As A Whole	15	0,946

It is evident from the results in the previous table that the value of the Cronbach alpha coefficient reached for all paragraphs of the axis (0.946), and this means that the stability is high. The researchers have made sure of the validity and stability of the study axes, which makes them fully confident in the validity of the axis and its validity to analyze the results, answer the study questions and test its hypotheses.

**Analyzing the Data, Testing and Discussing the Hypotheses of The Study**

**First: The statistical description of the study sample according to personal data:**

The following is a presentation of the characteristics of the study sample according to personal data:

**Table 3:** Characteristics of the study sample according to personal data

Variables	Category	Frequency	Percentage %
Gender	Male	47	52.2
	Female	43	47.8
Age Group	Less Than 30	24	26.7
	30 To Less Than 40	44	48.9
	40 To Less Than 50	17	18.9
	50 Or More	5	5.6
Qualification	Diploma	18	20.0
	Bachelor	58	64.4
	Postgraduate	14	15.6
Job title	A Doctor	12	13.3
	Nurse	35	38.9
	Administrative	27	30.0
	Other	16	17.8
Years of service	Less Than 5 Years	24	26.7
	5-10 Years	30	33.3
	10-15 Years Old	27	30.0
	15 Years And Over	9	10.0

**Second: The Criterion Adopted in the Study:** To interpret the results of the study and judge the level of response, the researchers relied on arranging the arithmetic averages at the field level for the questionnaire, and the level of the

paragraphs in each field. The researchers determined the degree of approval according to the criterion adopted for the study, as shown in Table (4):

**Table 4:** clarifies the criterion adopted in the study

SMA	Relative Weight	Degree Of Approval
From 1- 1.8	From 20.0% - 36.0%	Very Low

Greater than 1.8 - 2.6	Greater than 36.0% - 52.0%	Low
Greater than 2.6 - 3.4	Greater than 52.0% - 68.0%	Medium
Greater than 3.4 - 4.2	Greater than 68.0% - 84.0%	Great
Greater than 4.2 - 5	Greater than 84.0% - 100%	Very Large

**The Answer to the Study’s Questions:**

**Q1-:** What is the reality of the practice of crisis management in the Union of Health Work Committees in Gaza in light of the outbreak of The Corona Pandemic?

The arithmetic mean, standard deviation, relative weight, and arrangement were used to find out the degree of agreement on the paragraphs of this dimension, and the results are as shown in Table (5).

**Table 5:** shows the arithmetic mean, standard deviation, relative weight, and ranking for each area of crisis management

#	Field (Section)	SMA	Standard Deviation	Relative Weight	Ranking	Degree Of Approval
1.	Pre-crisis phase	3.80	0.558	76.00	1	Great
2.	Stage During A Crisis	3.79	0.557	75.80	2	Great
3.	Post-Crisis Phase	3.76	0.532	75.20	3	Great
<b>All Paragraphs Of The Questionnaire</b>		3.78	0.495	75.60	Great	

It is noticed from the previous table that the arithmetic average for all paragraphs is equal to 3.78, meaning that the relative weight is 75.60%, and this means that there is agreement to a large degree by the sample members of the reality of crisis management in light of Corona's need in health institutions, and the researchers attribute that to the Union of Health Work Committees She was able to manage the crisis convincingly, given that the number of Health Work Committees Union centers are limited and are subject to the responsibility of their Board of Directors, which governs direct supervision and follow-up on all health activities and services in them. The pre-crisis ranking came with a relative weight of 76.00%, which is a great degree. The researchers attribute this to the fact that the practice of crisis management before the outbreak of The Corona Pandemic was much better than other stages of liberating health work committees from working under the pressure of the epidemic. While the crisis phase came with a relative weight of 75.80%, which is a great degree, the researchers attribute this to the conviction of the health work committees in their good handling of the reality of the crisis in light of

the continuing outbreak of the epidemic. As for the post-crisis phase, it came with a relative weight of 75.20%, which is a great degree. Workers in the Health Work Union have sufficient experience in dealing with the reality of the crisis and reducing the severity of the impact on the quality of health services provided by health centers as a result of the experience and confidence they enjoy.

**Test Hypotheses of the Study**

**H01:** There are statistically significant differences at the level of ( $\alpha \leq 0.05$ ) between the averages of the respondents' opinions about the practice of crisis management in the Union of Health Work Committees in Gaza due to a number of personal variables (gender, age, academic qualification, job title, and years of service).

**The following sub-hypotheses are crystallized on it:**

**H01-1:** There are statistically significant differences at the level of ( $\alpha \leq 0.05$ ) between the averages of the respondents' opinions about the practice of crisis management due to the gender variable.

**Table 6:** Results of the t-test for two independent samples for the variable "gender"

Field (Section)	Male		Female		Test Value	Probability Value (Sig.)
	SMA	Standard Deviation	SMA	Standard Deviation		
Pre-crisis phase	3.78	0.577	3.82	0.542	0.379	0.705
Stage During A Crisis	3.79	0.560	3.80	0.562	0.222	0.825
Post-Crisis Phase	3.81	0.463	3.71	0.600	0.858	0.393
<b>Crisis Management</b>	3.79	0.474	3.78	0.523	0.080	0.936

\* The difference between the averages is statistically significant at a significance level of .

From the results shown in the previous table, it was found that the probability value (Sig.) Corresponding to the “t test for two independent samples” is greater than the level of significance (0.05) for all dimensions and dimensions as a whole. The crises are attributed to the gender variable, and the researchers attribute this to: These results are that the sample is for everyone who lives in the same institutional framework and is subject to the same laws, regulations, and

regulations, with the same available material capabilities, and the required level of competence available to males and females.

**H01-2:** There are statistically significant differences at the level of ( $\alpha \leq 0.05$ ) between the averages of the respondents' opinions on the practice of crisis management due to the variable of age.

**Table 7:** Results of the single variance test for the variable "age"

Field (Section)	Averages	Test Value	Probability Value (Sig.)
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	Less Than 30	30 To Less Than 40	40 To Less Than 50	50 Or More		
Pre-crisis phase	3.70	3.76	3.91	4.00	0.567	0.638
Stage During A Crisis	3.84	3.74	3.87	3.80	0.290	0.832
Post-Crisis Phase	3.84	3.72	3.78	3.68	0.286	0.836
Crisis Management	3.81	3.74	3.85	3.82	0.245	0.86

\* The difference between the averages is statistically significant at a significance level of .

It is evident from the results of the previous table that the probability value (Sig.) Corresponding to the "one-way variance" test is greater than the level of significance (0.05) for all dimensions and dimensions as a whole. Thus, it can be concluded that there are no statistically significant differences between the averages of the study sample's estimates on crisis management due to a variable Age. The researchers attribute this to: the experience and competence of all employees, in addition to the keenness of the Board of

Directors of the Union of Health Work Committees to provide all the elements for the success of the employee's work with the same degree of concern, regardless of their age levels.

**Ho1.3:** There are statistically significant differences at the level of significance ( $\alpha \leq 0.05$ ) between the averages of the respondents' opinions on the practice of crisis management due to the educational qualification variable.

**Table 8:** Results of the covariance test for the variable "scientific qualification"

Field (Section)	Averages			Test Value	Probability Value (Sig.)
	Diploma	Bachelor	Postgraduate		
Pre-crisis phase	3.83	3.80	3.77	0.448	0.954
Stage During A Crisis	3.92	3.76	3.75	0.574	0.565
Post-Crisis Phase	3.85	3.75	3.74	0.309	0.735
Crisis Management	3.87	3.77	3.75	0.304	0.73

\* The difference between the averages is statistically significant at a significance level of .

It is evident from the results of the previous table that the probability value (Sig.) Corresponding to the "one-way variance" test is greater than the level of significance (0.05) for all dimensions and dimensions as a whole. Thus, it can be concluded that there are no statistically significant differences between the averages of the study sample's estimates on crisis management due to a variable Scientific qualification and the researchers attribute this to: All workers in health centers participate in crisis management, regardless of their academic qualification, and this is due to

the size of the organizational confidence that the Board of Directors of the Union of Health Work Committees believes in as a result of the culture and the organizational climate that enhances the role of every employee at work regardless On the nature of his scientific qualification.

**Ho1.4:** There are statistically significant differences at the level of ( $\alpha \leq 0.05$ ) between the averages of the respondents' opinions about the practice of crisis management due to the job title variable.

**Table 9:** Results of the covariance test for the variable "job title"

Field (Section)	Averages				Test Value	Probability Value (Sig.)
	A Doctor	Nurse	Administrative	Other		
Pre-crisis phase	3.95	3.78	3.40	3.85	0.433	0.730
Stage During A Crisis	3.90	3.73	3.77	3.88	0.422	0.738
Post-Crisis Phase	3.88	3.75	3.69	3.82	0.411	0.745
Crisis Management	3.91	3.75	3.73	3.85	0.476	0.700

\* The difference between the averages is statistically significant at a significance level of .

From the results shown in Table (12) it was found that the probability value (Sig.) Corresponding to the "single variance" test is greater than the significance level (0.05) for all dimensions, and thus it can be concluded that there are no statistically significant differences between the averages of the study sample's estimates on crisis management. It is attributed to the job title variable, and the researchers attribute this to: The health centers administration has formed emergency committees that work around the clock in which all workers from various organizational levels

participate without exception and regardless of their academic qualifications, in the interest of the Federation's Board of Directors to maintain as much as possible the quality of health service Introduction in light of the outbreak of the epidemic.

**Ho1.5:** There are statistically significant differences at the level of ( $\alpha \leq 0.05$ ) between the averages of the respondents' opinions about the practice of crisis management due to the variable of years of service.

**Table 10:** Results of the covariance test for the variable "years of service"

Field (Section)	Averages	Test	Probability
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	Less Than 5 Years	5-10 Years	10-15 Years Old	15 Years And Over	Value	Value (Sig.)
<b>Pre-crisis phase</b>	٣,٨١	3.68	3.88	3.91	0.758	0.521
<b>Stage During A Crisis</b>	3.90	3.71	3.79	3.80	0.488	0.691
<b>Post-Crisis Phase</b>	3.90	3.66	3.80	3.66	1.046	0.376
<b>Crisis Management</b>	3.87	3.68	3.82	3.79	0.699	0.555

\* The difference between the averages is statistically significant at a significance level of.

It is evident from the results of Table (13) that the probability value (Sig.) Corresponding to the “one-way variance” test is greater than the level of significance (0.05) for all dimensions and dimensions as a whole. Thus, it can be concluded that there are no statistically significant differences between the averages of the study sample’s estimates on crisis management. Due to the variable years of service, the researchers attribute this to: All workers in the Health Work Union are subject to the same working conditions, with the keenness of the Federation’s Board of Directors to adopt the idea of participatory management for all workers regardless of their years of service because it is convinced that all workers have the required competence and experience and their ability to assume responsibilities in working conditions Emergency, including The Corona Pandemic crisis.

### Conclusions

The following Results and recommendations were reached:

- The results showed that the relative weight of the reality of crisis management practice in the Union of Health Work Committees in Gaza came to 75.60%.
- There are no statistically significant differences between the mean opinions of the research sample on crisis management and its role in the quality of health services due to the variable of sex, age, academic qualification, job title, years of service.

### Recommendations

- The necessity of adopting an effective incentive system in the Health Work Union, the most important of which is the disbursement of a health risk premium most of the time.
- Increasing interest in preparing and organizing specialized training courses and programs in the field of crisis management for workers and training them on how to sense crises and build scenarios to ensure the success of their management.
- Work to enhance community networking and raise the state of coordination with all relevant Palestinian parties.

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