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

Muhammad K. Hamdan¹, Mansour A. Mansour², Mazen J. Al Shobaki³, Samy S. Abu-Naser⁴, Suliman A. El Tall⁵

¹Human Resources Policy and Reporting Officer, UNRWA Headquarters, Gaza, Palestine.
²Faculty of Administration and Finance, Al-Aqsa University, Gaza, Palestine.
³Faculty of Administrative and Financial Sciences, Israa University – Gaza, Palestine.
⁴Department of Information Technology, Al-Azhar University, Gaza, Palestine.
⁵College of Intermediate Studies – Al-Azhar University – Gaza, Palestine.

m.kh.hamdan92@gmail.com, ma.mansour@alaqsa.edu.ps, mazen.alshobaki@gmail.com, abunaser@alazhar.edu.ps, eltallasuliman@gmail.com

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:
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

$H_0$: 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:

$H_{01}$: 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.

$H_{02}$: 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.

$H_{03}$: 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
educational qualification variable.

$H_{04}$: 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.

$H_{05}$: 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)
declared 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 incurring 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 ($\alpha$), 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

<table>
<thead>
<tr>
<th>Field (Section)</th>
<th>Pearson Coefficient</th>
<th>Probability Value (Sig.)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pre-Crisis Phase</td>
<td>0.786</td>
<td>0.000</td>
</tr>
<tr>
<td>Stage During A Crisis</td>
<td>0.887</td>
<td>0.000</td>
</tr>
<tr>
<td>Post-Crisis Phase</td>
<td>0.836</td>
<td>0.000</td>
</tr>
<tr>
<td>Crisis Management As A Whole</td>
<td>0.870</td>
<td>0.000</td>
</tr>
</tbody>
</table>

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

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

<table>
<thead>
<tr>
<th>Field (Section)</th>
<th>Number Of Paragraphs</th>
<th>Cronbach's Alpha Coefficient</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pre-crisis phase</td>
<td>5</td>
<td>0.781</td>
</tr>
<tr>
<td>Stage During A Crisis</td>
<td>5</td>
<td>0.939</td>
</tr>
<tr>
<td>Post-Crisis Phase</td>
<td>5</td>
<td>0.815</td>
</tr>
<tr>
<td>Crisis Management As A Whole</td>
<td>15</td>
<td>0.946</td>
</tr>
</tbody>
</table>

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

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

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):
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?

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

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 (α≤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:

H₀₁₁: There are statistically significant differences at the level of (α≤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"

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.

H₀₂: There are statistically significant differences at the level of (α≤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"
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. 

**H₀₄:** There are statistically significant differences at the level of significance (α≤0.05) between the averages of the respondents' opinions on the practice of crisis management due to the educational qualification variable.

<table>
<thead>
<tr>
<th>Field (Section)</th>
<th>Diploma</th>
<th>Bachelor</th>
<th>Postgraduate</th>
<th>Test Value</th>
<th>Probability Value (Sig.)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pre-crisis phase</td>
<td>3.83</td>
<td>3.80</td>
<td>3.77</td>
<td>0.048</td>
<td>0.954</td>
</tr>
<tr>
<td>Stage During A Crisis</td>
<td>3.92</td>
<td>3.76</td>
<td>3.75</td>
<td>0.574</td>
<td>0.565</td>
</tr>
<tr>
<td>Post-Crisis Phase</td>
<td>3.85</td>
<td>3.75</td>
<td>3.74</td>
<td>0.309</td>
<td>0.735</td>
</tr>
<tr>
<td>Crisis Management</td>
<td>3.87</td>
<td>3.77</td>
<td>3.75</td>
<td>0.304</td>
<td>0.73</td>
</tr>
</tbody>
</table>

* 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. 

**H₀₅:** There are statistically significant differences at the level of significance (α≤0.05) between the averages of the respondents' opinions on the practice of crisis management due to the job title variable.

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

* 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 “one-way 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. 

**H₀₆:** There are statistically significant differences at the level of (α≤0.05) between the averages of the respondents' opinions about the practice of crisis management due to the number of years of service.

<table>
<thead>
<tr>
<th>Field (Section)</th>
<th>Averages</th>
<th>Test</th>
<th>Probability</th>
</tr>
</thead>
</table>

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

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

Table 10: Results of the covariance test for the variable “years of service”
Less Than 5 Years | 5-10 Years | 10-15 Years Old | 15 Years And Over | Value | Value (Sig.)
--- | --- | --- | --- | --- | ---
Pre-crisis phase | 3.81 | 3.68 | 3.88 | 3.91 | 0.758 | 0.521
Stage During A Crisis | 3.90 | 3.71 | 3.79 | 3.80 | 0.488 | 0.691
Post-Crisis Phase | 3.90 | 3.66 | 3.80 | 3.66 | 1.046 | 0.376
Crisis Management | 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.
References


[7] All the references cited in the text are from reputable academic journals and books, covering various aspects of crisis management, leadership, organizational management, and technology in the context of Palestinian universities and institutions.