Article

Proactive Personality and Its Role in Crisis Management. A Descriptive-Analytical Study of the Opinions of a Sample of Medical Staff at Al-Hussein Hospital/Karbala

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Abstract: The research aimed to find the relationship between the independent variable proactive personality with its dimensions (perception, perseverance, implementation) and the dependent variable crisis management with its dimensions (necessary response, communications, resource mobilization). The research problem was represented by the following question (What is the relationship between proactive personality and crisis management) for a sample of the medical staff of Al-Hussein Hospital / Karbala) especially in the Corona crisis. The importance of the research was clarified through the results reached by the research through an analysis of the opinions of the research sample represented by (178) respondents from the medical staff and as a community, amounting to (320) medical staff, by adopting the questionnaire form prepared according to the five-point Likert scale, and descriptive statistical methods were used, including the arithmetic mean and standard deviation, as well as analytical, statistical methods, including linear regression and correlation coefficient) using the (SPSS) program. A set of conclusions was reached, the most important of which was the impact of proactive personality on crisis management in the organization Researched.

Keywords: Proactive personality, Crisis management, Al-Hussein Hospital/Karbala/Iraq

1. Introduction

Hospitals are indispensable institutions that are indispensable to the operation of society. They offer essential medical services and provide healthcare to individuals. Nevertheless, these institutions may encounter crises that compromise their operations and adversely affect the caliber of care they offer. Consequently, in order to guarantee the continuity of hospital service delivery, it is imperative to establish effective crisis management strategies.

Successful crisis management is significantly influenced by a proactive personality. Institutions can anticipate potential risks and implement critical measures to mitigate their adverse effects as a result of this characteristic. This study will concentrate on the significance of proactive personality in crisis management at Al-Hussein Teaching Hospital in Karbala, which is recognized as one of the most critical medical facilities in Iraq.

The proactive personality is crucial in the management of crises, as evidenced by the COVID-19 crisis that medical personnel encountered in challenging circumstances. The primary hypothesis of the research was the existence of a moral impact of the proactive personality in crisis management, taking into account the aforementioned concepts and context. The research structure consisted of four primary sections: the first section addressed the methodology, the second section reviewed the literature related to the primary research variables and their sub-dimensions, and the third section focused on the research analysis's findings. The descriptive analytical approach was employed. The fourth section of the research concluded by evaluating the conclusions and recommendations that had been presented in the context of the statistical analysis process.

2. Materials and Methods

The section includes the problem, objectives, importance, research methodology, information collection tools, analysis, and statistical treatments.

The problem

The problem is manifested through a series of questions about the relationship between the proactive personality and crisis management, as the proactive personality plays a major role in dealing with crises, as happened in the Covid-19 crisis. To clarify the problem, we ask the following questions:

1. What is the relationship of influence between the proactive personality and crisis management?
2. What is the association between proactive personality and crisis management?
3. What are the expected results of this relationship?
4. Does the research sample have a clear vision of the proactive personality concept and its role in crisis management?

Objectives

The objectives are manifested in the following:

1. Adding knowledge to the academic library.
2. Verifying the extent of the influence of the proactive personality in crisis management.
3. Determining the relationship between the proactive personality and crisis management.
4. Benefiting from the research results to address and manage crises in the event of their recurrence.

Importance

Importance can be explained as follows: -

1. An intellectual, conceptual, and practical presentation of the reality of variables (proactive personality and crisis management).
2. Effective contribution to the organization under study, adopting the concept of proactivity through the conclusions reached.
3. The exceptional importance of the organization, which is linked to the health of society in terms of medical knowledge and the nature of crisis treatment in the event of their occurrence, requires focusing on the proactive personality and addressing the phenomenon of crisis management.
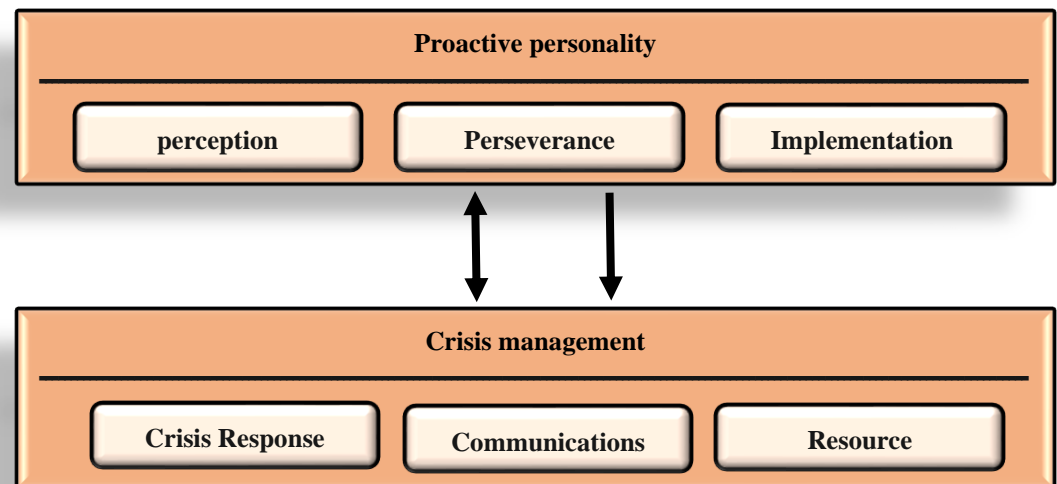
Hypothetical Model

Figure 1. Hypothetical Model of the Research

Research hypotheses.

Hypotheses Through the title, we can formulate hypotheses as follows:

The first main hypothesis: (There is no significant effect of the proactive personality in crisis management). The following sub-hypotheses branch out from it:

1   There is no significant effect of the proactive cognitive personality in crisis management.
2   There is no significant effect of the proactive perseverance personality in crisis management.
3   There is no significant effect of the proactive executive personality in crisis management

Research Methodology

A descriptive/analytical approach was adopted to frame the theoretical aspect and study and analyze the correlation relationships and directions of influence between the research variables.

Society and sample.

Population and Sample To achieve the research objectives and enrich the practical aspect, Al-Hussein Hospital/Karbala was chosen as a community, which amounted to (320) medical staff, and the sample was (178) respondents based on the statistical tables (Krejcie,1970:608).

Description of the sample

After collecting the questionnaires, the researchers entered the data to analyze the results using the Statistical Package for Social Sciences (SPSS) program. The following is a description of the study sample:

Table No. (2): Distribution of sample individuals according to classification variables

Classification variables	Category	Repetitions	percentage
Gender	Male	118	66%
	Female	60	%34
	Total	178	%100
Educational attainment	Diploma	20	%11
	Bachelor's	77	%43
	Master's	36	%20
	Doctorate	45	%25
	Total	178	%100
Years of service	Less than five years	54	%30

	5-9 years	28	%16
	10-14 years	32	%18
	15-19 years	28	%16
	20 and over	36	%20
	Total	178	%100
	20-30 years	41	%23
	31-40 years	42	%24
Age	41-50 years	56	%31
	51 years and over	39	%22
	Total	178	%100

Source: Demographic characteristics analysis on SPSS

The table above shows that:
1. The percentage of (66%) of the sample members are males, while the rate of females reached (34%), indicating diversity in the selected sample's human type.
2. The percentage of (43%) of the sample members have a (Bachelor's) degree, (20%) have a (Master's) degree, (25%) have a (PhD), and (11%) have a diploma degree, which explains that most of the sample members have a high degree of scientific qualification and can answer the questionnaire items accurately.
3. The percentage of (18%) of their years of service (from 10-14 years), (16%) of their years of service (from 5-9 years), and (20%) of their years of service (from 20 years or more), and (30%) of their years of service (less than five years), and (16%) of their years of service (from 15-19 years), which indicates the scientific and cognitive accumulation of the selected sample members and their familiarity with the objectives and problem of the research. - That (23%) of them are (20-30 years), (24%) are (31-40 years), (31%) are (41-50 years), and (22%) are (51 years and over) indicates the age diversity of the selected sample members and thus the diversity in their perception of the questionnaire items and their answers.

Validity of the research tool, the questionnaire.

The tool's validity means that it measures what it was designed to measure and achieves the objectives for which it was created before its preparation (Hair et al., 2010). To find the validity and reliability of the questionnaire, the researchers applied it to a random sample of (178) medical staff at Al-Hussein Hospital/Karbala, the research sample of both sexes.

1. Construct validity.

The structural validity of the questionnaire is one of the measurement methods adopted to measure the research tool (the questionnaire), which measures the extent to which the goals that the tool wants to achieve are achieved and the extent to which each field is related to the total score of the questionnaire items. Table No. (2):

Table No. (2) Structural validity of the research fields

Domains	Correlation coefficient	Significance level
Perception	0.832**	0.000
Perseverance	0.789**	0.000
Implementation	0.894**	0.000
Proactive Personality	0.872**	0.000
Crisis Response	0.923**	0.000
Communication	0.921**	0.000
Resource Mobilization	0.954**	0.000
Crisis Management	0.932**	0.000

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It is clear from the previous table that all correlation coefficients for the questionnaire domain scores with the total score of the questionnaire to which they belong are statistically significant at two levels of significance (0.05) and (0.01); thus, it is clear that the questionnaire paragraphs are characterized by a high degree of construct validity, meaning that the tool measures what it was designed to measure.

2. Stability of the research tool (questionnaire).

It means that if a scale is used on a group of people and scores are recorded for each person, then the same scale is used on the same group of people again and scores are recorded for each person. When people are ranked again, their relative rank will be close to where it was the first time (Hair et al., 2010). The researchers calculated the stability of the research tool (questionnaire) using the Cronbach's alpha coefficient method:

Table No. (3): Stability of the research tool (questionnaire)

Domains	Number of items	Cronbach's coefficient of α
Perception	5	0.876
Perseverance	5	0.798
Implementation	5	0.901
Proactive Personality	15	0.858
Crisis Response	5	0.903
Communication	5	0.899
Resource Mobilization	5	0.942
Crisis Management	15	0.915
Total score of the questionnaire	30	0.887

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It is evident from the preceding table that all alpha values are high, and the Cronbach's alpha coefficient for the questionnaire's total score was also high (0.887). which reassures researchers to trust the questionnaire to apply it to the total sample. From the above, it is clear that the tool is characterized by a high degree of validity and reliability, which qualifies it to be applied to the research sample.

The Theoretical Aspect

The proactive personality
1. The concept can be explained through what (Chae & Parke 2022: 1) indicated that it is the personality that works to challenge the current complex circumstances with pre-established and prepared treatments and is characterized by risk, initiative, and trying to re-employ the environment in a way that is consistent with the work. (Lou, et al, 2023: 3) indicated the personality that works to develop itself and its environment for the better amidst the circumstances and determinants and possesses the elements of initiative to change their negative actions and in the surrounding environment to positive actions that contribute to achieving the goals. (Chen et al., 2021: 6) Explained that he has complex qualities that enable him to take actions and applications to bring about radical changes in the work environment, and this is reflected in his management of production, service, and organizational procedures, and he is always looking for the best.
2. Importance: is evident in what (Ozkurt & Alpay 2018: 151) indicated. Importance appears through the ability of the proactive personality to analyze environmental conditions in general, take risks, have strong control, and the ability to transform failure into success, possess self-peace, and the elements of commitment to others. According to (Andri et al., 2020: 305), Importance is rooted in the presence of the characteristics and qualities that the proactive personality carries, represented by

the competencies and activities that it performs within situations and initiatives to solve problems or make decisions and provide the organization with innovations, in addition to the positive impact on the environment.

3. Dimensions: The writer (Belwalker, 2016: 42-43) defined three dimensions represented by the following (perception, perseverance, and implementation), and we will discuss this according to the following:

a. **Perception:**

(Gerni & Denizli 2021: 3) indicated that it refers to the process of perceiving capabilities, monitoring, and planning to make a prior decision towards future development, orientation, and analysis based on a professional analytical perspective of the environment and the ability to perceive the impact of problems and confront them. (Oyet & Withey 2021: 50) indicated a distinctive type of thinking, which is the ability to build or add new ideas by contemplating various possible alternatives and knowing the benefit from the harm that will be later.

b. **Perseverance:**

(Senedldir et al. 2018:345) explained that perseverance is the full commitment of the proactive personality to development, change, and initiative towards achieving goals, working to exploit opportunities, taking action, and making purposeful changes while being in a state of constant perseverance to enhance personal growth and lead the situation. (Belwalker, 2016:532) This indicates the characteristics of the proactive person who challenges current negative situations and problems and confronts pressures and negative factors with purposeful behaviors characterized by flexibility and perseverance.

c. **Implementation:**

(Mubarak et al., 2021:989) indicated transforming ideas and positions according to plans and goals, working to analyze and explore the surrounding environment to identify available opportunities and exploit them, and the ability to implement work requirements and achievement within this environment and continue to do so with the aim of improvement at the individual and organizational levels. (Belwalker & Tobacyn, 2018:530) Implementation is a feature that refers to transforming proposed ideas into a tangible reality within a series of interconnected and integrated stages and actions to obtain a specific result or goal.

Crisis management:

1. Concept: (David, 2020: 32) defined it as an organized and systematic process performed by members of the organization to contain and avoid crises that occur or are likely to happen or when members/stakeholders expect that the results of managing those crises (short and long) exceed or equal the results of expected failure.

(Peraskevas & Quen, 2019: 420) It is a proactive plan developed by the organization to address potential / emergency crises in light of a well-studied plan implemented by management by preparing specialized and well-trained individuals to address those crises, which leads to avoiding or reducing the damage that may occur to individuals or the organization.

2. Importance: (Daniel, 2017:3) indicated that the importance is represented by the use and follow-up to develop the necessary and proactive solutions to crises represented by confronting and eliminating them. It is noted that the lack of optimal use of solution mechanisms leads to the failure of management to manage these crises. (Nogueira, 2016: 43) explained that it works to mobilize a set of decisions that contribute to addressing crises by providing solutions and policies to reduce damage and develop future solutions to prevent the recurrence of such crises while providing a strategy that responds to containing crises.

3. Dimensions: The following dimensions were adopted (Filds & Rose: 2004) which are (speed of response, communications, and resource mobilization) and we will discuss this according to the following:

a. A- Crisis response: (Boyd, Martin 2020: 4) indicated that management works to adopt treatments for crises that appear suddenly or are slow through the cumulative weakness that affects the organizational structure to respond quickly and effectively, as it requires adopting organizational learning to improve and develop the strategic response. (Vardarlier, 2017: 571) This indicates that it represents a set of methods and activities necessary to confront the current crisis and provide all treatment requirements to eliminate it.

b. Communications: (Abdalla, 2021: 413) explained a set of networks that work to treat and avoid crises, and they are on two perspectives: the first is the density of information flow, and the second is the density of the communications system to provide a working map that contributes to responding to treatment by providing a structure for the concepts and processes prepared by the organization that achieves the speed and density of information flow. Between (Gebyebu, 2018: 17), crises require more information. The organization's mission during and after crises is to study, classify, and analyze this relevant information to reduce the damage to individuals or the organization and work to minimize loss, effort, and time.

c. Mobilization of resources: (Bundy et al., 2017: 1663) indicated that resource mobilization is clarified through two perspectives: the first internal, which provides technology, risk management foundations, technical and relational systems, and organizational structure systems, and the external perspective is concerned with the organization's interactions with the external environment and stakeholders, and both perspectives work to avoid and address crises. (Al-Jubouri et al., 2018: 31) Indicated that it indicates the strength of confronting crises and also represents all resources, information, and human resources within the organization, so they must all be mobilized to confront the situation, so all elements of strength combine and interact to confront these crises in place and time.

3. Results

This research provides data analysis and tests research hypotheses by answering research questions and assessing the questionnaire's most significant results from paragraph analysis. The Statistical Package for Social Studies (SPSS) tool was used to process the research questionnaire data and produce the research results provided and analyzed in this section.

The criterion adopted in the research.

The researchers used arithmetic averages by questionnaire field and paragraph level to assess the study data and judge response level. The following table shows how the researchers measured agreement using the study's criterion:

Table No. (4) The criterion adopted in the research

	Value	Range
Strongly Disagree	1	1.00-1.80
Disagree	2	1.81-2.60
Neither/Nor Agree	3	2.61-3.40
Agree	4	3.41-4.20
Strongly Agree	5	4.21-5.00

Analysis of the research questionnaire paragraphs and discussion of the results

1. **The first axis: Analysis of the paragraphs of the proactive personality.**

To analyze the paragraphs of this variable, the arithmetic mean, standard deviation, relative weight, paragraph order, and (degree of agreement) were used, and the table below shows this:

Table No. (5) Analysis of the paragraphs of the proactive personality.

	The first dimension of perception					
	Paragraphs The proactive, aware personality...	Arithmetic mean	Standard deviation	Relative weight	Rank	(degree of agreement)
1	... seeks to confront and challenge difficulties.	3.55	0.699	%71	2	Large
2	... works to generate new and efficient ways to deal with crises.	3.33	0.867	%67	4	Neutral
3	... can transform ideas into tangible actions.	3.43	0.801	%69	3	Large
4	... identifies and seizes treatment opportunities before others.	3.01	0.958	%60	5	Medium
5	... can generate new ideas and turn them into actions with purposeful applications.	4.33	0.767	%87	1	Large
	the total	3.53	0.818	%71		Large
	The second dimension, perseverance					
	Paragraphs Proactive Persevering Personality...	Arithmetic mean	Standard deviation	Relative weight	Rank	(degree of agreement)
6	... Characterized by perseverance and commitment to achieving goals.	3.62	0.688	%72	2	Large
7	... Always works to make changes aimed at achieving success.	3.51	0.757	%70	3	Large
8	... It depends on her full commitment to her success goals in her work.	3.82	0.659	%76	1	Large
9	... Can control and solve problems and crises.	3.23	0.858	%65	5	Medium
10	... Works to enhance growth and lead the situation.	3.41	0.799	%68	4	Large
	the total	3.52	0.752	%70		Large
	The third dimension of implementation					
	Paragraphs The proactive personality works on...	Arithmetic mean	Standard deviation	Relative weight	Rank	(degree of agreement)
11	... Implementing work based on interconnected and coordinated work stages.	3.51	0.688	%70	2	Large
12	... Implementing work within a series of organizational programs to manage the organization.	3.34	0.827	%67	4	Medium
13	... Accomplishing and implementing the required work with high self-confidence.	3.46	0.717	%69	3	Large
14	... Transforming and implementing ideas and initiatives into practical reality.	3.19	0.958	%64	5	Medium
15	... Thinking hard to find the necessary solutions and implement them to eliminate crises.	3.68	0.667	%74	1	Large
	the total	3.44	0.771	%69		Large

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The first field is perception.

a. Paragraph No. (5): which states, "The proactive, perceptive personality can generate new ideas and transform them into work with purposeful applications."

obtained the highest "arithmetic mean of" (4.33) and "a standard deviation of" (0.767) and a relative weight of (87%) in the first place and with a high (degree of agreement).

b. Paragraph No. (4): which states, "The proactve, perceptive personality identifies and seizes treatment opportunities before others," obtained the last place with an "arithmetic mean of" (3.01) and "a standard deviation of" (0.958) and a relative weight of (60%) and with a medium (degree of agreement).

Second field: Perseverance

a. Paragraph No. (8): which states, "The proactive, persevering personality relies on full commitment to the goals of success in its work," obtained the highest "arithmetic mean of" (3.82) and "a standard deviation of" (0.659) and a relative weight of (76%) in the first place and with a high (degree of agreement).

b. Paragraph No. (9): which states, "The proactive, persistent personality can control and solve problems and crises," obtained the last rank with an "arithmetic mean of" (3.23), "a standard deviation of" (0.858), and a relative weight of (65%) and a medium approval degree.

Third field: Implementation

a. Paragraph No. (15): which states, "The proactive personality works hard to think about finding the necessary solutions and implementing them to eliminate crises." obtained the highest "arithmetic mean of" (3.68) and "a standard deviation of" (0.667) and a relative weight of (74%) in the first place and a high approval degree.

b. Paragraph No. (14): which states, "The proactive personality works to transform and implement ideas and initiatives into a practical reality," obtained the last rank with an "arithmetic mean of" (3.19) and "a standard deviation of" (0.958) and a relative weight of (64%) and a medium approval degree.

At the level of dimensions:

a. In general, the field of perception obtained an "arithmetic mean of" (3.53), "a standard deviation of" (0.818), and a relative weight of (71%) in the first place and with a high (degree of agreement).

b. In general, the field of perseverance obtained an "arithmetic mean of" (3.52), "a standard deviation of" (0.752), and a relative weight of (70%) in second place and with a high (degree of agreement).

c. In general, the field of implementation obtained an "arithmetic mean of" (3.44), "a standard deviation of" (0.771), and a relative weight of (69%) in third and last place and with a high (degree of agreement).

2. **The second axis: Analysis of crisis management paragraphs.**

To analyze the paragraphs of this variable, the arithmetic mean, standard deviation, relative weight, paragraph order, and (degree of agreement) were used, and the table below shows this:

Table No. (6): Analysis of crisis management paragraphs

Dimension One: Crisis Response					
Paragraphs / Management in the organization responds.....	Arithmetic mean	Standard deviation	Relative weight	Rank	(degree of agreement)
16 ... To use efficient methods to address the crisis.	3.42	0.698	68%	2	Large
17 ... Provide the necessary strategies to eliminate the crisis.	3.02	0.927	60%	5	Medium
18 ... To know the indicators of the occurrence of crises.	3.47	0.601	69%	1	Large
19 ... Always review and develop crisis management plans.	3.21	0.888	64%	4	Medium
20 ... To confront the occurrence of crises with efficient treatment programs.	3.31	0.797	66%	3	Medium

	Paragraphs	Arithmetic mean	Standard deviation	Relative weight	Rank	(degree of agreement)
	the total	3.29	0.782	%66		Medium

The second dimension: Communications

	Management in the organization	Arithmetic mean	Standard deviation	Relative weight	Rank	(degree of agreement)
21	... It has a communications system that provides information on crises.	3.61	0.648	%72	1	Large
22	... It periodically updates information to confront crises.	3.46	0.786	%69	3	Large
23	... Documents and stores information that has been adopted to eliminate the crisis so that people can benefit from it later.	3.54	0.733	%71	2	Large
24	... It relies on sharing information to benefit from it.	3.36	0.929	%67	5	Medium
25	... It has a communications system and highly efficient devices to obtain the most accurate information.	3.43	0.809	%69	4	Large
	the total	3.48	0.781	%70		Large

The third dimension of resource mobilization

	Management in the organization	Arithmetic mean	Standard deviation	Relative weight	Rank	(degree of agreement)
26	... has sufficient resources to manage its business.	3.42	0.788	%68	3	Large
27	... is characterized by the ability and strength to obtain resources in times of crisis.	3.59	0.637	%72	1	Medium
28	... works to adopt modern technology in its business to reduce the occurrence of crises.	3.43	0.737	%69	2	Large
29	... focuses on mobilizing resources from the external environment through good relations.	3.36	0.828	%67	4	Medium
30	... relies on transferring resources between departments and units when necessary.	3.22	0.967	%64	5	Medium
	the total	3.40	0.791	%68		Large

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The results can be drawn from the table above:

First field: Response to the crisis.
   a. Paragraph No. (18): which states, "The management in the organization responds to knowing the indicators of the occurrence of crises." obtained the highest "arithmetic mean of" (3.47) and "a standard deviation of" (0.601) and a relative weight of (69%) in the first place and with a high (degree of agreement).
   b. Paragraph No. (17): which states, "The management in the organization responds to providing the necessary strategies to achieve the elimination of the crisis" obtained the last place with an "arithmetic mean of" (3.02) and "a standard deviation of" (0.927) and a relative weight of (60%) and with a medium (degree of agreement).

Second field: Communications
   a. Paragraph No. (21): which states, "The management in the organization has a communication system that provides information related to crises" obtained the highest "arithmetic mean of" (3.61) and "a standard deviation of" (0.648) and a relative weight of (72%) in the first place and with a high (degree of agreement).
   b. Paragraph No. (24), which states, "Management in the organization relies on sharing information to benefit from it," obtained the last rank with an "arithmetic

mean of" (3.36), "a standard deviation of" (0.929), and a relative weight of (67%) and a medium approval degree.

Third field: Resource mobilization

a. Paragraph No. (26): which states, "Management in the organization is characterized by the ability and strength to obtain resources in times of crisis," obtained the highest "arithmetic mean of" (3.59) and "a standard deviation of" (0.637) and a relative weight of (72%) in the first place and a high approval degree.

b. Paragraph No. (30): which states, "Management in the organization relies on transferring resources between departments and units when necessary," obtained the last rank with an "arithmetic mean of" (3.22) and "a standard deviation of" (0.967) and a relative weight of (64%) and a medium approval degree.

At the level of dimensions:

a. In general, the field of crisis response obtained an "arithmetic mean of" (3.29), "a standard deviation of" (0.782), and a relative weight of (66%) in the third and last place with a medium degree of approval.

b. In general, the field of communications obtained an "arithmetic mean of" (3.48), "a standard deviation of" (0.781), and a relative weight of (70%) in the first place with a high degree of approval.

c. In general, the field of resource mobilization obtained an "arithmetic mean of" (3.40), "a standard deviation of" (0.791), and a relative weight of (68%) in the second place with a high degree of approval.

4. Discussion

Testing the research hypotheses and discussing the results

Testing two study variable relationship hypotheses. There are two sorts of hypotheses: - Null hypothesis: No statistically significant association exists between two research variables.

Alternate hypothesis: Two research variables are statistically related.

The null hypothesis cannot be rejected if the P-value exceeds 0.05 a. Thus, the two research variables have no statistically significant relationship, but if (Sig.) the P-value is less than 0.05, the null hypothesis is rejected and the alternative hypothesis is accepted.

a. Factor analysis of the research variables

The researchers relied upon verifying the confirmatory structural validity of the scales using the confirmatory factor analysis method, which is one of the applications of structural equation modeling. The application of this method relied on the statistical program (Amos V.24), and the goal of the researchers conducting this test is to know that the data obtained from the questionnaires fit the structural model for measurement and evaluation. In the structural model resulting from the outputs of the confirmatory factor analysis, the parameter estimates are considered feasible and acceptable if their evaluations exceed the threshold of 0.40%. The larger the standard error, the less dependence we have on the parameters. Statistics and vice versa are interchangeable. The statistical significance of parameter estimates is determined by evaluating the critical ratio (C.R.), which measures the significance of parameter estimates. Parameter estimates are considered significant if the C.R. exceeds 1.96 at the 0.05 significance level or 2.56 at the 0.01 significance level. The citation (Holtzman & Sailesh 2011:13) refers to a specific source where the information can be found. Fit indices serve as criteria for assessing the level of fit and the validity of the structural model obtained. The Chi-Square (2) index has the highest significance level among its peers. If the value of the fit index relative to the degrees of

freedom falls within the prescribed range, most of the values of the other fit indices also fall within the ideal range, as shown below in Table (7):

Table 7: Indicators and rule of goodness of fit for structural modeling equation

	Indicators	Match quality rule
1	The ratio between the values of X2 and the degrees of freedom df	Less than or equal to 3
2	Goodness of Fit Index (GFI)	Greater than or equal to 0.90
3-	Comparative Fit Index (CFI)	Greater than or equal to 0.95
4-	Root Mean Square Error of Approximation (RMSEA)	Less than 0.05 or 0.08

Source: Hair, J. F., Hult, G. T. M., Ringle, C. M., & Sarstedt, M. (2017) "A Primer on Partial Least Squares Structural Equation Modeling (PLS-SEM)," 2nd Ed. Thousand Oaks, CA: Sage, p.289.

Based on these indicators, the proposed data model is either accepted or rejected, as it is noted that all calculated indicators are consistent with the standard indicators, meaning that the proposed model is compatible with the real model in the application.

Table (8) Confirmatory factor analysis of proactive personality and crisis management

Items	Path	Elements	Estimate	S.E.	C.R.	P
Confirmatory factor analysis of proactive personality						
PE1	<---	Perception	.759	.069	12.588	***
PE2	<---		.850	.061	15.418	***
PE3	<---		.875	.063	16.334	***
PE4	<---		.805	.066	13.910	***
PE5	<---		.844			
PR1	<---	Perseverance	.669	.083	9.457	***
PR2	<---		.799	.080	11.860	***
PR3	<---		.814	.078	12.153	***
PR4	<---		.861	.084	13.114	***
PR5	<---		.800			
IM1	<---	Implementation	.837	.061	15.079	***
IM2	<---		.807	.062	14.085	***
IM3	<---		.774	.064	13.094	***
IM4	<---		.888	.056	17.015	***
IM5	<---		.883			
Confirmatory factor analysis for crisis management						
CR1	<---	Crisis Response	.842			
CR2	<---		.889	.063	17.224	***
CR3	<---		.847	.060	15.567	***
CR4	<---		.817	.070	14.528	***
CR5	<---		.895	.063	17.493	***
CO1	<---	Communications	.837			
CO2	<---		.882	.074	15.199	***
CO3	<---		.823	.076	13.545	***
CO4	<---		.806	.081	13.104	***
CO5	<---		.854	.072	14.405	***

RM1	<---	Resource Mobilization	.879			
RM2	<---		.834	.068	14.863	***
RM3	<---		.790	.068	13.467	***
RM4	<---		.776	.070	13.052	***
RM5	<---		.808	.069	14.018	***

Researchers have generated this document Based on (statistical results) utility program (amos.24).

b. Testing the first hypothesis: A significant relationship exists between proactive personality and crisis management in the hospital under study. To test this hypothesis, the researchers used structural equation modeling, and the figure below illustrates this:
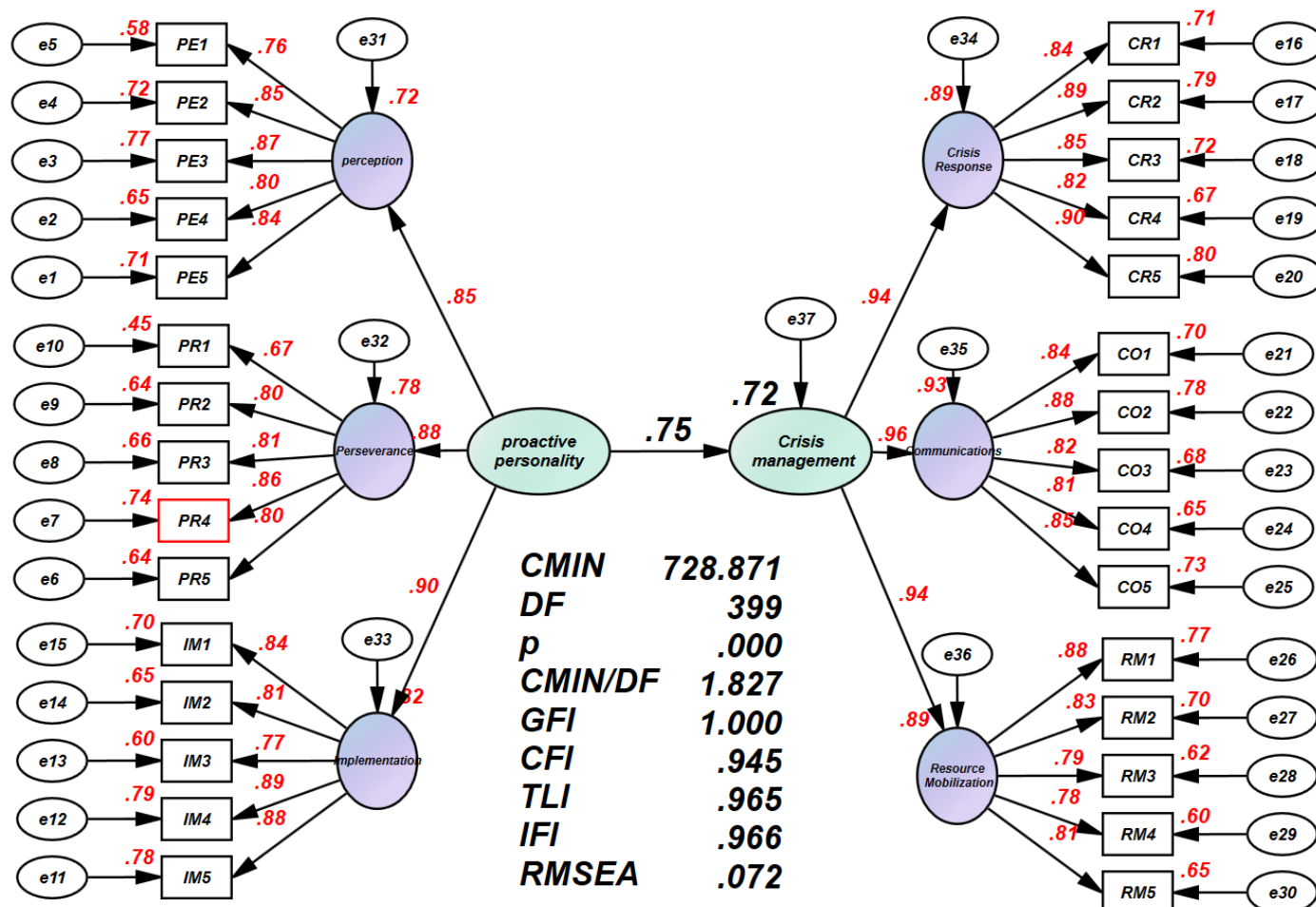

Figure No. (2) The relationship of influence between proactive personality and crisis management
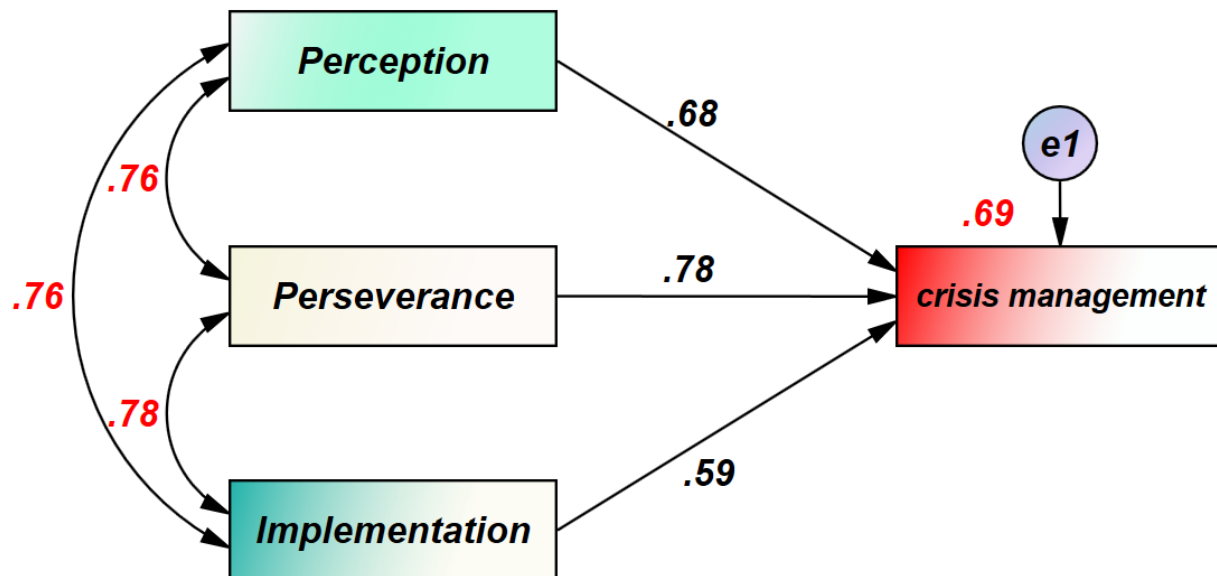
Table No. (9): The relationship between proactive personality and crisis management

			Estimate	S.E.	C.R.	R^2	P	Label
Crisis management	<---	proactive personality	0.752	0.239	2.987	0.77	0.006	Accept the hypothesis

Researchers have generated this document Based on (statistical results) utility program (amos.24).

It is noted from the figure above that there is an effect of the proactive personality and crisis management in the hospital under study, as the effect

parameter reached (0.752) for one unit of change in crisis management, in addition to the fact that the change in the proactive personality explains (0.77) of the improvement in crisis management. At the same time, the remaining percentage of (0.23) is due to other factors outside the research model, in addition to the significance of the effect because the achieved significance level of (0.006) is less than the standard significance level of (5%) assumed for social sciences according to (Hair et al., 2010). The researchers attribute this to the fact that the proactive personality among the workers in the hospital under study seeks to confront and challenge difficulties, works to generate new and efficient ways to deal with crises, can transform ideas into tangible actions, can control and solve problems and crises, implements work within a series of organizational programs to manage the organization, and thinks hard to find the necessary solutions and implement them to eliminate crises, all of which would help the hospital under study The subject of research is to solve the crises that it is exposed to. To know the impact of the dimensions of the proactive personality on crisis management, the researchers conducted the following tests:

Researchers have generated this document Based on (statistical results) utility program (amos.24).

Figure No. (3): The relationship of influence between (dimensions) of the proactive personality and crisis management

Table No. (10): The relationship of influence between (dimensions) of the proactive personality and crisis management

			Estimate	S.E.	C.R.	R²	P	Label
Crisis management	<---	Perception	0.683	0.048	1.984		.038	Accept the hypothesis
Crisis management	<---	Perseverance	0.782	0.020	2.294	0.76	.025	Accept the hypothesis
Crisis management	<---	Implementation	0.585	0.095	2.898		.014	Accept the hypothesis

Researchers have generated this document Based on (statistical results) utility program (amos.24).

5. **Conclusion**

It is noted from the table and figure above that the three hypotheses are accepted:

a. There is an influential relationship between the perceived proactive personality and crisis management in the hospital under study, as the influence parameter reached (0.683) for one unit of change in crisis management, in addition to the significance of the influence because the achieved significance level of (.0380) is less than the standard significance level of (5%) assumed for social sciences, as this result indicates the role played by the perceived proactive personality among workers in crisis management and its enhancement in the hospital under study by seeking to confront and challenge difficulties, and working to generate new and efficient ways to address crises, can transform ideas into tangible actions, identifies and seizes treatment opportunities before others, can generate new ideas and transform them into actions with purposeful applications.

b. There is an influential relationship between the proactive and persistent personality and crisis management in the hospital under study, as the influence parameter reached (0.782) for one unit of change in crisis management, in addition to the significance of the influence because the achieved significance level of (.0250) is less than the standard significance level of (5%) assumed for social sciences, as this result indicates the role played by the proactive and persistent personality among workers in crisis management and its enhancement in the hospital under study by always working to make changes aimed at achieving success, relying on a full connection to the goals of success in its work, being able to control and solve problems and crises, in addition to working to enhance growth and lead the situation.

c. There is an impact relationship between implementation and crisis management in the hospital under study, as the impact parameter reached (0.585) for one unit of change in crisis management, in addition to the significance of the impact because the achieved significance level of (.0140) is less than the standard significance level of (5%) assumed for social sciences, as this result indicates the role played by the proactive personality among workers in crisis management and its enhancement in the hospital under study, working to implement work based on interconnected and coordinated work stages, implementing work within a series of organizational programs to manage the organization, accomplishing and implementing what is required of work with high self-confidence, transforming and implementing ideas and initiatives into a practical reality, in addition to thinking hard to find the necessary solutions and implementing them to eliminate crises.

In addition, the change in the dimensions of the proactive personality (perception, perseverance, implementation) explains a percentage of (0.76) of the improvement in crisis management. In contrast, the remaining percentage (0.24) is due to other factors outside the research model.

6. Recommendations and suggestions.

Fostering initiative: Establishing an organizational culture that fosters employees' contributions of innovative solutions to prospective challenges.

a. Open communication: Fostering the exchange of information and opinions by establishing effective communication channels between all administrative levels and employees.

b. Ongoing training: Conducting consistent training programs for employees to enhance their proactive skills and crisis management abilities.

c. Acknowledging success: Showing appreciation and recognition for employees who take proactive measures and achieve favorable outcomes.

d. Comprehensive analysis: Conduct a thorough evaluation of the potential hazards the hospital may encounter, including those that are either natural (e.g., natural disasters) or artificial (e.g., accidents, epidemics).

e. A variety of scenarios: The development of multiple scenarios for potential crises and the identification of the potential repercussions of each scenario.

     f.   Weakness identification: Identifying the hospital's current systems and procedures and implementing measures to mitigate them.

     g.   Consistent training: Conduct routine emergency exercises to ensure all personnel are adequately equipped.

     h.   Multiple communication channels: Establishing multiple and effective communication channels between all stakeholders, including employees, patients, their families, and government agencies.

     i.   Material resources: Providing the requisite resources to execute emergency plans, including medical apparatus and medications.

     j.   Partnership agreements: Establish partnerships with hospitals and other institutions to facilitate the exchange of resources and expertise.

     k.   Monitor advancements: Keep up with the latest developments in crisis management and implement global best practices.

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