

THE RELATIONSHIP BETWEEN STRATEGIC PLANNING AND CRISIS MANAGEMENT-A CASE STUDY AT SOUTHERN TECHNICAL UNIVERSITY

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ABSTRACT

This study aims to find out the relationship between the practice of strategic planning methods and crisis management at Southern Technical University. An explanatory sequential design was used, where unstructured interviews were conducted with experts and specialists to prepare a questionnaire, followed by structured interviews to interpret the results. A simple random sample was selected that targeted a group of employees at the upper and middle administrative levels. It amounted to 191 employees, and 181 valid questionnaires were retrieved for analysis. The data was analyzed using the (SPSS) program. The results showed a statistically significant effect of practicing strategic planning methods on crisis management among workers at these levels, and the level of practicing strategic planning methods was moderate. The field of business analysis ranked first in terms of the level of practicing strategic planning methods. The level of crisis management among workers was average, as the field of learning ranked first in terms of the level of crisis management. The study concluded that practicing strategic planning methods is important in enhancing the university's ability to manage crises effectively. It also recommended that the Southern Technical University focus on improving the level of strategic planning and crisis management practice among its employees. In the context of the recommendations, the study indicated the need to organize training programs for employees on how to practice strategic planning methods in crisis management, provide the necessary resources to improve the level of crisis management among employees, and conduct more studies on the impact of strategic planning methods on crisis management in various institutions.

Keywords: strategic planning; Crisis Management; Southern Technical University.

INTRODUCTION

Many educational institutions and organizations, especially Southern Technical University, face significant challenges in dealing with escalating crises and ongoing transformations. Strategic planning is considered an essential tool that can contribute to enhancing the ability of these institutions to manage crises effectively. Southern Technical University is a cornerstone of providing educational services to the local community. As challenges and emergencies increase, it becomes necessary to study how the implementation of strategic planning methods affects crisis management within this university.

The field of crisis management is considered one of the modern administrative specialties. The foundations, concepts, dimensions and various aspects of this field have developed and

flourished significantly in recent decades. This may be attributed to the prevalence of crises faced by both countries and institutions. Researchers in this field continue to explore appropriate foundations, methods, strategies, procedures, and tactics for crisis management. This transformed the field of crisis management into a science and an art, aiming to develop concepts capable of confronting crises in their various forms and types (Abu Fara, 2018).

Here, the organization's ability to absorb any crisis, regardless of its size or impact, emerges through its understanding of the rapidly changing variables in its external environment. Whether these variables are related to economics, politics, or technological progress, it is essential for any organization to identify elements of the external environment that require special attention. This, in turn, depends on the nature of the organization and the field in which it operates. With regard to the organization's internal environment and its importance in confronting crises, each organization must develop strategies that require analyzing the internal environment based on standards that conduct a comprehensive study of all elements of this environment. This is crucial for assessing the readiness of its human and material elements to confront crises of various types and impacts (Hashlamon, 2023).

Strategic planning is a type of planning that supports managers in carrying out work more effectively. It enhances managers' awareness of their goals and the means to achieve them, which helps organizations set priorities and adapt to environmental changes. It helps managers direct business operations to achieve smooth and timely completion. Strategic planning also creates an enabling environment to achieve goals. In view of the rapid developments in the field of educational services and the endeavor to keep pace with these developments to ensure business continuity, educational institutions, especially universities, have sought to use strategic planning to resist challenges and avoid crises (Masharqa, 2022). Since strategic planning is considered one of the modern methods that help educational institutions face challenges by preparing qualified and skilled leaders, many researchers have directed their efforts towards studying the environmental factors that institutions, especially educational institutions, must take into account and analyze when engaging in the planning process through... Apply strategic planning methodologies. The field of educational services has become a hotbed for study and development, and receives wide interest in scientific research in various fields, especially in enhancing administrative performance within educational institutions. The professional growth of senior management should be an important consideration for decision makers when formulating plans, as planning has become one of the most scrutinized areas, especially in the leadership field, with special emphasis on strategic planning as a vital means of identifying and formulating basic strategic directions and issues (Abo Osba , 2017).

Based on the need for innovative solutions in preparing for crises, there is an urgent need for strategic planning, as it helps organizations adopt a scientific approach to determine their future options and goals. In addition, it directly contributes to predicting events, preparing for them, and taking all necessary measures to confront them. Moreover, strategic planning aims to enhance organizational performance by identifying core issues, efficiently anticipating challenges under emergency conditions, and adapting to developments in the surrounding environment. Therefore, the educational services sector in Iraq is in urgent need of benefiting from the creative solutions provided by strategic planning and its methodologies for dealing

with crises. Recognizing the importance of strategic planning methods and their impact on crisis management, this study seeks to identify the concept of strategic planning, its methodologies, the obstacles that may hinder its use, and its impact on crisis management at the Southern Technical University, while proposing ways to address these obstacles. To achieve the objectives of the study, it was divided into four sections:

The first section: - Research methodology

The second section: - Theoretical framework for the research

The third section: - Practical framework for research

The fourth Section: - Conclusions and recommendations

The first section: - Research Methodology

1-1 Research problem and questions

Educational institutions, especially Southern Technical University, face increasing challenges in dealing with various crises and emergencies, requiring effective strategies to address them. Southern Technical University is an Iraqi government technical university that contributes to providing educational services. Adopting strategic planning practices is crucial to enhancing preparedness and effective response of employees during crisis management. However, it remains unclear how the adoption of these practices impacts crisis management in the context of Southern Technical University. This study stands at a crossroads that needs to be explored, with the aim of examining the potential impact of applying strategic planning practices on the ability and preparedness of employees in crisis management. The goal is to strengthen organizational capabilities, improve effectiveness in facing emergency challenges, and enhance the delivery of educational services under exceptional circumstances. The main question driving the study was the extent of the impact of applying strategic planning practices on crisis management at Southern Technical University, while identifying obstacles and proposing ways to overcome them.

Based on the above, the research aims to answer the following questions:

1. Is there a statistically significant effect of applying strategic planning methods on crisis management at Southern Technical University?
2. What is the level of application of strategic planning methods at Southern Technical University?
3. What is the level of crisis management at Southern Technical University?

1-2 Research importance

The importance of this study lies in the following aspects:

- **Practical importance:** This study is of great importance given the increasing challenges faced by educational institutions, especially Southern Technical University, in dealing with a variety of crises and emergencies. The pressure is increasing on these institutions to quickly adapt to changing scenarios, which requires enhancing capabilities and readiness to deal with exceptional circumstances. In this context, the importance of practicing strategic planning methods for crisis management at Southern Technical University is highlighted. These methods reflect the university's ongoing strategic efforts to improve the effectiveness of its response and enhance crisis management, which contributes to organizational capacity and

effective response by employees to emerging challenges. By analyzing the impact of strategic planning practices, the study can contribute significantly to improving crisis preparedness and response, thus providing valuable recommendations for Southern Technical University to enhance its effectiveness in crisis management.

- **Scientific importance:** This study deals with the impact of strategic planning methods on crisis management at Southern Technical University. This topic is considered pivotal in the context of scientific research due to the ongoing transformations in the educational environment and the increasing challenges that educational institutions face in dealing with crises. The study seeks to understand the effective impact of these methods on employees' ability and readiness to manage crises efficiently. Focusing on these scientific aspects allows the development of new theories and valuable research contributions in the field of crisis management and enhancing the organizational capacity of educational institutions. In addition, the study provides an opportunity to explore the relationship between strategic planning and crisis management in the context of an effective educational organization such as Southern Technical University. The research findings and resulting recommendations can form the basis for developing an advanced scientific approach to enhance the readiness and effectiveness of educational institutions in facing emerging challenges and managing crises more effectively.

1-3 Research objectives

Based on the problem and research questions and its importance, the research objectives can be determined through the following points:

1. Explain the impact of applying strategic planning methods on crisis management at Southern Technical University?
2. Identify the level of application of strategic planning methods at Southern Technical University?
3. Identify the level of crisis management at Southern Technical University?

1-4 Hypothetical research model

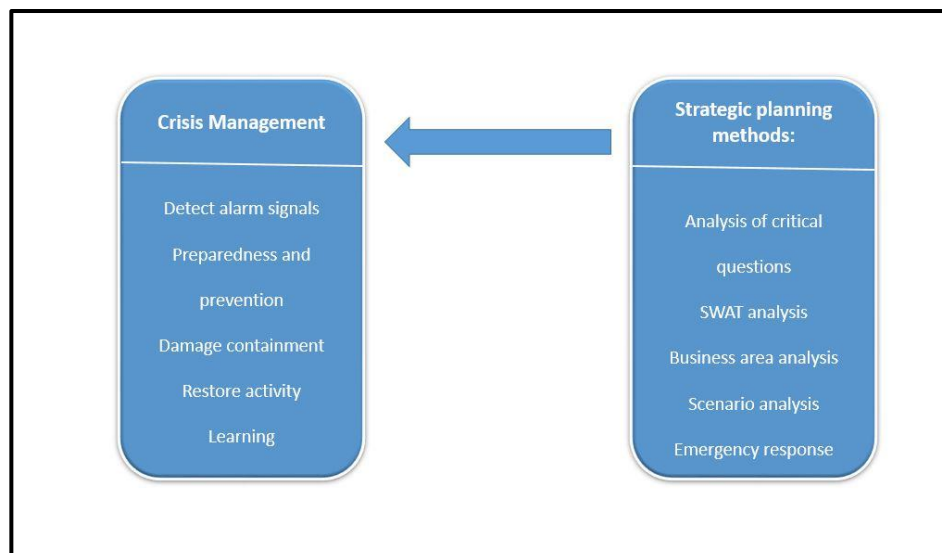


Figure (1): Hypothetical research model

1-5 Research hypotheses

Based on the research questions, the research hypotheses can be formulated as follows:

- The first hypothesis (H1): There is a statistically significant effect of applying strategic planning methods on crisis management at Southern Technical University.
- Second hypothesis (H2): The level of application of strategic planning methods varies at Southern Technical University.
- Third hypothesis (H3): The level of crisis management varies at Southern Technical University.

1-6 Research method

1-6-1 Research population and sample

The study population included employees at the upper and middle administrative levels at the Southern Technical University, who numbered (380), according to statistics from the Southern Technical University. A simple random sample was chosen, targeting a group of employees of the Southern Technical University at the upper and middle administrative levels. It included (191) individuals, based on (Sekaran & Bougie, 2016), which provided a table showing the appropriate sample size for the number of community members who meet the characteristics required for interrogation. After the questionnaire form was distributed to them and retrieved, it was found that there were (10) questionnaires that were not suitable for statistical analysis, and therefore the number of questionnaires retrieved and capable of statistical analysis was (181) questionnaires, representing (48%) of the study population.

1-6-2 Research tool and measure

To achieve the objectives of the study, the researcher conducted unstructured interviews with a group of experts and specialists to obtain input into preparing the questionnaire. After that, the researcher developed the questionnaire, and it was constructed and refined through the use of unstructured interviews, literature review, and previous studies. The questionnaire consisted of 46 items divided into the following dimensions: (strategic planning methods, crisis management). Strategic planning methods were also divided into the following areas: (critical question analysis, strengths and weaknesses analysis (SWAT), business areas analysis, scenario analysis, and emergency response). Crisis management includes the following areas: (detecting warning signals, preparedness and prevention, containing damage, recovery, and learning). The researcher then conducted structured interviews to interpret the results.

1-6-3 Statistical methods used in research

The researcher analyzed the study data after applying the tools to the sample members using SPSS. This included extracting frequencies and relative weights, calculating means, standard deviations, Cronbach's alpha test, Pearson correlation coefficient, t-test, and one-way analysis of variance.

1-6-4 Research Methodology

In this study, the researcher used an explanatory sequential design (Creswell, 2016). Unstructured interviews were conducted as a qualitative tool with a group of experts and

specialists to help prepare the questionnaire. The researcher then conducted structured interviews to interpret the results.

1-7 Research terms

Strategic planning: It is the process of defining the main objectives of an institution or organization and determining effective means and methods to achieve those objectives in a sustainable manner. Strategic planning includes analyzing the organization's internal and external environment, identifying opportunities and challenges, and formulating the organization's vision and mission. During this process, key goals and key actions are identified to help achieve those goals (David, 2015).

Researchers define strategic planning in terms of operations as the process of using tools and techniques in a practical way to develop clear-cut plans and strategies aimed at enhancing the employee's ability to deal with crises, benefit from the processes of setting long-term goals, and analyzing the external and internal environment. And formulate detailed plans to achieve those goals. It is considered an integrated process that includes analyzing the environmental conditions that the university is dealing with and identifying the challenges and expected opportunities in the field of crisis management.

Strategic planning methods: refers to the methods and techniques used to develop and implement strategic plans within organizations. These methods vary and include several elements, such as environmental analysis, goal setting, strategy definition, and implementation planning. Strategic planning methods can include the use of tools and techniques such as SWOT analysis, PESTEL analysis of political, economic, social, technological, environmental and legal factors, and techniques such as core competency analysis and strategic mapping (Wheelen et al., 2017).

Practically, the researcher defines strategic planning methods as a set of tools and techniques that organizations follow to determine their strategic goals and formulate effective plans that affect the achievement of these goals. This includes interacting with the organization's internal and external environment, analyzing strengths and weaknesses, and identifying opportunities and challenges. It also includes using techniques such as SWOT analysis to identify internal capabilities and strategic opportunities, and to map out the vision and long-term goals you aim to achieve in the context of crisis management.

Crisis management: refers to the processes and strategies adopted by organizations and institutions to deal with emergency events and crises, whether natural or resulting from human or technological events. Crisis management aims to reduce the negative impact of these events on the organization or society and includes the processes of analysis, preparedness, response, and recovery (Coppola, 2015).

Practically, the researcher defines crisis management as the strategic and tactical process that leaders and managers in an organization follow to understand, evaluate, and respond to crises. This includes the plans, procedures and organization necessary to confront various emergencies and crises. Crisis management involves activating emergency plans, analyzing the situation, coordinating the response, assessing damage, and making critical decisions to

effectively deal with emergency situations. The operations aspect includes the details of implementing these plans and ensuring effective coordination of teams and resources to meet challenges.

The Southern Technical University is a government technical university established in the academic year 2014-2015 and affiliated with the Iraqi Ministry of Higher Education and Scientific Research and headquartered in Basra Governorate. This development comes based on the requirements of scientific and technical expansion in southern Iraq, to be an important addition to its counterparts from technical and academic universities The Spread Throughout Iraq, the university included the following colleges and institutes at the beginning of its establishment:

Engineering Technical College - Basra

Administrative Technical College - Basra

Health and Medical Technologies College - Basra

Technical Institute - Basra

Technical Institute - Nasiriyah

Technical Institute - Shatra

Technical Institute - Amara

Technical Institute - Qurna

After that, the university expanded in response to the requirements of the labor market and the urgent need of our southern regions to enrich the scientific and technical arena with technical and engineering cadres, which included the opening of the College of Graduate Studies, to be truly an important addition to the university students in fulfilling their desire to complete their higher studies. In the same vein, the Technical College was opened in Dhi Qar Governorate with its two branches, Electromechanics, as well as Accounting techniques, then the Technical College of Maysan opened with its branches of electromechanics and building and construction engineering. After that, the College of Technology of Shatrah opened its branches of medical laboratory techniques and techniques of tissue cultivation and medicinal plants. Despite all this, the university is continuing to introduce its students to the labor market, whether in the government or the private sector, in the manner it deems appropriate by qualifying them. Scientifically and technically to be able to meet those needs and enhance their scientific standing.

The second section: - Theoretical framework for the research

Introduction: The vital relationship between the methods of strategic planning and crisis management among employees at the Southern Technical University in enhancing the organization's ability to adapt and respond to emerging challenges is an important topic. It is essential to understand how strategic planning techniques can serve as a powerful incentive to enhance employees' abilities to deal effectively with emergency situations. The impact of strategic planning practice lies in setting long-term goals and developing detailed plans that enhance preparedness and response to crises. Under these methods, potential threats are analyzed and strategic opportunities are identified to enhance preparedness and response. Integrating and implementing these processes effectively allows for increased employee

awareness of emergency scenarios and enhances their ability to make quick and informed decisions. Furthermore, the research demonstrates how strategic planning methods can contribute to the activation of educational teams and the integration of resources to enhance a community's overall effectiveness in dealing with emergencies. This effective integration between strategic planning and crisis management allows for enhanced staff response and improved ability to address emergency situations in an integrated and coordinated manner.

2-1 Strategic Planning

2-1-1 Concept and definition of strategic planning

Today's educational services organizations operate in a rapidly changing environment characterized by a high degree of complexity. They provide their services in a political, social, economic, technological and cultural environment that is becoming more complex every day, and the opportunities available are completely changing. Educational organizations are also affected by the tremendous and rapid development witnessed in today's world, which complicates their ability to achieve their goals and necessitates their adaptation to their internal and external environment in order to continue and grow. Here the need for strategic planning becomes more clear and urgent, as it is the method that enables officials to direct the organization from mere routine administrative operations and responding to crises to a different vision of the internal and external dynamic factors capable of achieving change in the environment surrounding the organization, which ultimately leads to better effective management of the organization.

The concept of strategic planning was introduced during World War II, where it was first used in a military context, then applied in the business world, and then applied to other levels of life. Strategic planning essentially contains a set of tools, processes and concepts arranged to help managers, leaders and planners think and act strategically. At the same time, it contributes to developing the organization and developing an effective strategy for it. Therefore, strategic planning is very important for the development of service organizations. Strategic planning is one of the most important and prominent emerging topics in management science in recent times. It is a continuous process related to the future and depends on expectations of the external and internal environment, levels of performance in the past, present and future, and evaluating opportunities and risks by setting goals, strategies and policies. Despite the decline in the popularity and impact of strategic planning in the 1980s, during the 1990s strategic planning regained the reputation it had lost in the past, as analyzes showed that the overall relationship between planning and official performance is significantly positive. The availability of a clear and sound understanding of the importance of strategic planning by decision makers in service organizations has become a necessity for the success of the administrative process for any business, activity or skill. This is so that these organizations can remain steadfast in the face of the currents of change in a scientifically sound way to practice the various administrative processes as planned in advance. Strategic planning has become a necessity that must be undertaken and worked within in service organizations (Marzouq, 2020).

Strategic planning is a vital and constantly evolving topic in management science. Major organizations and institutions are showing remarkable interest in this field by integrating the

concept of strategic planning with its flexible and advanced tools and methods to develop what is known as long-term planning systems. Perhaps the most important reasons that prompted organizations to move in this direction are the indicators that indicate that the failure rate in organizations that use strategic planning is much lower than those that do not use it. Strategic planning is a systematic effort to arrive at key decisions and activities that focus on the future of the organization (Qaralah, 2015).

Strategic planning is defined as the process by which long-term objectives are identified, followed by the derivation of medium- and short-term objectives, and then transformed into policies, procedures, rules, programs, activities and implementation plans. The organization analyzes local and global conditions, studies external variables represented by opportunities and threats that may affect its work, diagnoses its internal environment and evaluates its capabilities to determine its strengths and weaknesses. It then develops strategies that the organization seeks to adapt to previous data, such as exploiting opportunities and overcoming potential threats to maintain its continuity (Moshref& Towej, 2017).

Accordingly, the researcher can define strategic planning as the process of using tools and techniques in a practical way to develop sound plans and strategies aimed at enhancing employees' ability to deal with crises. It includes the use of setting long-term goals, analyzing the external and internal environment, and formulating detailed plans to achieve those goals. It is an integrated process that includes analyzing the environmental conditions that the organization is dealing with, and identifying the expected challenges and opportunities in crisis management.

2-1-2 Advantages of strategic planning

Strategic planning is characterized by several features that can be summarized in (Karkhi, 2014):

First, long-term effects: Strategic planning seeks to bring about major changes in the organization, and for the results of these changes to appear, it requires great costs and efforts and a long period of time.

Second, broad participation: The practice of strategic planning requires the participation of all departments in the organization at all levels, taking into account the needs, desires and aspirations of stakeholders.

Third, flexibility: Strategic planning must be flexible enough to deal with any expected or sudden changes.

Fourth: Harnessing latent energies and resources/ Strategic planning seeks to achieve the organization's goals by harnessing all of the organization's energies and internal and external resources.

Fifth: The Future: Strategic planning begins as a futuristic approach to determining the future goals of the organization, despite relying on previous indicators and current data to understand the reality of the organization.

Sixth, prioritizing options/ Strategic planning determines the options that the organization adopts in its executive plan, in addition to setting priorities and prioritizing executive programs.

2-1-3 Importance of strategic planning

Given the circumstances and changes that organizations face in their internal and external environments, the need for strategic planning has become urgent and critical. The focus on economic freedom, the openness of global markets to each other, the rapid changes in the environment in which the organization operates, and the entry of large organizations with their financial and technological weight into the markets, are all factors that increase the burden on the organization, which prompts the organization's management to find an effective solution (Hasab Nabi, 2018).

The importance of strategic planning is that it allows the organization's employees to participate in decision-making, which gives them a sense of accomplishment as a result of their influence on leadership and effectiveness. It also allows assessing the impact of external environmental factors on management, identifying imposed constraints and access possibilities that contribute to the effectiveness of the organization, and provides a framework to guide management in decision making (Abd AlMalek, 2019).

There are several factors that prompt organizations to consider strategic planning. This can be summarized as follows (Manasra, 2019):

First, the continuous change in the environment surrounding organizations and the increase and overlap of factors affecting the organization's external environment.

Secondly, the rapid technological progress that has led and continues to lead to noticeable changes in the work environment of organizations and determines the nature of their work.

Third, the expansion of markets and the diversity of their characteristics have led to the need for organizations to adopt comprehensive strategic planning for all factors affecting the markets they target.

Fourth: Scarcity of resources and the necessity of distributing them according to importance and priorities. This requires strategic planning that enables organizations to use their available resources rationally to meet their needs and achieve their goals.

Fifth: The increasing intensity of competition at all local, regional and global levels, and the emergence of new competitors, which necessitated the preparation and development of strategic plans to confront future challenges.

Finally, there is a noticeable weakness in institutional performance, when the actual results are far from the expected results, and the gap is wide between what was achieved in the current year compared to what was achieved in previous years.

2-1-4 Objectives of strategic planning

The objectives of strategic planning can be summarized in (Abd Al Hamed, 2020):

First: Determine the mission and vision that provide the organization with its main idea.

Second: Defining strategic objectives and anticipating the strategic issues associated with them.

Third: Making the most possible use of the resources available in the organization, with the need to work on directing and integrating various administrative and executive activities.

Fourth: Contributing to the preparation of important cadres in senior management, and enhancing the effectiveness of communication with different groups in the organization's environment internally and externally.

2-1-5 Dimensions/methods of strategic planning

There are a variety of methods used in building and preparing strategies within an organization. This can be summarized as follows (Mutiri, 2021):

Firstly, the critical question analysis method is a strategic planning method used to determine the organization's purposes and goals, as well as how to achieve these goals effectively. It includes understanding the current situation of the organization and assessing the nature of the environment in which it operates.

Secondly, the SWOT analysis method, which serves as a strategic planning tool that works to align the organization's internal capabilities with environmental conditions by analyzing strengths, weaknesses, opportunities and threats.

Third: The method of analyzing business areas, which focuses on identifying the areas that the organization chooses for its activities. This includes identifying and studying the organization's competitive potential in various business fields, exploring ways to enhance its competitive position, and evaluating the possibility of entering other fields to achieve future gains and benefits.

Fourth: The scenario planning method, where scenarios are considered important strategic tools. Scenarios are built assuming limited predictive power, developing a range of potential possibilities and appropriate actions for each. This method provides a comprehensive vision of the future of the organization and is considered an essential aspect of studying the organizational environment in strategic planning.

Fifth: Emergency method, which becomes necessary when uncertainty prevails in the external environment. It includes the continuous preparation of alternative plans to face unexpected or exceptional circumstances. Here plans are based entirely on changing circumstances.

2-1-6 Obstacles to strategic planning

Since the strategic planning process is the core of strategic management, it faces several obstacles. The most important of them include (Salem, 2015):

- Limited resources available.
- The large amount of time required to prepare strategic planning.
- High costs associated with implementation.
- Lack of comprehensive understanding of the steps of strategic planning among the various individuals responsible for it.
- The absence of effective supervision during the implementation of the strategic planning process in the organization can be attributed to a lack of clarity of responsibilities or the presence of weaknesses in the organizational structure.
- The continuous technological changes in the field of business, where organizations carry out their various activities, contribute to the complexity of the strategic environment. This complexity arises from the lack of necessary compatibility between the organization's internal and external environment amidst increasing competition from other organizations.

2-2 Crisis Management

2-2-1 Concept and definition of crisis management

It is undeniable that we live in a world of crises. This is due to the many changes that have occurred in the political, economic, demographic and environmental fields, which have affected human life within social and organizational entities. It is now widely recognized that the main challenge facing individuals, organizations and nations is a series of crises that vary in nature and scale. These crises can lead to difficulties, problems, and a collapse in values, beliefs, and assets. Therefore, confronting crises and raising awareness about them through strategic planning for all businesses is necessary to avoid further material and moral losses (Mutiri, 2021).

Crisis management literature indicates that the concept of crisis originated in the field of medical science. It indicates a critical moment in the patient's illness characterized by difficulty, danger, and anxiety. A decisive decision must be made at this stage, which can lead to either improvement or deterioration of the patient's condition within a relatively short period of time. Since then, the use of the concept of crisis has spread to the social, political, economic, psychological and administrative sciences. This is due to the increasing frequency and diversity of crises around the world. The concept of crisis has different meanings and connotations in each of these areas. Crisis management has become a topic of interest for researchers in the field of administrative sciences. Some have focused on the concept of the crisis itself, its dimensions, characteristics and stages. Others have specialized in strategic crisis planning, crisis decision making, crisis communications and information, crisis information systems, and crisis leadership, among other topics. All of this indicates the importance of this issue from an administrative perspective, which of course has social, behavioral and psychological implications. Administratively, the concept of crisis refers to a turning point in the life of an administrative entity, for better or for worse. It creates a state of instability and causes a decisive change in the course of action. It is accompanied by desirable or undesirable results (Jabari, 2017).

Crisis management is defined as a method of dealing with emergency situations and planning for situations that cannot be avoided or for which anticipated preparations can be made. This management method is applied to deal with these situations when they occur or before they occur, with the aim of controlling the consequences and subsequent damages that may result from the failure that leads to that result, damage, or loss (Lami & Isawi, 2015).

Batrash and Masrof (2020) define crisis management as a set of steps and procedures to resolve a crisis that deals with an unstable and abnormal situation. It includes many planning and decision-making processes aimed at minimizing damage to the greatest extent possible.

The researcher can define crisis management as the strategic and tactical process followed by leaders and managers in the organization to understand, evaluate, and respond to crises. This includes the plans, procedures and organization necessary to deal with various emergencies and crises. Crisis management includes activating emergency plans, analyzing the situation, coordinating the response, assessing damage, and making critical decisions to deal effectively with emergency situations. The operations aspect includes the details of implementing these plans and ensuring effective coordination of teams and resources to meet challenges.

A crisis situation has different features and qualities that may vary from one organization to another. It can be summarized as a problematic situation, where events are characterized by uncertainty and surprise in their timing, which threatens the normal course of the organization, and the type of resulting effects may not be accurately discerned. In addition to information scarcity, which refers to the lack of necessary and necessary information when a crisis occurs, which hinders proper crisis management and hinders the ability to make informed decisions. In the same vein, attracting public attention and working under many pressures are noteworthy aspects. Confronting crises requires making a series of decisions in a short period of time in a work environment characterized by internal and external pressures. Speed in decision-making is essential in conditions of uncertainty where there is not enough time to analyze and study crises, which ensures successful crisis management. Moreover, crises usually have multiple and multidimensional impacts at all levels within an organization, which may lead to an increased extent of damage, requiring longer time and increased effort to recover from the effects of the crisis (Agwa & Farid, 2018).

2-2-2 Reasons for the emergence of the crisis

The emergence of a crisis is due to the interaction of a group of factors and circumstances that may be complexly intertwined and interact, leading to a state of instability or tension. The reasons for the emergence of the crisis can be summarized as follows:

First, economic factors, as there may be a deterioration in the economy that leads to a decrease in economic growth, an increase in unemployment rates, fluctuations in labor markets and prices, and a decrease in income. For individuals and companies.

Secondly, social factors, where social transformations such as discrimination or tensions between certain groups, or the absence of social justice, play a role in worsening conditions and forming crises.

Third, political factors, the influence of political decisions, and political instability can contribute significantly to the emergence of crises, whether at the local or international level.

Fourth, natural conditions, and natural disasters such as earthquakes, floods and hurricanes, can be major causes of crises, leading to huge losses of life and property.

These factors may intertwine and interact with each other to create a context that enhances the conditions for crises to occur (Deeb, 2014).

2-2-3 Objectives of crisis management

The goals of crisis management are diverse and can be summarized in two main goals (Abd Al Hamed, 2020):

First, the emphasis is on eliminating the causes of crises and reducing their destructive effects, by mobilizing organizational forces and using all available methods and techniques, while taking appropriate precautions.

Second: Working to design a new, effective organizational model within the organization to address the crisis when it occurs in a way that reduces its effects and helps restore balance and activity.

2-2-4 Crisis management strategies

Crisis management includes different strategies, including traditional and contemporary methods. These strategies adopted by management in dealing with crises in their various stages can be classified into reactive strategies and proactive strategies. In modern management, there is a recognized need for proactive preparation and effective preparedness for crises before they occur. Reactive strategies, which focus only on dealing with a crisis after it has occurred and its consequences have become apparent, are no longer considered the only strategic option. Instead, there is a need to anticipate contemporary crises and challenges by adopting methods and plans that rely primarily on predicting their occurrence and sensing warning signs. This proactive approach helps in managing crises and minimizing their negative effects to the greatest extent possible (Jabari, 2017).

2-2-5 Dimensions of crisis management

Crisis management includes several main dimensions aimed at dealing with the crisis effectively and reducing its negative impact on society and institutions. Here are the most prominent dimensions (Maghdid et al, 2022):

First: Detecting warning signs: This dimension refers to the ability to identify early signs of a crisis and understand the potential risks that may lead to its occurrence. This includes monitoring and analyzing data and trends to detect unstable and potential crisis situations.

Second: Preparedness and prevention: This dimension includes preparing the necessary plans and procedures to deal with potential crises effectively, and providing the necessary training and equipment for teams concerned with crisis management.

Third: Containing the damage: This dimension means taking immediate measures to limit the effects of the crisis and prevent its spread, such as providing emergency medical services and evacuating the affected population.

Fourth: Restoring activity: This dimension relates to rebuilding damaged infrastructure and resuming basic services for society, which contributes to restoring normal life for those affected.

Fifth: Learning: This dimension aims to extract lessons learned from the crisis and analyze the performance of its management to improve planning and preparation for future crises. These dimensions are considered essential in the crisis management process, as they contribute to reducing the impact of the crisis and increasing the effectiveness of the response and recovery in general.

2-2-6 Success factors for crisis management

The success factors in crisis management are intensified in (House of University Education, 2014)

- Managing the importance of time.
- Create a comprehensive database of information about organizational activities.
- The presence of effective early warning systems capable of responding to crises. These systems must be able to identify, articulate and communicate risk indicators to decision makers within the organization.
- Constant readiness to confront crises, along with the ability to mobilize and allocate available resources, is crucial.
- In addition, an effective and efficient communication system is essential.

2-2-7 Obstacles to crisis management

Despite the efforts made in crisis management, there are obstacles that hinder the concept of crisis management itself. Including (Nieroukh, 2020):

- Neglecting the necessity of crisis management.
- Refusal to learn from the experiences of others.
- Relying on current success, believing that the size of the organization alone is sufficient to protect it from crises.
- In addition to relying on external parties when a crisis occurs without addressing the root causes, and believing that the primary goal is to protect the reputation of the organization and its products, while not giving much importance to subsequent considerations.

The third section: - Practical framework for research

3-1 Inter-Rater Reliability of the tool

The study instruments were presented to six experts, and modifications, additions, and deletions were made based on their feedback. The validity of the tool was also verified statistically by calculating the Pearson correlation coefficient for the study items in each item with its total score, as shown in the following table:

Table (1): Results of the Pearson correlation coefficient between each element of the study and the total score

Item Number	Correlation coefficient (R)	Statistical significance	Item Number	Correlation coefficient (R)	Statistical significance
Strategic Planning Methods					
1	0.950**	0.00	12	0.660**	0.00
2	0.857**	0.00	13	0.709**	0.00
3	0.855**	0.00	14	0.475**	0.00
4	0.907**	0.00	15	0.781**	0.00
5	0.775**	0.00	16	0.904**	0.00
6	0.844**	0.00	17	0.849**	0.00
7	0.877**	0.00	18	0.674**	0.00
8	0.905**	0.00	19	0.870**	0.00
9	0.885**	0.00	20	0.832**	0.00
10	0.572**	0.00	21	0.793**	0.00
11	0.337**	0.00			

Crisis Management					
22	0.573**	0.00	35	0.710**	0.00
23	0.616**	0.00	36	0.863**	0.00
24	0.754**	0.00	37	0.519**	0.00
25	0.914**	0.00	38	0.839**	0.00
26	0.896**	0.00	39	0.753**	0.00
27	0.861**	0.00	40	0.650**	0.00
28	0.950**	0.00	41	0.702**	0.00
29	0.936**	0.00	42	0.498**	0.00
30	0.918**	0.00	43	0.814**	0.00
31	0.782**	0.00	44	0.905**	0.00
32	0.969**	0.00	45	0.828**	0.00
33	0.827**	0.00	46	0.866**	0.00
34	0.884**	0.00			

** Statistically significant at $(0.01 \geq \alpha)$

Table (1) indicates that all values of the correlation matrix of the domain items with the total score of the domain are statistically significant, which indicates the strength of the internal consistency of the scale items, and thus expresses the validity of the tool items in measuring what it was formulated to measure.

3-2 Reliability of the tool

Table (2): Cronbach's alpha reliability coefficient

Variables	Item Numbers	Cronbach alpha Reliability Coefficients
Strategic Planning Methods	21	0.966
Crisis Management	25	0.973
Total Degree	46	0.982

The data presented in Table (2) indicate that the value of the Cronbach's alpha reliability coefficient for all areas of the scale and for the total score of the scale was high, as the values of the Cronbach's alpha reliability coefficient for the dimension of strategic planning methods ranged from (0.966), while in crisis management it reached (0.973). The total score was (0.982), which indicates that the scale has a high degree of reliability, and this indicates that the scale is valid for application and achieving the objectives of the study.

3-3 Results and discussion Results and discussion

3-3-1 Results of the first question

Is there a statistically significant effect of strategic planning methods on crisis management at Southern Technical University?

To answer the first question, a linear regression equation was used to determine the effect of practicing strategic planning methods on crisis management at Southern Technical University, as shown in Table (3).

Table (3): shows the results of the regression equation for the effect of practicing strategic planning methods in crisis management at Southern Technical University.

	Relations	Beta	t	Statistical Significance
Strategic Planning	Critical question analysis method	0.604	7.491	0.000
	Method of analyzing strengths and weaknesses	0.504	6.530	0.000
	Method of analyzing business areas	0.957	18.039	0.000
	Scenario style	0.583	19.587	0.000
	Emergency method	0.804	21.769	0.000

Dependent Variable: Crisis Management (F-value = 1209.187) (Significance Levels = 0.000) (R2 = 0.971)

****Statistically significant at the level of significance ($\alpha \leq 0.01$), *Statistically significant at the level of significance ($\alpha \leq 0.05$)**

The data presented in Table (3) indicate that there is a statistically significant effect of practicing strategic planning methods in crisis management among employees at the Southern Technical University, as the (F) value reached (1209.187) with statistical significance (0.000), which is statistically significant. The value of (R2) = (0.971), and this indicates that there is a statistically significant effect of practicing strategic planning methods on crisis management among employees at the Southern Technical University at a rate of (97.1%). This result is consistent with the study of Abdel Hamid (2020).

3-3-2 Results of the second question

What is the level of application of strategic planning methods at Southern Technical University?

To answer the second question, the arithmetic means, standard deviations, and relative weights for practicing strategic planning methods at the Southern Technical University were extracted, as shown in Table (4).

Table (4): Arithmetic means, standard deviations, and relative weights for practicing strategic planning methods at Southern Technical University, ranked in descending order: (n=181)

The Dimension	Paragraph	Mean	Standard Deviation	Importance level
Critical question analysis method	The process of asking a set of questions contributes to getting to know the current reality of the association.	3.71	0.78	High

	The process of asking a set of questions contributes to determining the type of information and data that the association deals with.	3.70	0.46	High
	The process of asking a set of questions contributes to clarifying the association's objectives.	3.40	0.92	Medium
	The process of asking a set of questions contributes to identifying the means to ensure the achievement of all the association's objectives.	3.39	0.66	Medium
Composite Score for the Domain		3.55	0.66	Medium
Method of analyzing strengths and weaknesses	The process of studying the association's internal environment leads to identifying its strengths and distinctions.	3.81	0.75	High
	The process of analyzing the external environment leads to exploiting and investing in the opportunities available to the association.	3.71	0.65	High
	The process of studying the association's internal environment leads to identifying its weak points.	3.71	0.91	High
	The process of analyzing the external environment leads to taking caution and caution about the threats facing the association.	3.60	0.66	Medium
Composite Score for the Domain		3.70	0.66	High
Method of analyzing business areas	Analysis of the association's field of work helps provide the necessary capabilities to enhance the quality of services.	4.01	0.78	High
	Business scope analysis helps clarify the best choice of services provided by the association.	4.01	0.64	High
	Analysis of the field of work helps clarify the type of activities practiced by the association.	3.71	0.79	High
	Analysis of the association's scope of work helps provide the necessary capabilities to maintain the quality of services.	3.70	0.64	High
Composite Score for the Domain		3.85	0.56	High
Scenario style	The scenario method develops a set of assumptions that explain the future of the association.	3.70	0.90	High

	The scenario approach identifies key issues related to the association.	3.60	0.80	Medium
	The scenario method works on developing several possible possibilities and corresponding to their proper behavior in the association.	3.40	0.80	Medium
	The scenario method works to put suggestions for alternative plans in front of decision makers in the association.	3.30	0.78	Medium
	The scenario approach addresses uncertainty in the association's external environment.	3.30	0.78	Medium
Composite Score for the Domain		2.78	0.89	Medium
Emergency method	Existing emergency plans contribute to containing sudden situations that occur within the association.	3.51	0.81	Medium
	The emergency plans available at the association contribute to developing and preparing all situational plans.	3.50	0.67	Medium
	The emergency plans available in the association provide clear instructions for dealing with different situations.	3.30	0.78	Medium
	Existing emergency plans contribute to responding to events and changing circumstances that occur outside the association.	3.30	0.64	Medium
Composite Score for the Domain		3.40	0.64	Medium
Composite Score		3.59	0.57	Medium

The data shown in Table (4) indicate that the level of practice of strategic planning methods at Southern Technical University was average, as the arithmetic average of the overall grades was (3.59) with a relative weight of (71.8%).

It is clear from Table (4) that the field of business areas analysis method ranked first with a arithmetical average of (3.85) and a relative weight of (77.0%), and the field of SWAT analysis method ranked second with a arithmetical average of (3.70) and a relative weight of (74.0%). The method of analyzing critical questions ranked third with an arithmetic average of (3.55) with a relative weight of (71.0%), and the field of scenario method came in fourth place with an arithmetic average of (3.46) with a percentage of (69.2%) and came in fourth place. The fifth area: emergency method, with a mean of (3.40) and a percentage of (68.0%). This result is consistent with the study of Masharqa (2022) and Marzouq (2020) and contradicts the study of Manasra (2019).

3-3-3 Results of the third question

What is the level of crisis management at Southern Technical University?

To answer the third question, the arithmetic means, standard deviations, and relative weights for the level of crisis management at Southern Technical University were extracted, as shown in Table (5).

Table (5): Arithmetic means, standard deviations, and relative weights for the level of crisis management at Southern Technical University, ranked in descending order: (n=181)

The Dimension	Paragraph	Mean	Standard Deviation	Importance level
Detect alarm signals	The association identifies signs of a crisis by conducting a survey of the internal work environment.	3.51	1.21	Medium
	The association identifies signs of a crisis by analyzing the signs of a crisis.	3.41	1.03	Medium
	The association is trying to find evidence of a defect before the crisis occurs.	3.31	1.01	Medium
	The association provides appropriate support to the work team until it analyzes the signs of a crisis.	3.31	1.19	Medium
	The association is cooperating with some other parties in order to collect and analyze evidence of the crisis occurring.	3.21	0.99	Medium
Composite	: Score for the Domain	3.34	0.96	Medium
Preparedness and prevention	The association inspects and maintains all its sites and equipment on a regular basis.	3.61	1.03	Medium
	The association develops various programmers, plans and preventive measures to prevent the crisis from occurring.	3.61	0.67	Medium
	The association has a trained staff capable of dealing with the crisis as soon as it occurs.	3.61	0.92	Medium
	There are clear administrative instructions in the association that determine how to deal with a potential crisis.	3.51	0.81	Medium
	The organizational structure defines responsibilities and powers accurately in the event of a crisis in the association.	3.30	0.64	Medium
Composite Score for the Domain		3.52	0.73	Medium
Damage containment	The association uses emergency procedures efficiently to limit the damage associated with the crisis.	3.71	0.79	High
	The association deals with the crisis when it occurs in a manner consistent with its nature.	3.71	0.91	High
	The association is trying to provide an operating room equipped with the latest technology to contribute to containing the crisis.	3.51	0.93	Medium
	The association has a good communications system that enables it to know the damage caused by the crisis.	3.41	0.92	Medium

	When a crisis occurs, the association quickly controls the factors causing it.	3.40	0.92	Medium
Composite Score for the Domain		3.54	0.81	Medium
Activity Recovery	The association has the ability to intervene to bring about a change in the way the crisis is addressed if it reaches a dead end.	3.81	0.75	High
	The association provides all locations affected by the crisis with various resources necessary to restore normal activity.	3.71	0.65	High
	The association takes all measures to ensure that the crisis continues.	3.60	0.49	Medium
	The association works to identify the various needs necessary to restore normal activity.	3.51	0.81	Medium
	The association usually collects detailed data in locations affected by crises.	3.40	0.49	Medium
Composite Score for the Domain		3.60	0.51	Medium
Learning	The association evaluates previous crisis management plans and programs with the aim of developing and improving them.	3.81	0.88	High
	The association draws lessons and lessons from crises in an attempt to benefit from them in the future.	3.71	0.91	High
	The association trains managers and employees to deal with crises through internal and external courses.			Medium
		3.61	1.03	
	The association disseminates lessons learned from previous crises for the purposes of learning and training.	3.51	1.03	Medium
The association is working to review all procedures related to crisis management that it has encountered.	3.40	0.80	Medium	
Composite Score for the Domain		3.61	0.81	Medium
Composite Score		3.52	0.69	Medium

The data shown in Table (5) indicate that the level of crisis management at Southern Technical University was average, as the arithmetic average of the total score was (3.52) with a relative weight of (70.4%). This result is consistent with the study of Jabari (2017) and contradicts the studies of Karaki (2023), Hashlamon (2023), and Niroukh (2020).

It is clear from Table (5) that the field of learning ranked first with a arithmetical average of (3.61) with a relative weight of (72.2%), and the field of activity recovery came in second place with a arithmetical average of (3.60) with a relative weight of (72.0%). The field of damage containment came in third place with a mean of (3.54) and a relative weight of (70.8%). The field of preparedness and prevention came in fourth place, with a mean of (3.52) and a percentage of (70.4%). The field of detecting alarm signals came in fifth place, with a mean of (3.34) and a percentage of (66.8%).

Section Four: Conclusions and recommendations

4-1 Conclusions

The study aimed to determine the impact of strategic planning methods on crisis management at Southern Technical University. The results showed that:

1. There is a positive and statistically significant effect of practicing strategic planning methods on crisis management among community workers.
2. The level of practicing strategic planning methods among employees was generally moderate. Dimensions related to analyzing business areas, analyzing strengths and weaknesses, and critical questions were the most common practices.
3. As for crisis management, the level of practice was average, as the areas of learning, recovery, and damage containment ranked first in terms of their level of management.

4-2 Recommendations

1. The need to educate employees about the importance of practicing strategic planning methods in crisis management.
2. The necessity of organizing training programs for employees on how to practice strategic planning methods for crisis management.
3. The need to provide the necessary resources to improve the level of crisis management among employees.

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