



**Faculty of Graduate Students**

**The Impact of Strategic Planning on Crisis  
Management: A Case Study of Banking Sector - West  
Bank**

By

**Areen Mohsen Salman Al khatib**

Supervised By:

**Dr. Shaher Obaid**

**A thesis submitted in partial fulfillment of the requirements  
for the master degree in Strategic Planning and Fundraising**

**07 / 2023**

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Case Study of Banking Sector - West Bank

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Areen Mohsen Salman Al khatib

This thesis was defended successfully on 27/July/ 2023 and approved  
by:

Committee Members

Signature

1. Supervisor/ Shaher Obaid

2. Internal Examiner Name/ Dr.Khalid Atieh

3. External Examiner Name/Dr. Abdul rahman Ahmad

## Declaration

I hereby declare that this master thesis has been written only by myself without any assistance of any third party and describes my own work unless otherwise acknowledged in the text of the thesis.

All references, verbatim extracts and information source are quoted and cited properly. Thus, I confirm that no source has been used in this thesis other than those indicated in the thesis itself.

This master thesis has not been accepted in any other previous application, in whole or in part for any degree.

**Student Name:** Areen Mohsen Salman Al khatib

**Student Id:** 202012306

**Signature:**

A handwritten signature in blue ink, appearing to read 'Areen', with a horizontal line underneath and a small circle below the line.

**Date :**

## **Dedication**

*To my father who will always be my father*

*To the mother who held the love of land*

*To the pillars of the heart and the essence of life*

*My brothers and sisters*

*To the voices which keep rejoice in our houses - our grandchildren*

*To the partner of life my husband and to sole of my life my lovely daughter*

*To the guardian angels and the strong trinity – my friends*

*To my inspiration with a dream like the muse of music*

## **Acknowledgment**

I feel highly obliged in taking the opportunity to sincerely thank and extend all my deepest gratitude and appreciation to my respected Dr. Shaher Obaid, who granted me his distinguished influential supervision and provided me with continuous guidance, helpful correction, moral support, valuable advice, and precious directives during all phases of this study. I do admit that without Dr. Shaher's endless help, it is doubtful that this study comes into the light

## **Abstract**

This study aims to investigate the impact of strategic planning dimensions (vision, mission, goals, strategic options, and internal and external analysis) on crisis management stages (warning signal detection, preparedness and prevention, damage containment, activity recovery, and knowledge acquisition through learning) of Palestinian banks in West Bank. The current study adopted a quantitative methodology applying questionnaire as an instrument for collecting data, as study sample consisted of (80) Palestinian banking sector employees. The study concluded considerable findings, the most important of which is that managers at Palestinian banks generally have a comprehensive vision that enables them to determine work direction, use their vision to consolidate staff efforts, make informed decisions and anticipate future challenges. Palestinian banks show a relatively high level of crisis signal detection, strong commitment to advance crisis management planning, ability to respond immediately to contain crises. The study proposed general recommendations, the most important of which is that Palestinian banking sector should prepare an annual report on banking crises for use in managing future crises, and provide each department with a guide containing examples of past banking crises and how they have been dealt with effectively.

### **Keywords**

Planning, Strategic Planning, Crisis Management, Preparedness.

## Acronyms

<b>AIDS</b>	Acquired Immune Deficiency Syndrome
<b>CM</b>	Crisis Management
<b>CP</b>	Contingency Planning
<b>GDP</b>	Gross Domestic Product
<b>ICM</b>	Integrated Crisis Management
<b>JCO</b>	Journal of Clinical Oncology
<b>KPIs</b>	Key Performance Indicators
<b>MSG</b>	Management Study Guide
<b>OECD</b>	The Organization for Economic Cooperation and Development
<b>PEST</b>	Politics, Economics, Social and Technology
<b>PR</b>	Public Relations
<b>R&amp;D</b>	Research and Development
<b>RBV</b>	Resource-Based View
<b>SBU</b>	Strategic Business Unit
<b>SCCT</b>	Situational Crisis Communication Theory
<b>SWOT</b>	Strengths, Weaknesses, Opportunities and Threats

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## **Chapter One**

### **Introduction**

#### **1.1 Background**

In order to create a future roadmap for an organization, policymakers, governments, and companies, expectation is a key factor for predicting future. It is a tool applied in a serious and well-planned way. Planning, which is an ongoing process of activities undertaken by organizations to achieve their ultimate goals, is key to a success of decision makers' management. Strategic planning is a systematic approach that organizations use to determine their long-term goals and objectives, as well as the actions and resources required to achieve them. It involves analyzing the organization's current situation, assessing internal and external factors that may impact its success, and formulating strategies to enhance its competitive advantage and adapt to changing circumstances (George, 2019). Problem-solving strategic planning is a type of crisis management that helps decision makers design and implement intraday decisions that are in line with a larger vision and anticipation of forthcoming scenarios that require an immediate reaction to these situations. Immediate or imminent problems are a responsibility of an organization's strategic planning body.

Strategic planning is a crucial and fundamental aspect. The most important approach for businesses to fulfill their objectives is to understand the scope of their existing and future capabilities, as well as to meet their needs and maintain stability (Karam, 2018). Planning considers the environment in which it does function; this allows it to make best possible decisions of how to deal with all surrounding changes and their complexities, which represent both possibilities and threats. The optimal planning is to exploit strengths and avoid weaknesses in any internal environment (Elbasir, 2020).

This study identifies factors influencing crisis management functions through strategic planning; explains factors relevant to crisis management attitude-building, interactive and proactive attitude, i.e., crisis and preparation stage respectively, it reveals strategic crisis management environment affecting banking sector ability to deal with crises, and how they are detected and prepared for through its national and internal strategic plans to address crisis risks to avoid or mitigate their impact.

## **1.2 Problem Statement**

Due to the fact that differences among countries originated from their long-term planning success and practice to overcome crises and their implications, governments' ability to adopt right strategic methods and decisions is not an easy task to deal with crises owing to their different cultural models, ways of life, economic situation, and community commitment and practice when dealing with crisis dilemma.

As the new millennium commenced, organizations face a variety of challenges. However, as a consequence of improvements in information and communications technologies, world becomes a smaller place than it ever was.

It has been certainly proven that organizations risking their property, and thus their long-term prospects, face turbulent cultural forces causing successive severe crises; therefore, managing crisis must remain well planned (Alves et al., 2020). Depending on crisis management (CM), organizations can be more willing to face unexpected events that could cause significant damage. Organizations' survival and prosperity continue as a result of their ability to manage and respond effectively to crises (Al-Janabi et al., 2023).

Many studies have examined how strategic planning affects crisis management, but the missing ring is how to determine the effective elements of strategic planning associated with crisis management, and what crisis management procedures that banks need to achieve best practices when dealing with a different crisis.

### **1.3 Study Objectives**

The major objective is to investigate strategic planning impact on crisis management of Palestinian banks; while the minor ones are as follows:

1. To investigate whether Palestinian banks practice strategic planning dimensions (vision, mission, goals, strategic options, and internal and external analysis).
2. To investigate whether Palestinian banks practice crisis management (warning signal detection, preparedness and prevention, damage containment, activity recovery, and knowledge acquisition through learning).
3. To examine the impact of strategic planning dimensions (vision, mission, goals, strategic options, and internal and external analysis) on warning signal detection in Palestinian Banks.
4. To examine the impact of strategic planning dimensions (vision, mission, goals, strategic options, and internal and external analysis) on preparedness and prevention in Palestinian Banks.
5. To examine the impact of strategic planning dimensions (vision, mission, goals, strategic options, and internal and external analysis) on damage containment in Palestinian banks to make sure that they are ready to deal with crises.

6. To examine the impact of strategic planning dimensions (vision, mission, goals, strategic options, and internal and external analysis) on activity recovery in Palestinian banks.
7. To examine the impact of strategic planning dimensions (vision, mission, goals, strategic options, and internal and external analysis) on knowledge acquisition through learning in Palestinian Banks.

#### **1.4 Study Questions**

Statement of the problem leads the researchers to raise the following major question that guides whole the study to assist in achieving its objectives:

**Does strategic planning have an impact on crises management in Palestinian banks?**

While the sub- questions are as follows:

1. To what extent do Palestinian banks apply strategic planning dimensions (vision, mission, objectives, strategic options, and internal and external analysis)?
2. To what extent do Palestinian banks practice crisis management stages (warning signal detection, preparedness and prevention, damage containment, activity recovery, and knowledge acquisition through learning)?
3. Do strategic planning dimensions influence (vision, mission, objectives, strategic options, and internal and external analysis) warning signal detection in Palestinian banks?
4. Do strategic planning dimensions influence (vision, mission, goals, strategic options, and internal and external analysis) preparedness and prevention in Palestinian banks?

5. Do strategic planning dimensions influence (vision, mission, objectives, strategic options, and internal and external analysis) damage containment in Palestinian banks?
6. Do strategic planning dimensions influence (vision, mission, objectives, strategic options, and internal and external analysis) activity recovery in Palestinian banks?
7. Do strategic planning dimensions influence (vision, mission, goals, strategic options, and internal and external analysis) knowledge acquisition through learning in Palestinian banks?

### 1.5 Study Hypotheses

- **The first main hypothesis:** There is no statistically significant impact at level ( $p \leq 0.05$ ) of strategic planning dimensions (vision, mission, goals, strategic choices, and internal and external analysis) on crises management (warning signal detection, preparedness and prevention, damage containment, activity recovery, and knowledge acquisition through learning) in Palestinian banks; this hypothesis branches to five secondary ones as follows:
  1. There is no statistically significant impact at level ( $p \leq 0.05$ ) of strategic planning dimensions (vision, mission, goals, strategic choices, and internal and external analysis) on warning signal detection in Palestinian banks.
  2. There is no statistically significant impact at level ( $p \leq 0.05$ ) of strategic planning dimensions (vision, mission, goals, strategic choices, and internal and external analysis) on preparedness and prevention in Palestinian banks.

3. There is no statistically significant impact at level ( $p \leq 0.05$ ) of strategic planning dimensions (vision, mission, goals, strategic choices, and internal and external analysis) on damage containment in Palestinian banks.
  4. There is no statistically significant impact at level ( $p \leq 0.05$ ) of strategic planning dimensions (vision, mission, goals, strategic choices, and internal and external analysis) on activity recovery in Palestinian banks.
  5. There is no statistically significant impact at level ( $p \leq 0.05$ ) of strategic planning dimensions (vision, mission, goals, strategic choices, and internal and external analysis) on knowledge acquisition through learning in Palestinian banks.
- **The second main hypothesis:** There is no statistically significant difference at ( $p \leq 0.05$ ) in sample participants' responses on strategic planning strategies due to demographic variables (gender, work experience, employee qualifications and current position).
  - **The third main hypothesis:** There is no statistically significant difference at ( $p \leq 0.05$ ) in sample participants' responses on crises management due to demographic variables (gender, work experience, employee qualifications and current position).

### 1.6 Significance of Study

This study has been conducted not only to highlight conceptual frameworks dealt with in previous literature, but also to investigate the correlational matrices reflecting influence degree of each variable on other ones, and to assess relationships among study variables; however, this study concentrates on determining the circumstances affecting strategic planning process along with crisis management approaches; these circumstances can be placed and regulated within a guidebook for banking sector and government when building strategies for adopting best indicators, which influence strategic planning policy in order to achieve a higher performance in

anticipating and confronting crisis. The researcher developed well-planned methods and models to deal with crises. In addition, this study can be an academic reference motivating other scholars to conduct further researches for more contributions to emphasizing the impact of strategic planning on crises management when confronting any potential crises facing Palestinian banking sector in particular.

### **1.7 Definition of Terms**

**Planning:** Continuous process of activities to achieve specific goals.

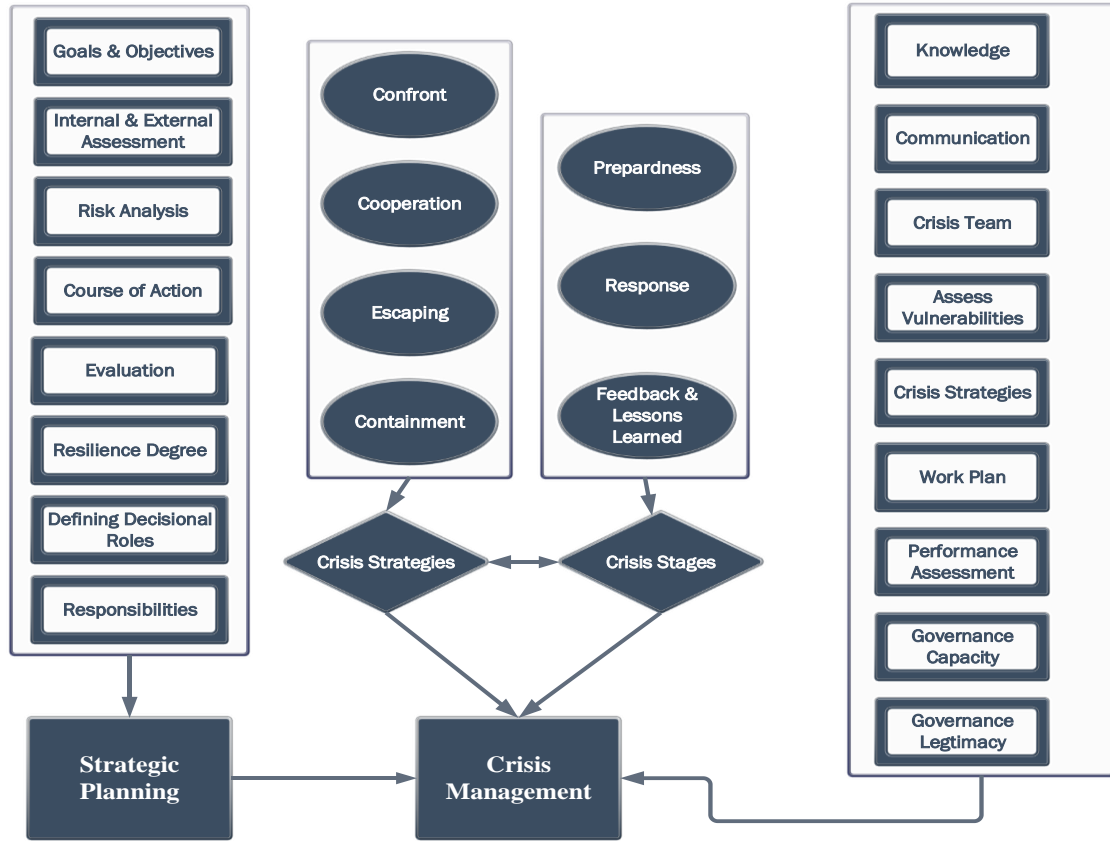
**Strategic Planning:** Long-term direction of an organization.

**Crisis Management:** Organizational function and practices for minimizing and mitigating crisis impact on organization to gain control over situations.

**Preparedness:** State of readiness, particularly appeared in critical situations.

### **1.8 Conceptual Framework**

In this section, the researcher develops the proposed model as illustrated below:



**Figure (1-1) Study Conceptual Model**

## 1.9 Literature Matrix

**Table (1-1) Study Literature Matrix**

<b>Authors/ Year</b>	<b>Title/Journal</b>	<b>Theories</b>	<b>DVs</b>	<b>IVs</b>	<b>Methodology</b>	<b>Findings</b>	<b>Significant Contribution</b>	<b>Recommendation/ Gap</b>
Hough & Spillaan (2005)	“Crisis Planning: Increasing Effectiveness, Decreasing Discomfort” / “Journal of Business & Economics Research”	Reactive & proactive stance	Crisis effectiveness	Crisis planning process (form crisis team, analyze vulnerabilities, create strategies, work plans, assess performance)	Analysis of previous literature	Crisis preparedness is a key pillar in managing crisis through a 5-step planning	What planning approach affects crisis effectiveness	What stages of crisis should be assessed and have the most impact on measuring effectiveness
Al-Maajali & Tamimi (2018)	“Impact of Crisis Management Strategy on Employees' Performance” / “International Journal of Scientific Research and Management”	Situational Crisis Communication Theory (SCCT) or the Coombs Situational Crisis Communication Model is a conceptual framework used to guide crisis communication strategies	Employees performance	Crisis management strategy	Analytical descriptive approach / survey	Working in team and tactical reserve strategy is a key to deal with crisis	Top-down approach required to cope with crisis situation	Government and board of directors role in dealing with crisis

<b>Authors/ Year</b>	<b>Title/Journal</b>	<b>Theories</b>	<b>DVs</b>	<b>IVs</b>	<b>Methodology</b>	<b>Findings</b>	<b>Significant Contribution</b>	<b>Recommendation/ Gap</b>
Alshamsi (2017)	“Recommendations to develop effective contingency planning in United Arab Emirates” / University of Salford Manchester	Positivist, Interpretive, Critical Realism/ Ontology, Epistemology, Axiology	Effective contingency planning	Major emergency, lessons learned, contingency planning CP, challenges, barriers, drivers	Semi-structured interview method using NVIVO software	Lack of knowledge & understanding of major emergencies & CP leads to confusion among organizations	Defining tools for effective contingency planning	What contingency planning stages that organization have during practicing CP
Mikušová & Horvaáthová (2019)	“Prepared for a crisis? Basic elements of crisis management in an organization”	Studying literature / 200 studies	Crisis management	Four levels of crisis elements / identification, conditions, crisis profile, strategy processes	Theoretical researches 200-research article / detailed graphical & tabular representations of verbal accompaniment	The need of activities diversity and human skills especially for managers in handling crisis management	Defining crisis management process and how it affects in managing crisis	Which stage of crisis management will be affected by crisis management process elements
Al-Jenaibi (2015)	“E-Collaboration, Public Relations and Crises	Karl Marx’s Structural Conflict Theory	Crisis management	E-Collaboration & PR	Interviews - based study / 28 PR	PR plays critical role through PR teams and e-	Reveal the most influential	The role of other parties either internal or external,

<b>Authors/ Year</b>	<b>Title/Journal</b>	<b>Theories</b>	<b>DVs</b>	<b>IVs</b>	<b>Methodology</b>	<b>Findings</b>	<b>Significant Contribution</b>	<b>Recommendation/ Gap</b>
	Management in UAE Organizations / “International Journal of e-Collaboration”	& E- Collaboration Theory			professionals	collaboration in crisis management	party in organizations on crisis	and in which stage of crisis they have the most impact
Baubioin (2013)	“Strategic Crisis management” / OECD	Preparedness Theory	Crisis management	Preparedness before crisis, response to limit damage during crisis, feedback	Analytical approach	Crisis management cooperation- framework: risk assessment (radar tool), forecasting, monitoring and early warnings, coordinated emergency responses	Defining the preparedness stage of crisis management approach	The process of strategic plans associated with Preparedness approach
Koushafard) (2013	“Strategy in Crisis Management”/ Munich Personal RePEc Archive	NA	Crisis management	Crisis management	Analytical approach of literature review	More preparedness required for organization facing much	Stressing the significant role of preparedness process to face	Strategic management required for a better crisis management performance

Authors/ Year	Title/Journal	Theories	DVs	IVs	Methodology	Findings	Significant Contribution	Recommendation/ Gap
						crisis / strategic management minimizing severity of crisis	crisis	
Ghazi (2018)	“Impact of Strategic Planning on Crisis Management Styles in 5- star Hotels” / “Tourism Research Journal”	Chaos Theory	Crisis management (confront, cooperation, escaping containment)	Strategic planning	Descriptive analytical approach, qualitative and quantitative approach	Significance impact of Strategic planning on crisis management	Strategic planning practice provides ability to confront crisis more than others	Holistic strategic planning approach for organization or specific departments to gain more practice and commitment
Ritchi & Jiaong (2019)	“A review of research on tourism risk, crisis and disaster management: Launching annals of tourism research curated collection on tourism risk, crisis and	Complexity, Chaos Theory / Theory of Planned Behavior	Risk, crisis, disaster management	NA	Literature reviews and systematic reviews	Major stages in crisis management- preparedness & planning, response and recovery, resolution and reflection	Supports response and recovery stages of crisis management	lack of conceptual and theoretical based on crisis management / lack of performance measurement tools in measuring crisis knowledge levels / investigate about individual and

Authors/ Year	Title/Journal	Theories	DVs	IVs	Methodology	Findings	Significant Contribution	Recommendation/ Gap
	disaster management” / “Annals of Tourism Research”							organizational resilience and what factors affected resilience
Christensen et al., (2016)	“Organizing for Crisis Management: Building Governance Capacity and Legitimacy”/ “Public Administration Review”	Organization Theory: Practice- Based Approach	Crisis management performance	Governance capacity (coordination, regulation, analytical, deliberating) governance legitimacy (input, throughput, output)	Empirical results & literature synthesis	There are no common formulas to harmonize tension and interests to overcome uncertainty of government structure. Flexibility & adaptation are key assets in crisis management (affected by administrative, political &	Focus on governance legitimacy & capacity to provide more understanding about crisis management performance	The gap between Organizational response to crisis & citizens' expectations to determine and judge government success or failure in their crisis management performance

<b>Authors/ Year</b>	<b>Title/Journal</b>	<b>Theories</b>	<b>DVs</b>	<b>IVs</b>	<b>Methodology</b>	<b>Findings</b>	<b>Significant Contribution</b>	<b>Recommendation/ Gap</b>
						situational contexts)		
Fischer et al., (2016)	“Communication Barriers in Crisis Management: Literature Review” / “Association for Information Systems”	Review of literature study	Crisis management	Communication barriers	Analytical framework	Social, technological & organizational barriers have an influence on organization crisis response	Providing a basis of literature Based on communication knowledge in crisis management	To find out communication advanced knowledge and communication barriers
Christensen et al., (2016b)	"Comparison of coordination structures for Crisis Management in Six Countries" / Public Administration	Institutional & Organizational Theory	Crisis management	Coordination structures	Qualitative method / mapping method	Country national context & different challenges types of crisis influencing crisis management (capacity)	Supporting public administration role through institutional context	Role of institution in confronting crisis through its coordination & preparations to overcome crisis
Caball & Malekpour (2018)	“Decision Making under Crisis: Lessons from Millennium	NA	Crisis	Decision making process (context, input,	Interview-based method / 26 water	Institutional fragmented situations,	Identifying which context of decision-	Exploring what is the highest influencing context

<b>Authors/ Year</b>	<b>Title/Journal</b>	<b>Theories</b>	<b>DVs</b>	<b>IVs</b>	<b>Methodology</b>	<b>Findings</b>	<b>Significant Contribution</b>	<b>Recommendation/ Gap</b>
	Drought in Australia” / “International Journal of Disaster Risk Reduction”			process)	professionals	strong political impact on projects, unpreparedness for crisis & predictive approach in dealing with crisis uncertainty are they key decision- making processes when dealing with crisis	making process affecting crisis management	of decision-making process on crisis management
Evans & Elphick (2005)	“Models of Crisis Management: an Evaluation of their Value for Strategic Planning in International Travel	NA	Crisis management	Strategic planning	Qualitative research method / case study for a company in UK	It is critical in integrating crisis management with strategic planning	The association between strategic planning and crisis	Investigating the role having the highest influence on crisis management from strategic planning

Authors/ Year	Title/Journal	Theories	DVs	IVs	Methodology	Findings	Significant Contribution	Recommendation/ Gap
	Industry” / “International Journal of Tourism Research”					process (responsibilities, defining decisional Roles & flexibility degree)	management in response to crisis	process (responsibilities, defining decisional roles & flexibility degree)
Ansell & Boin (2019)	“Taming Deep Uncertainty: The Potential of Pragmatist Principles for Understanding and Improving Strategic Crisis Management” / “Administration & Society”	“Pragmatist Theory of Action”	Strategic crisis management	Pragmatist principles	Analytical literature approach	Strategic objective must be revealed before taking actions, adopting incremental strategies in facing crisis	Providing powerful framework to understand & improve strategic crisis management	The issue in pointing out what are the most dominant factors of the pragmatic principles being highly associated with crisis management
Sommer (2017)	“Police Officers' Learning in Relation to Emergency Management: A case Study” / “International Journal	“Coherence, resilience, and systems, experiential learning theories”	Emergency management	Police learning	Analytical literature approach	Regular daily police activities can work with normal emergencies, but not enough	Knowledge based on learning is the most key factor influencing	What Type of learning and preparedness level needed to achieve the optimal performance of

Authors/ Year	Title/Journal	Theories	DVs	IVs	Methodology	Findings	Significant Contribution	Recommendation/ Gap
	of Disaster Risk Reduction”					to deal with emergencies and crises, preparedness and learning are key issues in preparing the police to deal with various crises	police ability in dealing with crisis	police to deal with crisis effectively
Cruz-Milán (2016)	“Reassurance or Reason for Concern: Security Forces as a Crisis Management Strategy” / “Tourism Management”	Signaling Theory	Crisis management	Security Forces	Survey-based study / 2010, 2012, 2014	Deploying security forces in responding to a security crisis is a significant policy tool in improving visitors' perceptions	Role of Security Forces in managing crisis through Signaling theory	To be more specified on what are the specific tools used in managing conflicts / risk- reduction strategy
Sano, K., & Sano, H.	“The effect of different crisis	“Classic Crisis Communication	Crisis communication	Crisis communication	Experimental study/ pilot	The study shows that	“Extends knowledge of	During a high perceived risk

<b>Authors/ Year</b>	<b>Title/Journal</b>	<b>Theories</b>	<b>DVs</b>	<b>IVs</b>	<b>Methodology</b>	<b>Findings</b>	<b>Significant Contribution</b>	<b>Recommendation/ Gap</b>
(2019)	communication channels” / “Annals of Tourism Research”	Signaling Theory”		channels	study / 28 undergraduate students	consumer to consumer crisis communication has a significant and strong impact on customers decision-making process in a low perceived risk situation	classic crisis communication theory to a new era and practically contributes to organizations”	situation what is the right communication procedure or decision-making process having the high influence on communication performance
Tokakis (2019)	“Crisis management in public administration: The three- stage model for safety incidents” / “Safety Science”	“Situational Crisis Communication Signaling Theory”	Crisis management	Safety incidents (pre, during & post crisis stages)	Survey- based study through personal interviews/ 177 respondents (experts in crisis management)	Team leader and staff ability in making right decision in crisis management, crisis type & external and internal	Contributing in the importance of implementing structural and cultural changes required to transfer best	Which communication channels has the highest influence on the strategic teams; external or internal? What type of crisis has the highest influence

<b>Authors/ Year</b>	<b>Title/Journal</b>	<b>Theories</b>	<b>DVs</b>	<b>IVs</b>	<b>Methodology</b>	<b>Findings</b>	<b>Significant Contribution</b>	<b>Recommendation/ Gap</b>
						communication are the key predictors of crisis management three stages	practice through crisis team to deal with crisis efficiently	among different categories, what is the best communication strategy in crisis?

## **Chapter Two**

### **Literature Review**

#### **2.1 Overview**

Given the main question guiding the entire study, the researcher reviewed most of the previous literature available that somehow indicates that strategic planning affects crisis management to address potential crises facing the banking sector; to this end, the researcher introduces and summarizes the most relevant literature in this area.

#### **2.2 Strategy**

Strategy, planning science, in general is a military Greek term meaning a war plan, or an art of planning military operations before war, at the same time the art of managing such operations after war; this is about planning resources allocation for achieving specific goals (Kotler, 2015).

At the time of Breckless, managerial capabilities (management, leadership, public speaking, and power) were already regarded as organizational skills (Friedman, 2015).

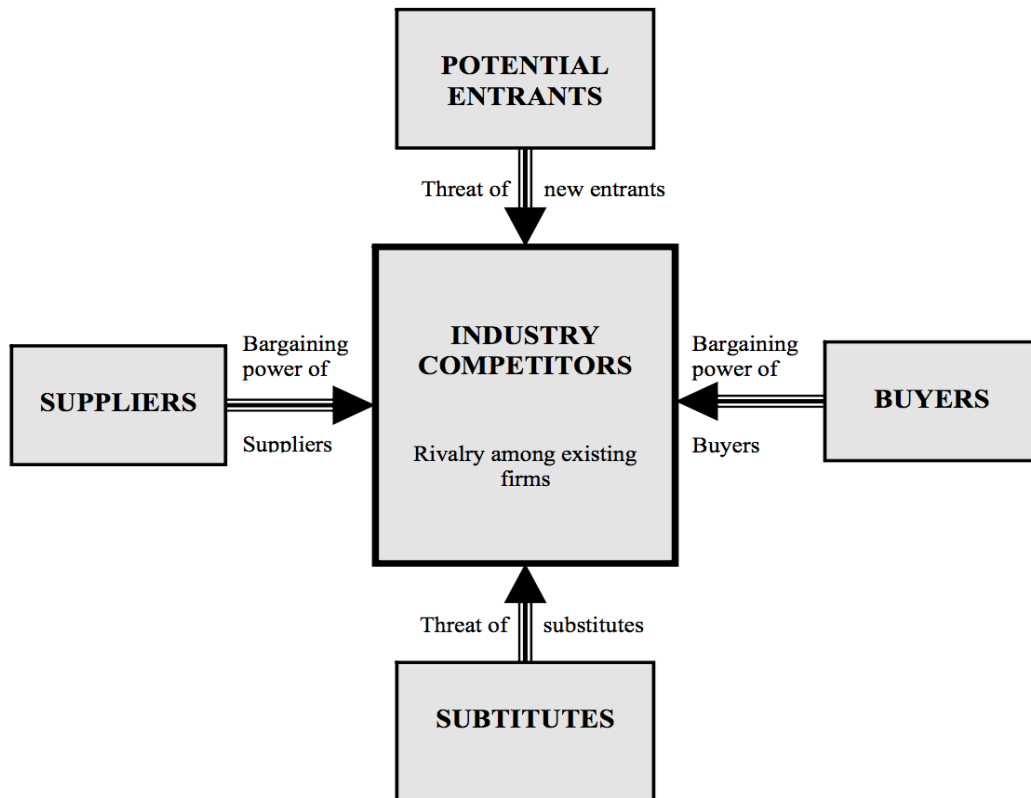
In management, the concept of "strategy" has gained significant importance as it encompasses the well-thought-out actions and decisions that organizations undertake to position themselves within a specific environment. It serves as a means to express the distinctive character, essence, and purpose of companies. Strategy is a widely discussed and explored topic in both academic and business circles. While it has elements of complementarity, it can also be complex and multifaceted (Cardona & Rey, 2022). Strategy is a set of actions aimed at meeting certain requirements, addressing a particular problem, or achieving the desired result. In some circumstances, achieving a competitive advantage in dynamic conditions relies on dynamic capabilities, which are

taken to develop and change competencies to meet the needs of rapidly changing environments. (Bryson et al., 2018).

The primary objective of strategy is to ensure optimal alignment and harmony between an organization and its external environment, as well as between the organization and its mission. It seeks to establish a synergistic relationship that enables the organization to make decisions and take actions that are consistent with its purpose and effectively respond to the dynamics of the external environment. The development of strategy takes into account the organization's resources and capabilities, aiming to maximize their utilization to the fullest extent possible. In this study, prioritizing effectiveness, or doing the right thing, is considered more important than efficiency, or doing things right. Strategy encompasses the long-term direction and scope of the organization, creating a competitive advantage through resource allocation in a changing environment and meeting the expectations of stakeholders. Ultimately, strategy serves as an integrated essence that provides coherence and guidance for the work and decisions of individuals or organizations.

## 2.3 Strategy Analysis and Tools

### 2.3.1 Five Forces Framework



**Figure (2-1) Five Forces Framework**

Nguyen (2017) indicates that Porter's Five- Force Framework has dominated strategy model since eighties, as illustrated in figure (2-1) above. The five industrial forces are as follows:

1. Threat of New Entrants.
2. Buyers' Bargaining Power.
3. Suppliers' Bargaining Power.
4. Threat of Substitution.
5. Rivalry among Existing Firms.

**The first force**, "Threat of New Entrants", refers to a decision of entering market with new competitors to secure part of the overall market share, which could decrease the profits generated by current enterprises in industry. However, determining whether new entrants' threat should be taken seriously depends on response to obstacles of new market entry, and the response that new entrants may expect from current competitors.

**The second force**, known as "Buyers' Bargaining Power", asserts that consumers have the potential to influence market by negotiating lower prices and better deals for better quality or more services. As a result, companies already on the market face tighter competition. This component depends on some of market characteristics and purchases made in relation to the entire company process.

**The third force**, "Suppliers' Bargaining Power", when suppliers provide business with input and raw material; they have bargaining power with a direct impact on company profit margins; suppliers' input price to business determines sale prices of finished products. In cases when suppliers are few, there are no alternatives to supplies, or where there is no unity among purchasing companies, they do have a high bargaining power.

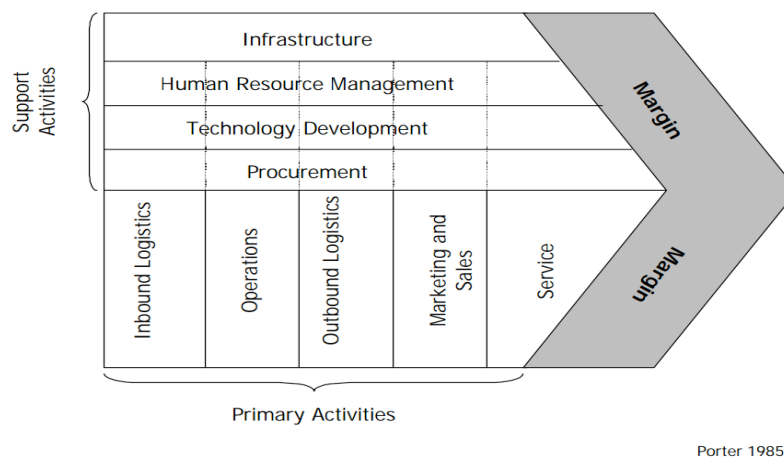
**The fourth force**, "Threat of Substitution", limits industry potential returns by capping the prices that companies can profitably provide. Substitute products, such as goods and services having similar functions and meet the same needs but are produced outside a particular industry, can make profits and increase competition.

**The fifth force**, "Rivalry among Existing Firms", rivalry level among rivals makes up the final force; direct rivalry degree of an industry, where operational firms are mutually independent, determines most sectors' competitive positions and their overall profitability. Higher levels of industry competition lead to lower levels of industry profits.

For this study, Porter's five Forces model is a simple but powerful tool banks can exploit to identify competition key sources. When banks recognize the forces affecting their industry, they can adjust their strategy, increase profitability and take center stage of competition. Moreover, banks can adopt a strong center fairly or improve a weak one, and avoid taking wrong steps in future.

### 2.3.2 Value Chain Analysis

Before making a strategic decision, it is important to realize how organization activities create value for customers. One way to do this is through conducting a value chain analysis. Figure (2-2) below illustrates Michael Porter's Value Chain Model as follows:

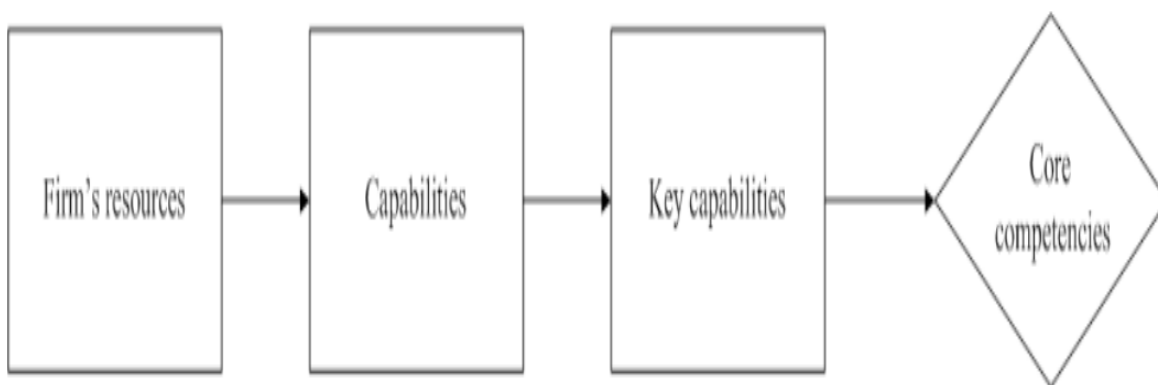


**Figure (2-2) Michael Porter's Value Chain Model**

According to Clay and Feeney (2019), value chain analysis is founded on the concept that businesses have the purpose of delivering value to their customers. This analysis involves breaking down an organization's activities into distinct sets of activities that contribute value. By identifying and examining each of these activities, businesses can assess their internal capabilities more efficiently. Each endeavor to add value is considered as a potential means of gaining a competitive advantage.

Every successful business aims to generate value for its customers through each transaction, resulting in customer satisfaction and profitability for both the business and its shareholders. Banks that can create more value with each sale are more likely to be profitable compared to banks that generate less value.

### 2.3.3 Core Competencies



**Figure (2-3) Firm Core Competencies**

It is shown in the above graphic that the first part of an organization core competencies is knowledge, know-how, and capacity of generating value through utilizing technology by its employees. The processes carried out by an organization to provide value satisfying client's needs is the second component. The concept of core competencies has been widely discussed and influential in management literature. Core competencies refer to the collective learning and knowledge within organizations, specifically in terms of coordinating different production skills and integrating various technology streams. They represent the unique capabilities and strengths that give organizations a competitive advantage (Hsiao, Y. C., & Hsu, 2018).

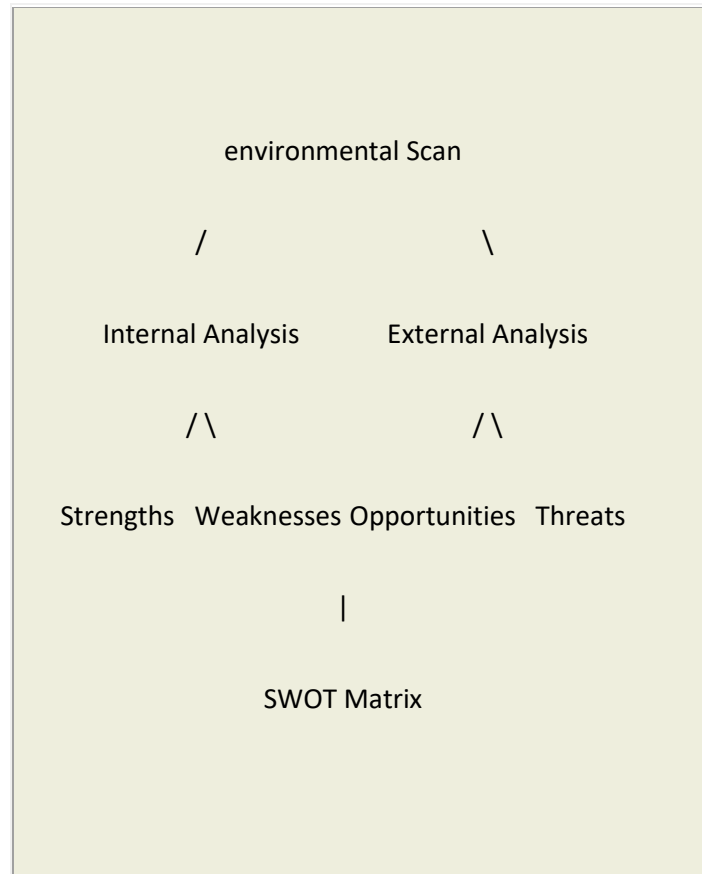
According to the researcher's perspective, core competencies refer to the resources and capabilities that contribute to a company's strategic advantages. Current management theory supports the notion that a company must develop, nurture, and leverage its core competencies in order to compete effectively. Core competencies play a crucial role for banks in understanding how to effectively manage their resources and mitigate market risks. Banks may rely on excelling or being innovative in key areas to ensure consistent and reliable operations.

### **2.3.4 SWOT Analysis**

SWOT is an abbreviation for:

1. Strengths
2. Weaknesses
3. Opportunities
4. Threats

SWOT analysis (strengths, weaknesses, opportunities and threats), as shown in figure (2-4) below, is a widely used tool to assess company current situation, helping it understand its internal strengths and weaknesses, as well as external opportunities and threats (Griffin, 2007).



**Figure (2-4) SWOT Analysis**

According to Jobber (2015), SWOT analysis looks at an organization's strengths, weaknesses, opportunities and threats to make smarter business decisions. It is considered as one of the most popular approaches in vital management; it may help a company better understand itself and is a crucial component of developing an effective marketing strategy plan. With respect to Omer (2018), one of the essential steps for any organization to follow for achieving peak performance and organize its goals is the review. It is necessary to review internal and external factors having a direct impact on organization success and overall development regularly. For Borno (2016), SWOT

analysis categorizes crucial bits of information into two basic categories: internal and external components that are thought to be important to achieving the goal.

According to Distanont & Khongmalai (2020), organization's strengths are those areas where it has a competitive advantage over its competitors; however, its weaknesses are those areas where it has a competitive disadvantage compared to its competitors. In fact, organization's strengths and weaknesses are identified by analyzing its internal environment. Organization's opportunities and threats, according to Hamadamin & Atan (2019), are external forces; threats are aspects preventing company from achieving its strategic goals, while opportunities are those having the capacity to assist organization in doing so.

SWOT analysis has been criticized as a conventional tool in strategic planning, which does describe conditions while strategy determines actions; it is subjective, lacks hierarchy and prioritization, oversimplifies complicated problems, and identifies issues with no specific solutions. In addition, it is too vague when considering weak opportunities may balance strong threats; for these considerations, it should be applied with more caution. (Kotler, 2009)

The researcher believes that SWOT analysis is a strategic planning technique enhancing business when considering the following perspectives: strengths, weaknesses, opportunities and threats. Applying SWOT analysis helps bank identify areas where business can be improved and maximize opportunities, while also identifying negative factors that may hinder bank chances of success.

### 2.3.5 PEST Analysis

PEST is an abbreviation for "politics, economics, social and technology", which is a framework applied to analyze external environment where company operates or plans to introduce new products or services; these external factors are not controlled by company in most cases but affect business (Xinyi, 2017). Table (2-1) below illustrates PEST Analysis factors as follows:

**Table (2-1) Pest Analysis Factors**

<b>Political Factors</b>	<b>Economic Factors</b>	<b>Social Factors</b>	<b>Technological Factors</b>
Tax Policy	Economic Growth	Health Consciousness	R&D Activity
Employment Laws	Interest Rates	population Growth Rate	Automation
Environmental Regulations	Exchange Rates	Age Distribution	Technology Incentives
Trade restrictions and Tariffs	Inflation Rate	Career Attitudes	Rate of Technological Change
Political Stability		Emphasis on Safety	

In accordance with Galea (2015), political analysis should consider the degree to which policymakers may intervene in the trade environment, taking into account factors such as trade policies, taxes, labor laws, and environmental regulations. The stability of the political landscape and trade restrictions are crucial elements that can impact the success or failure of a company. Economic variables have a direct influence on market conditions and the profitability and attractiveness of an industry. Gross Domestic Product (GDP) is a widely utilized indicator to assess the economic performance of a nation or industry sector. Social trends play a role in shaping people's behavior at work, their preferences, and their consumption patterns. By monitoring social trends, a company can adapt its products or services to meet the urgent needs of customers. Technology has the potential to remove entry barriers, lower production thresholds, and influence outsourcing possibilities. Technological aspects such as research and development (R&D), automation, technological incentives, and the rate of technological change are also important considerations.

According to the researcher, PEST analysis (political, economic, social, and technological) is a management technique that enables companies to examine critical external factors that influence their operations, ultimately enhancing their competitiveness in the market. These four aspects are central to the model, as indicated by the acronym. PEST analysis can assist banks in identifying and capitalizing on opportunities presented by the existing operating conditions. Additionally, it can be utilized to identify potential challenges, both present and future, facilitating effective planning to manage these difficulties more efficiently.

## **2.4 Strategic Management**

Strategic management is considered to be the most important step in running a provided business smoothly and successfully. Strategic management is a process of identifying and implementing its main long-term goals, vision, and mission. It is a way of formulating and implementing important goals and activities of an organization management in favor of its stakeholders, taking into consideration assets and assessment of internal and external cases an organization demands (Wheelen et al., 2017).

Strategic management provides a general path to a project; it is considered as a source of organization destinations when creating approaches and designs aiming at achieving desired goals after allocating assets to implement successful plans. Experts have developed various models and systems to assist basic strategic management in more complex situations. Hence, strategic management is not static, in other words, its components interact with each other in a process that often occurs in an integrated, harmonious and sequential manner (Stead & Stead, 2017).

Michael Porter defines three basic criteria: making it "an exceptional and important market position," making exchanges by choosing "what not to do" and making "fit" by adjusting the organization's practices with each other to help choose the proper procedure. According to Hitt, Ireland & Hoskisson, (2019), strategic management appears to be evolving through four consecutive stages: firstly, basic financial planning, poured in a form of annual budget every function of a company; secondly, forecast - based planning; at this stage of planning more effectively for growth, environmental analysis, forecasting done several years, and static resource allocation; thirdly, externally oriented planning; at this stage of planning outward to improve the response

of market and competition, do a more thorough analysis of situations, evaluation of strategy alternatives, and dynamic resource allocation; at last, strategic management; at this stage incorporation of strategic planning and management in a single process with purpose of regulating entire resource to increase competitive advantage, strategic planning framework selection, creating planning process flexibility, and encourage value system and organizational climate.

According to Wheelen et al. (2017), strategic management is a set of managerial decisions and actions that determines an organization long-run performance; it concentrates on the issues that all organizations must build upon to push their businesses forward. The progress made was due to the expansion of change and flexibility of strategic management both external and internal stages. (Wheelen et al., 2017)

There are many theories which provide foundations for strategic management, such as theory of SWOT analysis (Dzwigo, 2020). This theory assumes that it is very important for organizations through SWOT analysis to figure out strengths, weaknesses, opportunities, and threats they face. When strategic management comes across extremely rare cases, it is important that frameworks are done with full productivity because they depend entirely on the precision with which main components of organization's prosperity are distinguished.

When strategic management encounters extremely rare situations, it is important frameworks are done with full productivity because they depend entirely on accuracy of organization's prosperity main components. Strategic management is responsible for leading organization to its ideal future; it is expected that it must effectively influence the satisfaction of the views adopted. This requires strategic management to have all

vital data available to be able to take relevant action correctly with regard to time frame and position that organization will accept under any circumstances.

The researcher considers that a good strategy is the right strategy for a company in all situations. Entrepreneurial task of strategy formulation always requires a huge dose of attitude analysis and right decision, aiming at achieving a good match between strategy and all components of organization's internal situation and external environment. Managers' ability to produce optimal solutions to meet organization's needs is one of their unique values and contributions.

## **2.5 Strategic Management Goals**

Strategic management aims to achieve superiority over competitors, reduce their impact on business in market, increase and build a strong competitive position for the enterprise, and increase the value of organization from the point of view of customers, shareholders and society. To meet these goals, certain actions are necessary to be taken as follows:

- Preparing an organization internally to adjust its organizational structure, procedures, rules and regulations, and workforce in a manner that increases its ability to address external environment efficiently and effectively.
- Making important and influential decisions that increase organization's market share and enhance its competitive position, increasing customer satisfaction and maximizing profits of stakeholders, both shareholders and society at large.
- Determining priorities and relative importance when setting long-term goals and annual ones, policies, programs and resource allocation operations being based on these priorities.

- Increasing effectiveness and efficiency of strategic decision-making process, coordination and control among all organization's functional units, detecting and correcting potential deviations, and working to keep them from recurring and addressing them before more severe consequences according to strategy goals.
- Paying attention and focusing on market and external environment in order to take advantage of available opportunities and profits, and resisting threats and risks an organization may face for its success.
- Collecting data on (strengths, weaknesses, opportunities and threats) before analyzing them and building on their results, detecting problems before their occurrence, and taking an initiative instead of organization's decisions being reaction to competitors' decisions and strategies.
- Encourage employees' participation in teamwork, increasing their commitment to implementing plans, reducing their resistance to change, and increasing their understanding of fundamentals of evaluating an organization's performance.
- Contributing to the process of optimal use of available resources and working towards their distribution and allocation among different alternatives.

According to Sharbati (2015), organizations adopting strategic management in their operations and activities achieve many advantages and benefits:

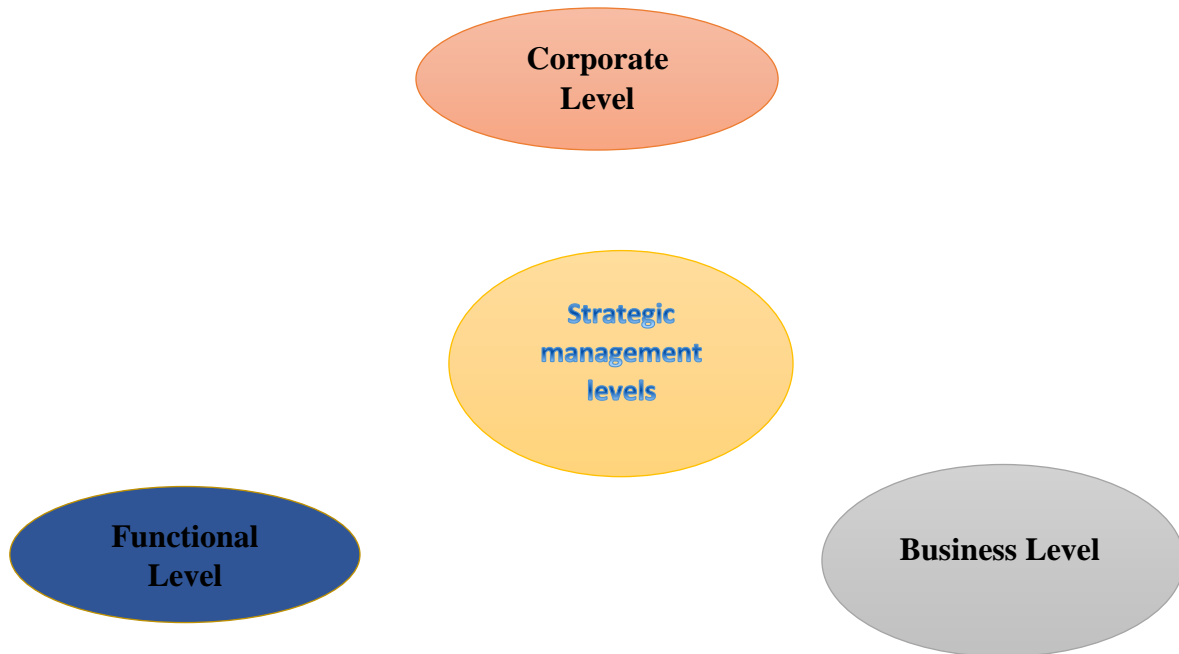
- Enhancing workers' participation in strategy formation and improving their understanding of the relationship between productivity and motivation in each strategic planning process, thereby increasing their motivation for work and achievement.
- Bridging gaps between individuals and activities; participation in preparing strategy development helps clarify roles and relationships among them.

- Helping organizations channel their resources in the long run, and enabling them to use their resources and capacities effectively to leverage strengths and overcome weaknesses.
- Foreseeing future and making strategic decisions, where formulating a strategy requires a great deal of accuracy in anticipating future events and predicting the course of circumstances, thereby achieving organization's success, growth and survival.
- Increasing interest in knowledge, as a strategic force and competitive advantage, contributes to creating new products, developing business methods and organizational performance standards, and maximizing managerial ability to analyze strengths, weaknesses, opportunities and threats.

The researcher believes that strategic management goals can be described as making some judgments and taking certain actions, which determine company's performance outputs and demonstrate how well a strategy is implemented. As a matter of fact, it is a long-term procedure.

## **2.6 Strategic Management Levels**

In the study of strategic management, it is important to take into account the level at which the practice is implemented. Management and strategic management techniques and procedures can be applied to organizations of all sizes, whether they are profitable or not. However, the need for strategic management becomes more critical for large profit organizations due to the substantial investments involved, the diversity and complexity of their operations, and the significant impact of external changes on their performance.



**Figure (2-5) Strategic Management Levels**

Figure (2-5) shows strategic management levels as follows:

**1. Strategic management at Corporate Level**

According to Aboramadan (2016), senior management, at this level, defines an organization's mission, broad strategic objectives and overall strategies, deciding what resources the organization needs to make its strategies feasible and easy to implement, as well as allocating resources among its various departments. Monday et al. (2015) claimed that this level of strategic management can be defined as management of activities that define organization's distinctive characteristics, distinguishing it from other organizations in terms of its main mission, its product and the market it seeks, its allocation of resources, and the management of a concept of participation among its strategic business units.

According to Edwin (2018), the most important goals of strategic management at this level are as follows:

- Determining characteristics and advantages distinguishing organization from other competing ones in markets.
- Defining organization main and fundamental mission clearly.
- Creating participation high degree among organization's strategic business units.
- Defining the product and market that organization deals with.
- Allocating the use of available resources over alternative ones.

At this level, Mukhongo (2017) indicated that strategic management at the level of whole organization seeks to answer the following questions:

- What is the main purpose of the organization?
- What image does the organization want to instil in society individuals' minds?
- From the organization's point of view, what philosophies and ideals should its staff believe in?
- What is the organization's area of work (or what are the areas of work)?
- How can available resources be allocated in a manner conducive to achieve organization's goals and ends?

Corporate level strategies are the highest level of strategic decision making and cover actions dealing with the organization's goals, resource acquisition and allocation, and coordination of numerous strategic business units (SBU) for best performance, thereby allowing organization's top management to make strategic decisions.

## **2-Strategic Management at Business Level:**

At this level, strategy focuses on how strategic business unit (SBU) can compete with an organization in market. According to Grover et al. (2018), strategic business unit is defined as "a distinct area of business with competitors and can be managed independently by other business of an organization, and is treated from a financial point of view as a separate profit center". Dzwigo (2020) defines it as one of operational departments (branches) of an organization that serves a specific commodity, market, sector, consumer group or organization and has full power to make strategic decisions, basic orientations of an organization as long as they serve organization's goals".

According to Ngwen (2017), strategic management, at this level seeks to answer the following questions:

- What product or service will strategic business unit provide to market?
- Who are the future potential consumers (customers) of strategic business unit? Who does it wish to deal with, satisfy and meet all their demands to ensure that they continue to deal with this unit?
- How can strategic business unit adhere to organization's philosophy and ideals and contribute to achieving its goals?

### **3- Strategic Management at Functional Level:**

An organization or strategic business unit is usually divided into a number of subdivisions, each representing a specific functional aspect. Strategies at functional level are concerned with determining how the organization's various functions contribute to realizing strategies developed at the previous two levels, as these decisions are made at this level. Fuertes (2020) considers that this type of strategy is distinct from other ones that its time frame is narrower than that of strategic business unit, which has

no more than a year's time frame, plays a key role in implementing the overall strategy, and is usually run by key managers, who coordinate and ensure efficient and effective strategy implementation. It is noted that strategic business unit, at this functional level, attaches greater attention to an overall framework that guides processes and sets out the basic ideas overseen by the above-mentioned managers, who are committed to increasing an efficient use of organization's resources.

## **2.7 Strategic Management Theory**

Makadok, Burton, & Barney (2018) claim that strategic management theories developed to meet internal and external needs of organization's requirements; these theories were mainly from systems perspective, contingency approach, and information management approach to corporate management. However, Teece (2019) indicate that theories based on competition and maximizing profit, resource-based theory, and contingency theory are observed and relevant among the prevalent strategic management ones detailed as follows:

- 1. Competition and profit maximization theory:** which is based on the idea that the organization's main goal is to maximize long-term profit and create a sustainable competitive advantage over competitors in the external market. Strategies are motivated primarily by a long-term goal of increasing organization's profitability with the ultimate goal of creating a sustainable competitive advantage over its competitors (Lynch, 2000).
- 2. Resource-based theory:** depends on the idea that company's competitive advantage comes from its internal resources and not from its position in the external market. That is, a competitive advantage depends on the company's distinctive resources and

competencies rather than merely considering environmental opportunities and risks when doing business (Bogers et al., 2019). According to the company's resource-based perspective, some of the resources owned and controlled by companies have the potential to produce a competitive advantage and, ultimately, superior company performance (Makadok et al., 2018).

3. **Emergency Theory:** draws attention to the fact that there is no single business style or strategy ideal. When taking into account circumstances and situation, organizations must develop a management plan; accordingly, the resource-based view (RBV) of organization's competitive advantage is the applicable theoretical basis of variables and their interrelationships, as well as the system perspective, contingency approaches and the above theories. This is mainly due to the nature of political characteristics, which may expose all organizations to high costs in a case of doing business, in terms of internal power generation and high levels of corruption. It is indicated that organization's internal characteristics (resources, capacities and regulations) must be taken into account to achieve competitive advantage. Therefore, the choice of resource-based view is a fundamental principle in this regard. Contingency theory and resource-based view perspective are utilized to enhance knowledge, emphasize the importance of flexibility and organizational performance, and influence business-to-business marketplace success.
4. **Agency theory:** an agency relationship is created when a person (the principal) authorizes another person (the agent) to act on his or her behalf (Jean et al., 2002). Consequently, the agent promotes both principals' and his own interests within an organization. Since the agent controlled organization's vast resources, the balance

of those interests must be integrated in order to achieve organization's managerial goals through the agent.

According Treiblmaier (2018), agency theory of strategic management is very important because the course of action taken by one person (agent) having an impact on a number of different parties (principals) as well. It is therefore important not to underestimate the role of agents in strategy development and in strategic management process as a whole. They emphasize that a company is often seen as a network of explicit and implicit agreements tying management to various stakeholders, claimants, employees, trade unions, customers, suppliers and government. According to the agency theory, appropriate coordination between management and stakeholders is necessary for both of them to cooperate towards one goal. Agency theory is also described as the central approach to management conduct.

5. Survival-based theory: focuses on the premise that companies always need to adapt to their competitive environment in order to survive; it states that the most important results of organizations' strategy-making are to develop a way to better manage a relationship among competing requirements of different stakeholders.

## **2.8 Strategic Planning**

Mbeki (2016) defines strategic planning as a process of establishing and maintaining consistency among organization's goals, assets, and changing prospects. In general, a strategic planning process entails setting business goals, developing a vision, and developing a clear plan to carry out ideas and meet goals. According to Adriana (2015), the overall indicator for strategic planning consists of seven indicators, each represents a

different step in the process: mission, goals, internal and external analysis, and choice of best strategic alternative, execution, control, and evaluation.

### **2.8.1 Goals of Strategic Planning**

- Defining and guiding organization's strategic paths.
- Formulating and developing organization's mission and goals.
- Defining and guiding course of action in an organization.
- Defining and formulating organization's strategic goals and ends.
- Providing requirements for improving performance and achieving organization growth and progress.
- Ensuring strategic goals are linked to aspirations and goals of stakeholders, senior management, and organization's members.
- Ensuring an achievement of the correlation among organization's mission, goals, policies, rules and work regulations are linked to those being developed.

Ahmad (2019) indicates that strategic planning process aims at:

- Confronting instability in organization's work environment.
- Characterizing and systematically evaluating an organization's work environment, and developing effective coping strategies.
- Developing organization's capabilities to identify and evaluate opportunities, constraints and threats, and develop dynamic means for addressing that.
- Strengthening organization's ability to identify its strengths and weaknesses, and determine requirements for effective handling.
- Improving organization flexibility in order to adapt to unexpected changes.

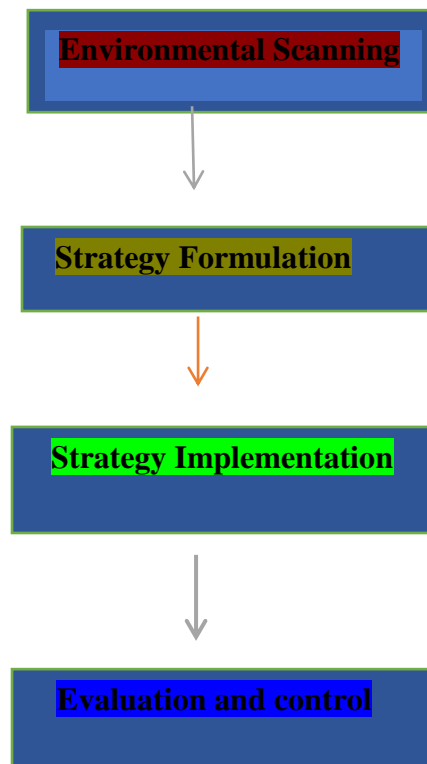
- Providing prediction and estimation tools for element trends in organization's work environment
- Identifying and guiding investment decisions in the organization.

### **2.8.2 Characteristics of Strategic Planning**

- Strategic planning is concerned with the future, allowing an organization to guide and manage the future.
- Strategic planning is a way of thinking and acting in order to bring about specific change; management mentality is a mindset concerned with achieving goals while a strategic mind must accompany change. It is a rapid transition from the problem to a prescription of effective treatment.
- Strategic planning is an ongoing process, so strategic management efforts cannot be an activity for a period of time or an activity with a beginning and an end. It must be an ongoing dynamic process with accumulated expertise, plans and tools, which must remain in a state of constant modification and review.
- Strategic planning is a framework for guiding other management stages: this includes guidance for some management functions, such as programme design, programme budgeting, frame structuring, human resources development and evaluation; It provides guidance for channeling resources and skills to high-priority activities, i.e., it includes a selection of specific priorities.

### **2.8.3 Strategic Planning Integration**

A sustainable approach to planning that builds relationships, aligns an organization, and underscores readiness for change; it has four stages as follows:

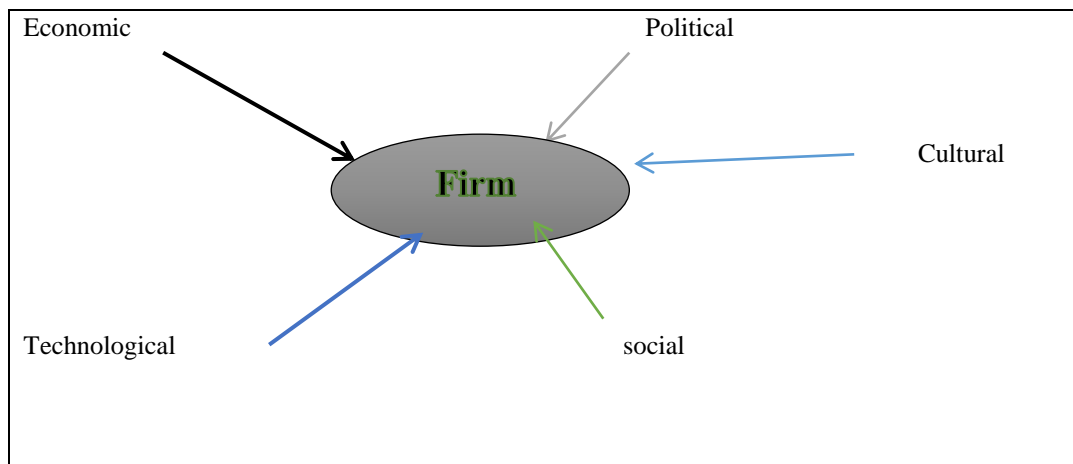


**Figure (2-6) Strategic Planning Stages**

**1. Environmental Survey:**

The first process starts before an organization begins formulating its strategy. According to Catherine (2015), environmental surveys are applied to diagnose change in an external environment, identify opportunities and threats, and characterize organization's advantages or competitiveness in controlling its internal environment, thereby helping management to achieve a relationship between a strategic environment and analyses and identifying organization's goals and the strategy required. Environmental scanning is divided into two parts:

**A-** External Environment Analysis: is intended to explore factors (economic, technological, political, social and cultural) in order to identify opportunities and threats in an organization's external environment, to identify sources and components of such opportunities, while threats are divided into components and subsections to understand impact relationships among them.



**Figure (2-7): External Environment Analysis**

**B-** Internal environment analysis: a process that aims to study and identify elements of strength and weakness, where an organization defines (strengths, weaknesses, opportunities and threats).

## **2. Strategy Formulation:**

Gregory (2016) indicates that the idea of formulating a strategy requires precise activities, which help an organization achieve its goals and make decisions on how to solve its most pressing problems; this is achieved through analyzing the data applied to identify priorities. In addition, it seeks to maximize profits and maintain competitive advantage by creating the required strategy.



**Figure (2-8): Steps of Strategy Formulation**

- **Establishing organizational goals:** this involves establishing long-term goals of an organization. Strategic decisions can be made once all organizational goals are determined.
- **Analysis of organizational environment:** this involves SWOT analysis, which identifies organization strengths and weaknesses and keeping vigilance over competitors' actions to understand opportunities and threats.
- **Forming quantitative goals:** setting goals to meet organization's short-term and long-term goals.

- **Goals in context with divisional plans:** this involves setting goals for each department so that they work coherently with the organization as a whole.
- **Performance Analysis:** this is done to estimate a degree of variation between the actual and standard performance of an organization.
- **Selection of Strategy:** the final step of strategy formulation, which involves evaluating alternatives and choosing the best strategy to be the organization's strategy.

### 3- Strategy Implementation:

Gundars (2017) indicates that implementing a strategy requires concrete actions in order to achieve organizational goals. The purpose behind this notion is to group all the resources being available and essential to implement it. In order to achieve their financial human resource and operational goals, organizations take meaningful strategic action through developing budgets, programs, and policies. Cooperation between management and its staff members is essential for implementing a strategy plan effectively.



**Figure (2-9) Strategy Implementation Cycle**

#### **4- Strategy Development Support**

Support is provided here for relevant and meaningful external and internal information to facilitate strategy development.

- **Strategy Mapping**

A tool outlining the direction taken to achieve organization plan and meet its long-term strategic goals. The strategic goals arising from the strategy development process are clarified and validated at this stage in order to provide a "road map" for how an organization achieves its ultimate goal and what advantages it should follow. This "road map" is created by linking strategic goals across all dimensions of business to develop cause-and-effect links and identify supporting efforts. The end result is a concise and comprehensive understanding of what an organization should achieve and how it should do so. This serves as a model for implementing a desired change within an organization.

- **Strategy Alignment**

A strategically aligned business comprises operations, methods and prescribed practices working in harmony to achieve an organization's long-term goals and align to its roadmap, which is superimposed on business unit activities to highlight goals each unit should concentrate on. Strategic business unit roadmaps generally come from including unique goals of business units.

- **Strategy Cascade**

The purpose of this stage is to involve the entire organization in implementing its road map. After aligning its strategy across all business units, it becomes necessary to disseminate it to all other levels of the organization. Here, "rubber hits the road"; strategic goals turn into operational ones, and strategic initiatives into operational tasks. Operational goals are further improved to personal performance ones. Support will be

required to manage development and provision of a communication plan to support the cascade, alignment of cost and revenue centers, and project program to enhance strategic initiatives.

- **Personal and Process Alignment**

A successful application requires focused attention. This means ensuring that personal goals are aligned with business unit's and organization's ones, in line with current performance management systems. Support is provided to identify local goals, align operational process goals with local ones and align personal goals with operational process ones. These steps constitute "glue" in enabling effective change.

- **Strategy Refinement**

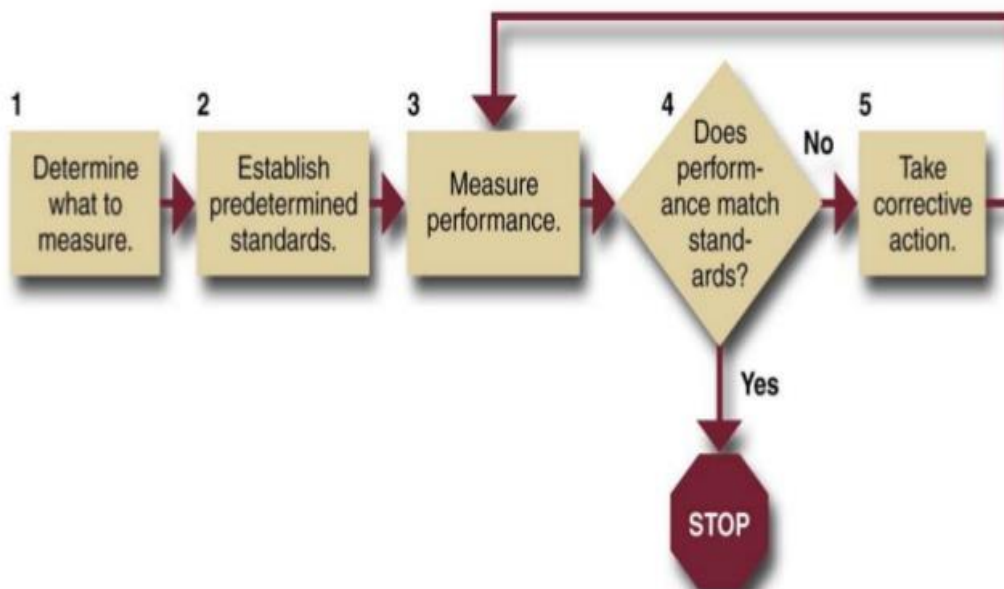
While all the above stages are under implementation, the external environment does not remain stable. New and key external change requirements may need to be reviewed in accordance with the strategy and included where necessary. Managing a program holistically, using the "road map" helps determine the impact of this change. Upon completion of implementation, an operational framework is emphasized to support such future reviews, and trained staff to facilitate them.

- **Strategy Evaluation and Control**

Wicks (2017) explains that because internal and external elements are constantly changing at this level, all tactics are subject to change in the future. Managers assess an effectiveness of the selected strategy in achieving organization's all goals as part of strategy assessment and control process. Reviewing internal and external elements that serve as a basis for current strategies, performance control, and remedial action are the core strategy assessment and control activities. Strategic control is monitoring strategy implementation, identifying problems or changes as needed, and making appropriate

corrections (Wheelen, 2018). Implementation and control procedures conducted, according to Novianti (2019), are critical components of a successful strategic management practice of organizations. It is essential for any business to be safe, especially if it is done in time, because it can warn management of potential problems before they become serious (Yanney, 2017). To make this clearer, Yanney (2016) indicates that formulating or implementing strategy is not a single and forever task, because even best strategies may become obsolete because of the conditions arising within company's external and internal environments, thereby require corrective adjustments to the strategies already planned.

## Evaluation and Control



**Figure (2-10) Strategy Evaluation and Control**

## **2.9 Crisis Management**

Organizations in the 21st century have to deal routinely with problems. Today's managers seek to manage crises as quickly as possible with minimal, if not total, collateral damage. It is important to emphasize the importance of a proactive approach to crisis management. When management capacities become inadequate, a range of strategies, procedures and processes are implemented. The ultimate goal is to reduce a severity of disaster damage. The term "crisis" refers to either a short-term or a long-term situation (Sahin, 2015). It directs organization's operations to identify and assess possible crisis indicators. As a result, planning and management are necessary to maintain organization's balance and stability (Coombs & Laufer 2018). According to Borba and Ikedan (2018), crisis management is a process that includes measures designed to help an organization deal with a sudden and major adverse incident. The crisis may occur as a result of an unplanned accident or unexpected result of an event previously identified as a potential threat.

Crisis management is a development of a potentially cost-effective structured process to mitigate the specific risks facing an organization or company. It is linked to a concept of sustainability. It is a process of measuring threats and developing a strategy to deal with them. These include transferring risks, fleeing from them, minimizing harmful effects, and accepting some or all of their consequences. It foreshadows two possible outcomes; circumstances in which there is only one opportunity are undoubtedly those where there are no risks (Al-Abbadi, 2015). Crisis management is also an art of making decisions to prevent or mitigate effects of such an event, which threatens a complementarity of goals and may have a negative impact on work continuation, making crisis management an

inherent art that must be carried out efficiently, professionally and expertly (Coombs & Laufer, 2018).

## **2.10 Crisis Management Stages**

Metrov (1988) proposed five basic stages for crisis management; early warning signal detection, preparation and prevention, damage containment, activity recovery, and learning (Hao, Xiao& Chon , 2020) . According to Bhaduri (2019), in order for organizations to manage crises effectively, they must:

- (1) Identify early warning signals long before the crisis occurs.
- (2) Examine mechanisms of prevention and preparation for any sign of weakness detected.
- (3) Investigate damage reduction mechanisms to prevent further damage.
- (4) Examine the established short- and long-term recovery mechanisms.
- (5) Enhance continuous learning and reassessment of crisis management practices for future improvement.

### **1. Warning signal detection stage**

In today's environment, a company's ability to adapt to change determines its success, sustainability and even existence. Nowadays, global environment is changing rapidly, and companies face many new challenges daily. There are many competitive pressures and risks that prevent companies from achieving their goals (Mousavi et al, 2019). Environmental survey has become an important aspect of strategic planning process in order to study new opportunities, and identify risks before making a critical strategic choice. It is realized that there is a need for continuous and environmentally conscious examination, and integration of environmental information into their strategic planning .

The researcher considers that during warning signal detection, strategic planning requires a person to be a strategist who detects internal and external threats to an organization's sustainability. After identifying all risk factors, strategic planning can conduct a risk assessment and help senior leaders answer the following questions:

- How realistic is the potential crisis?
- What is the crisis impact on companies and employees?
- Can any action be taken to stop or reduce the crisis?
- What resources are available in the company?
- Does the will to act exist?
- What is the impact if no action is taken to avoid the crisis?

The information gathered during this stage guides the next planning step.

## 2. Preparation and prevention stage

A critical theme for strategists to address is the importance of balancing the right internal and external analysis efforts (Bhaduri, 2018). According to a well-founded paper, a successful strategic planning process that leads to above-average performance is a result of optimal interaction and compatibility of business management with internal and external environments (Hudlikar et al., 2021). With the growing complexity of corporate environment and escalation of radical changes, more attention should be paid to the development and refinement of natural inspection element of planning system. Identifying strengths, weaknesses and opportunities, analyzing threats and identifying important elements of success among highest set of planning support tools and methods applied by organizations (Carcone et al. , 2019).

From the researcher's point of view, it is important, at the stage of preparedness and prevention, a strategic planning manager must align crisis management plans with goals

through deep knowledge of aspects of business operations and collaboration among organizational functions. The more a crisis manager understands all aspects of business operations and can override regulatory boundaries, the more comprehensive a contingency plan is. It is important to take into account external environments, such as economic conditions, regulations, social responsibility and geographical location. Planners must be creative and plan all possible actions for each specific risk factor. As organizations prepare for "the worst case scenario", where they cannot use their resources and infrastructure for a long time, they can also deal with other situations.

### 3. Crisis recovery stage

It is indicated that organizations best prepared have short-term and long-term recovery procedures (Lai., 2020). Crisis management is critical to mitigating impacts and shortening recovery times at a corporate and destination level. Formulating and implementing strategies and measures to return the destination to baseline status (pre-event) or to an improved recovery situation, which may start immediately after the crisis or be delayed until the destination, can launch activity recovery (Mair et al., 2016). Business recovery also requires a creation of backup substrates, such as those required for computer operations and data backups (Pearson & Mitroff, 1993).

From the researcher's point of view, it is important to recognize that crisis impact persists long, after it ends, on employees, banks and communities. Strategic planning can implement smart and meaningful plans and relocate workforce to another temporary location if necessary, so that banks can resume their activities as normal; this allows strategic planning to translate the plan into action, which means aligning strategic planning programs with the overall organizational effort of crisis management, and developing organizational capacity to recover from a crisis.

#### 4. Learning stage

According to Mitroff (1994)), the pre-crisis stage provides organizations with the first opportunity to avoid a crisis by learning warning signals, which may come from an organization or from outside. When analyzing an environment (Herovic et al , 2020), Vasickova (2019) points out that organizations may view other organizations' failures and crises as a harbinger of a possible smooth crisis experience. Organizations can indirectly learn from other organizations' mistakes and crises and test trials before a crisis occurs.

Learning refers to actions and reforms resulting from analysis and learning from the crisis to revitalize organizations and systems (Nyenswah et al., 2016). According to Fortis et al. (2018), the coherence of learning from mistakes and associated effects on organizational learning should be emphasized. The study and analysis of past crises and lessons learned are critical to determining how effective action is taken to prevent them in the first place. Post-crisis procedures should begin by analyzing an organization's current situation.

From the researcher's point of view, strategic planning during learning serves as capacity-building to enhance learning from crisis experience. The goal is to create a knowledge base for organization's crises and develop critical thinking and thinking skills. Employees should also compare and share their experiences during the crisis, think about what has been done well, and what can be done differently; in the meantime, strategic planning documents lessons learned and any other comments or observations.

Lau, (2018) emphasizes that, in different scenarios, crises may occur and have different effects, as follows:

- The first type of crisis occurs when a company is affected by a financial crisis, an example of a company that does not have enough money to meet its obligations, such as dividends, interest, credit repayments, etc. This occurs when the company wastes too much time or consumer confidence as a result of irresponsibility; In this case, the crisis is treated as a short-term solution to long-term consequences when mobilizing financial resources and making critical financial decisions, such as restructuring and transforming activities (Sharma & Soederberg, 2020).
- The second is a technological crisis, which occurs when widely recognized scientific and technological tools fail in a company. A technical disaster will occur when Facebook servers are overburdened and each user account and details are cleared. Software failures and industrial accidents are examples of common technological crises. The model management approach will focus on reducing losses and avoiding failure of more people or products. The next step will be to try, with the assistance of archives experts, to recover what has been contaminated or lost, as well as to determine the source and origin of this crisis (Sharma & Soederberg, 2020).
- The last is a natural crisis like a volcano or an earthquake. The crisis is out of control and, unlike previous crises, unavoidable. Crisis management actions include removing effects of the disaster-stricken area and implementing mitigation measures, such as earthquake-resistant buildings and evacuation plans (Vasickova, 2019).

Crisis management is a process of formulating an emergency plan or unfavorable turning point, a practice that removes some risks from a negative event and allows a company to closely control its own destiny (Lau, 2018). Crisis management aims to plan for potential crisis situations, often known as pre-crisis situations; reduce or

manage crisis consequences through developing a management approach; and assess crisis adverse effects quickly and effectively (Heath, 1998).

##### **5. Socio-political crises**

In times of economic crisis, social and political concerns are at the center. It is important to distinguish between international and domestic political problems. During a revolution, an intellectual war is raging between supporters of democracy and those of authoritarianism; civil unrest, spread of serious diseases, and stagnation in tourism industry, all examples of social and political crises that may occur simultaneously in a given place. Moreover, natural disasters (such as storms), economic tragedies (such as recession), political unrest (such as demonstrations), an emergence and spread of infectious diseases (such as cholera and AIDS) all contribute to the crisis (Daniele, 2020).

##### **6. Crises after disaster**

Natural disasters, global and local food shortages, fires, plane and ship crashes, laboratory collapses, epidemics, famines, and other events are catastrophic. Floods and fires in United Kingdom and Spain in 2004 and 2005 were prominently depicted; European Union was responsible for finding a solution to this situation. Chernobyl is one example; another was the 1987 Zeebroug ferry disaster, which killed 200 passengers; the other was Challenger disaster of 1986. Although natural disasters threaten lives and property, they may also have an economic impact. Planning and preparation are essential for successfully and wisely addressing environmental disasters, such as pollution and nuclear disasters in future (Daniele, 2020).

##### **7. Economic crises**

The cash contraction has been common since the days of the ancient Greeks and Romans, and remains so. While Greeks relied on Aristotle, Demosthenes and Xenophon to deal with crises, Romans relied on Rutilius and Mommsen (cash and credit disasters, not lucrative crises). Economic crises have a cascading impact on every aspect of society, including individuals' wages and assets; these crises were common after a period of sustainable growth. This list included financial crises in Asia, America, Europe and the current global economic ones. The systematic inability to adapt to complex and rapidly changing external conditions is regarded as a systemic failure rather than a cause of crisis. Putting all at risk, as during emotional crises, is harmful. The personal crisis may reflect an unstable psychological situation because it represents the beginning and end of the crisis.

#### **8. Supervision of risk, crises and disaster**

It is realized that crisis is a sentimental situation; an internal experience of confusion and anxiety to the extent that previously successful adaptation mechanisms fail all and are replaced by ineffective decisions and behaviors. As a result, a person in crisis may feel confused, vulnerable, anxious, afraid, angry, guilty, hopeless and helpless.

Creating a precarious environment and introducing destructive techniques are examples of how generating non-indiscriminate hazards can lead to unpredictable disasters. Risk management, crisis management and disaster management are all aspects of integrated crisis management (ICM) (Saroj & Pal, 2020). Crisis and disaster management, on the other hand, is interactive in nature; thus, not only should the traditional crisis response model be relied upon; but crisis management and prevention should also include crisis preparedness at all levels. There are proactive and interactive crisis management strategies. Risks are managed prior to disaster, while crises and disasters are managed

after disaster (Reuters, 2012). In the crisis cycle, the stages of crisis mitigation, planning, reaction and recovery are linked. At all levels, silence, preconceived notions and immediate reaction to reform and reconstruction are all trademarks of this process. The purpose is to begin preparing for the next crisis once this catastrophe is over. One component of integrated problem management is integration of risk and crisis management, as well as disaster management; the sequence in which these three sections are completed varies. Assuming there is no disaster, the procedure is completed. There are two sub-cases to consider: if nothing is done to stop the disaster, there is no doubt that it will continue.

## **Chapter Three**

### **Methodology and Procedures**

#### **3.1 Overview**

Methodology is considered to be a major core through which study applied aspects are accomplished, where specific procedures or techniques applied to identify, select, process, and analyze collected data about the topic guided by the main study question to achieve goals and generalize results. This chapter addresses study methodology, population, sample and sampling method; in addition to the applied instrument of collecting data, its preparation technique, statistical process analysis, and an extent of validity and reliability.

#### **3.2 Study Methodology**

Based on the nature of this study to answer its key questions and achieve its objectives, the current study adopted a quantitative methodology and conducted a cross-sectional study, which measures outcomes and exposures when examining strategic planning impact on crisis management and sample participants' responses at the same time; in addition, regression analysis was applied to describe, measure and analyze several variables; the researcher relied on two main sources of information:

- 1.** Primary sources: to address the analytical aspects of the study topic, the researcher sought to collect preliminary data by identifying the key study instrument, designed specifically for this purpose, which was distributed to a random survey sample of 80 participants working in Palestinian banking sector in West Bank.

2. Secondary sources: addressing study theoretical framework, the researcher resorted to secondary data sources, namely Arabic and foreign references related to the study topic, periodicals, articles, previous studies, journals and websites.

### 3.3 Target Population

Study population includes all employees working in Arab Islamic Bank in West Bank.

### 3.4 Sample and Sampling Method

The sample derived from study population was (80) employees, sampling method chosen was systematic random sampling, and the sample size was calculated through Thomas equation, taking into account margin of error of 6%, and the statistical significance at the level of 95%.

The sample size was calculated through the following equation:

$$n = \frac{NP(1 - P)}{(N - 1)\left(\frac{d}{Z_{1-\alpha/2}}\right)^2 + P(1 - P)}$$

Where:

n: sample size

N: size of population

d: error marine is equal to 6%

$Z_{(1-\alpha/2)}$ : the critical value of standard normal distribution at a level of statistical significance

P: percentage of availability of feature and neutral is 05%

### **3.5 Study Instrument**

A questionnaire was prepared to measure the actual impact of strategic planning on crisis management: case study - Arab Islamic Bank in West Bank. The questionnaire is the main appropriate instrument for collecting information and data. The questionnaire was divided into two main parts:

- 1. First Section:** respondents' demographic characteristics data (gender, work experience, employees' qualifications and current position).
- 2. Second Section:** consists of four sub sections to measure the actual impact of strategic planning on crisis management; the questionnaire consists of (53) paragraphs distributed on (eleven aspects) as follows: (vision, mission, goals, strategic options, internal and external analysis, warning signal detection, preparedness and prevention, damage containment, activity recovery, and learning).

### **3.6 Statistical Processing**

The researcher collected primary data through individual interviews with the sample participants, and after collecting, reviewing and processing data statistically through Statistical Package for Social Sciences (SPSS), respondents' responses were provided according to the 5-point Likert scale for each paragraph of the questionnaire. The researcher also carried out necessary statistical analysis of data by extracting numbers, percentages, arithmetic averages, and standard deviations for its paragraphs. The study hypotheses were examined at the level of statistical significance ( $\alpha \leq 0.05$ ) by conducting the following tests:

1. Percentages, Frequencies, and Arithmetic Averages: mainly applied for the purposes of knowing the frequency of the categories of a variable and is useful to the researcher in describing the study sample.
2. Pearson Correlation Coefficient to measure the degree of correlation and relationship between two variables.
3. Cronbach's alpha coefficient measures the internal consistency or reliability of the questionnaire items; it helps determine whether a collection of items consistently measures the same characteristic.
4. T-Test for independent variables to examine whether there is a statistically significant difference between the means in two independent groups.
5. One-Way ANOVA is applied to determine whether there are any statistically significant difference between the means of more than two independent groups.
6. Linear regression analysis, to find out if there is a relationship, effect, and statistical significant difference between dependent and independent variables.
7. The 5-point Likert scale analysis for measuring sample participants' satisfaction.

### **3.7 Validity of Study Instrument**

It refers to the extent that the instrument measures what it is intended to measure; is a series of processes performed according to a specified procedure to verify the instrument meets all expected quality standards; verify clarity of questionnaire paragraphs and vocabulary, and comprehensiveness, meaning that the questionnaire is understandable. This study verified its validity in three ways:

1. The researcher adopted a questionnaire for collecting data; it was pilot tested on 10 bank employees (not included in study sample) to check clarity of the statements.

Results of the pilot test were used to adjust the wording of some sub statements in order to make them easier to understand.

2. The questionnaire validity was verified by three specialized and experienced arbitrators who evaluated all questionnaire paragraphs, wording, order, and modification if needed.
3. The correlation coefficient between paragraphs and total score for each item was calculated as shown in table (3-1) below.

**Table (3-1): Pearson Correlation Coefficient and Statistical Significance (n=80)**

Number	Person	Number	Person	Number	Person
1	.366**	19	.760**	37	.698**
2	.450**	20	.647**	38	.528**
3	.689**	21	.644**	39	.598**
4	.590**	22	.706**	40	.742**
5	.575**	23	.674**	41	.830**
6	.527**	24	.615**	42	.752**
7	.618**	25	.616**	43	.678**
8	.602**	26	.651**	44	.671**
9	.553**	27	.636**	45	.681**
10	.477**	28	.645**	46	.602**
11	.560**	29	.683**	47	.600**
12	.700**	30	.675**	48	.668**
13	.648**	31	.615**	49	.726**
14	.602**	32	.607**	50	.633**
15	.744**	33	.746**	51	.596**
16	.642**	34	.702**	52	.612**
17	.699**	35	.715**	53	.717**
18	.635**	36	.743**		

The data, in the above table, indicate that there is a high consistency among items and total score for each construct, as Pearson correlation ranged from (0.366) to (0.830) and was significant at (0.00) for most items, which indicates internal validity.

### 3.8 Reliability of Study Instrument

The extent to which the results can be reproduced when the study is repeated under the same conditions. Cronbach's Alpha equation was calculated to confirm study instrument reliability. It is recommended to have reliability ranging from (0.7) to (0.8) in order to achieve high internal consistency; the reliability value of this study is (0.865), which meets the study purposes, thus the questionnaire has a very high degree of stability. The researcher has ascertained questionnaire validity and reliability, thus making her fully confident that the questionnaire is competent to analyze the study results and questions, and test its hypotheses as shown in table (3-2) below.

**Table (3-2): Instrument Reliability Statics (n=80)**

Variables	Cronbach's Alpha	No. of Items
Vision	.828	5
Mission	.852	5
Goals	.840	5
Strategic Choices	.832	5
Internal Analysis	.846	5
External Analysis	.852	5
Strategic Planning	.950	30
Warning Signal Detection	.863	5
Preparedness And Prevention	.813	5
Damage Containment	.885	5
Activity Recovery	.806	4
Learning	.826	4
Crises Management	.952	23
<b>Overall</b>	<b>.972</b>	<b>53</b>

Source: own survey, 2023

## Chapter Four

### Main Findings

#### 4.1 Overview

This chapter provides analyzing results reviewed and testing hypotheses when answering questions after analyzing questionnaire paragraphs and identifying variables through Statistical Package for Social Sciences (SPSS) to obtain the results presented in this chapter; which begins by analyzing sample participants' responses on study cores commensurate with its questions. These cores are vision, mission, goals, strategic choices, Internal and external analysis, warning signal detection, preparedness and prevention, damage containment, activity recovery, and learning.

#### 4.2 Explanation of statistical Findings

In addressing the hypotheses studied, the researcher reviewed compatibility of findings of previous studies with those of this study to determine its validity, made her point of view and explained these findings from the perspective of study theoretical framework. The researcher identified the degree of response averages of the sample participants. The following scores were adopted:

**Table (4-1) Response Averages of Sample Participants**

Degree	Arithmetic Mean Rang
Very high	4.21 -5.00
High	3.41- 4.20
Moderate	2.61 – 3.40
Low	1.81 - 2.60
Very low	1.00 - 1.80

5-point Likert scale for sample responses was: strongly agree (5 points), agree (4 points), neutral (3 points), disagree (2 points), and strongly disagree (1 point); the scores were calculated for arithmetic averages as follows:

The period for the averages is the highest response – the lowest response ( $5 - 1 = 4$ ); it was divided by five degrees, where the period between each score was (0.8).

**Table (4-2): Employees Socio-demographic Characteristics (n=80)**

Variable	Variable Levels	Repetition	Percentage
<b>Gender</b>	Male	44	55.0%
	Female	36	45.0%
<b>Position</b>	Top management	6	7.5%
	Middle management/Supervisory	29	36.3%
	First line employee	36	45.0%
	Other	9	11.3%
<b>Qualification</b>	Diploma	3	3.8%
	Bachelor	52	65.0%
	Master	19	23.8%
	PHD	6	7.5%
<b>Years of Experience</b>	1-3 Years	22	27.5%
	4-7 Years	30	37.5%
	More than 8 Years	28	35.0%

Based on the above provided percentages, the distribution of sample participants across different demographic variables is as follows:

**Gender:**

- (55.0%) of them are male.
- (45.0%) of them are female.

**Position:**

- (7.5%) of them hold top management positions.
- (36.3%) of them are in middle management/supervisory roles.
- (45.0%) of them are first-line employees.
- (11.3%) of them have other positions.

**Qualifications:**

- (3.8%) of them have diploma.
- (65.0%) of them hold Bachelor's degree.
- (23.8%) of them have Master's degree.
- (7.5%) of them have PhD.

**Years of experience:**

- (27.5%) of them have 1-3 years.
- (37.5%) of them have 4-7 years.
- (35.0%) of them have more than 8 years.

**Table (4-3): The extent to which Palestinian banks apply strategic planning dimensions (vision, mission, objectives, strategic options, and internal and external analysis)**

<b>Strategic Planning Dimensions</b>	<b>Mean</b>	<b>Std. Deviation</b>	<b>Relative Importance</b>
Managers have comprehensive vision that enables employees to identify business direction.	3.54	0.99	70.8
Managers rely on their vision to consolidate employees' efforts toward achieving organization purposes.	3.71	0.87	74.3
Managers rely on their vision to make the right decisions.	3.74	0.78	74.8
Managers rely on their vision to cope with even unexpected events.	3.79	0.76	75.8
Managers have the potential to translate vision into reality according to objectives and functions.	3.74	0.79	74.8
<b>Vision</b>	<b>3.70</b>	<b>0.65</b>	<b>74.1</b>
Bank has a specific strategy.	3.95	0.93	79.0
Bank aspires to convey its mission to employees in order to improve performance efficiency.	3.76	0.93	75.3
Budgets are always aligned with individual, team or the whole performance.	3.55	0.95	71.0
Bank structure allows a comprehensive strategy to be implemented.	3.86	0.76	77.3
Bank employees are fully aware of the strategy.	3.64	1.02	72.8
<b>Mission</b>	<b>3.75</b>	<b>0.73</b>	<b>75.1</b>
Bank objectives are clear all strive to achieve.	3.68	0.99	73.5
Bank objectives are set in the light of its vision and mission.	3.96	0.80	79.3
Strategies are based on target customers,	3.93	0.91	78.5

markets, and environment.			
Management encourages employees to participate in bank-strategy development process.	3.68	0.95	73.5
Managers takes employees' opinions into account when planning for bank future.	3.86	0.82	77.3
<b>Objectives</b>	<b>3.82</b>	<b>0.70</b>	<b>76.4</b>
Strategy is periodically reviewed to evaluate achievements.	3.75	0.80	75.0
Strategy is periodically developed, reviewed and updated based on information from customers, environment, and performance measurement.	3.84	0.86	76.8
Strategy is implemented through a framework of key processes.	3.88	0.70	77.5
Bank adopts new strategies to achieve a competitive advantage.	3.99	0.82	79.8
Bank conducts external and internal analysis to find out what strategies to adopt.	3.83	0.69	76.5
<b>Strategic Options</b>	<b>3.86</b>	<b>0.60</b>	<b>77.1</b>
Management monitors bank internal environment to detect its strengths and weaknesses.	3.63	0.80	72.5
Long-term goals are formulated based on bank environment analysis.	3.76	0.78	75.3
Internal factors influence bank strategic decision-making process.	3.91	0.75	78.3
Internal consultants play a key role in strategic planning development.	3.71	0.92	74.3
Strategic planning requires enough financial resources.	3.81	0.76	76.3
<b>Internal Analysis</b>	<b>3.77</b>	<b>0.63</b>	<b>75.3</b>
External environment analysis determines potential future risks.	3.81	0.73	76.3

External environment analysis is conducted to find out available opportunities.	3.84	0.79	76.8
External factors influence bank strategic decision-making process.	3.91	0.75	78.3
External consultants play a key role in strategic planning development.	3.79	0.79	75.8
Strategic plan is completely understood before any significant actions are taken.	3.78	0.66	75.5
<b>External Analysis</b>	<b>3.83</b>	<b>0.59</b>	<b>76.5</b>
<b>Strategic Planning</b>	<b>3.79</b>	<b>0.53</b>	<b>75.7</b>

Based on the above statistical data, table (4-3) shows mean scores for strategic planning dimensions: vision, mission, objectives, strategic options, and internal and external analysis. It is found that Palestinian banks show varying degrees of practice in strategic planning dimensions, where mean scores ranging from (3.54) to (3.99); the highest mean score is that bank adopts new strategies to achieve a competitive advantage, with  $M=3.99$ ,  $SD=0.82$ ,  $RI=79.8$ ; while the lowest mean score is that managers have a comprehensive vision that enables employees to identify a direction of businesses, with  $M=3.54$ ,  $SD=0.99$ ,  $RI=70.8$ . Both the highest and lowest mean scores here represent statistical data limits for strategic planning dimensions as follows:

- 1. Vision:** it is noted that the highest mean score is when managers rely on their vision to cope with even unexpected events, with  $M=3.79$ ,  $SD=0.76$ ,  $RI=75.8$ ; while the lowest mean score is that managers have comprehensive vision that enables employees to identify the direction of businesses, with  $M=3.54$ ,  $SD=0.99$ ,  $RI=70.8$ , indicating a moderate level of implementation.
- 2. Mission:** the highest mean score is that bank has a specific strategy, with  $M=3.95$ ,  $SD=0.93$ , and  $RI=79.0$ ; while the lowest mean score is that budgets are always

aligned with individual, team or the whole performance, with  $M=3.55$ ,  $SD=0.95$ , and  $RI=71.0$ , indicating a moderate level of implementation.

3. **Objectives:** the highest mean score is that bank goals are set in the light of its vision and mission, with  $M=3.96$ ,  $SD=0.80$ ,  $RI=79.3$ ; while the lowest mean score is that bank goals are clear all strive to achieve, with  $M=3.68$ ,  $SD=0.99$ ,  $RI=73.5$ , indicating a moderate level of implementation.
4. **Strategic Choices:** the highest mean score is that bank adopts new strategies to achieve a competitive advantage, with  $M=3.99$ ,  $SD=0.82$ ,  $RI=79.8$ ; while the lowest mean score is that strategy is periodically reviewed to evaluate achievements, with  $M=3.75$ ,  $SD=0.80$ ,  $RI=75.0$ , indicating a moderate level of implementation.
5. **Internal Analysis:** the highest mean score is that internal factors influence bank strategic decision-making process, with  $M=3.91$ ,  $SD=0.75$ ,  $RI=78.3$ ; while the lowest mean score is that management monitors bank internal environment to detect its strengths and weaknesses, with  $M=3.63$ ,  $SD=0.80$ ,  $RI=72.5$ , indicating a moderate level of implementation.
6. **External Analysis:** the highest mean score is that external factors influence bank strategic decision-making process, with  $M=3.91$ ,  $SD=0.75$ ,  $RI=78.3$ ; while the lowest mean score is that strategic plan is completely understood before any significant actions are taken, with  $M=3.78$ ,  $SD=0.66$ ,  $RI=75.5$ , indicating a moderate level of implementation.

In general, Palestinian banks show a moderate practice level in strategic planning, with a mean score (3.79), taking into account they show varying degrees of practice in strategic planning dimensions, where mean scores ranging from (3.54) to (3.99). According to the statistical values mentioned in the above table, although they show

strengths in developing a specific strategy, setting goals according their vision and mission, and adopting new strategies to achieve a competitive advantage, there is some room for improvement in areas, such as empowering employees to identify a direction of businesses according to managers' comprehensive vision, and aligning budgets with individual, team or the whole performance.

**Table (4-4): The extent to which Palestinian banks practice crisis management stages (warning signal detection, preparedness and prevention, damage containment, activity recovery, and knowledge acquisition through learning)**

<b>Crisis Management Stages</b>	<b>Mean</b>	<b>Std. Deviation</b>	<b>Relative Importance</b>
Banks monitor signs of weakness, such as volatility in fiscal variables, high debt, high unemployment, customer's expense decrease and others as indicators of a crisis.	3.73	0.86	74.5
Technologies applied in other institutions, such as meteorology and civil defense help banks detect early warning signs of a crisis.	3.68	0.85	73.5
Banks adopt a pre-planning methodology for crisis management in case of occurrence through a clear strategy prepared for this.	3.85	0.84	77.0
Adequate attention is paid to environmental surveillance (detection of strengths, weaknesses, opportunities and threats) of crisis indicators.	3.76	0.86	75.3
Staff are qualified to perform crisis indicator collection and analysis skills.	3.75	0.82	75.0

<b>Early Warning Signal Detection Stage</b>	<b>3.75</b>	<b>0.68</b>	<b>75.1</b>
Scenarios prepared by bank management are commensurate with the nature of crisis it may face.	3.65	0.78	73.0
Bank management is constantly adopting development and modification of crisis management plans through Strategic Business Unit (SBU)	3.74	0.88	74.8
Bank management has an active alert system for preventive prediction of potential crises.	3.93	0.85	78.5
Bank management shares information about the anticipated crisis with all relevant departments as a precautionary measure.	3.99	0.80	79.8
Banks set up competent task teams appropriate to the nature of potential crises.	3.81	0.87	76.3
<b>Preparation and Prevention Stage</b>	<b>3.82</b>	<b>0.63</b>	<b>76.5</b>
Bank management has the ability to respond immediately to contain crises.	3.83	0.81	76.5
Bank management has the ability to detect crisis and its damages if it occurs.	3.78	0.87	75.5
Flexibility, speed and potential to move available financial and human resources are essential to contain a crisis.	3.88	0.82	77.5
Decentralized body management authorizes banks and relevant parties to participate in decision-making when a crisis occurs.	3.79	0.81	75.8
Bank management is keen to promote awareness among employees on how to deal with crises when they occur.	3.91	0.77	78.3
<b>Damage Containment Stage</b>	<b>3.84</b>	<b>0.67</b>	<b>76.7</b>
Bank management launches awareness campaigns to address damage caused by crisis.	3.70	0.86	74.0

Bank management looks forward to reassuring employees in an event of a crisis.	3.86	0.71	77.3
Bank management is keen to adopt incentives to reward employees in times of potential crisis.	3.81	0.78	76.3
Bank management identifies needs of its various locations affected by any potential crisis while providing resources to restore regular activities.	3.78	0.93	75.5
<b>Activity Recovery Stage</b>	<b>3.79</b>	<b>0.65</b>	<b>75.8</b>
Bank management benefits from the previous crisis in improving and developing its crisis management procedures and plans.	3.81	0.87	76.3
There is an objective assessment of the crisis (plans, practices, decisions) that has been adopted to deal with similar future crises.	3.75	0.82	75.0
Bank management is keen to schedule crisis details in a structured archive that is easily retrieved to take lessons for future use.	3.83	0.81	76.5
Bank management spreads a culture of dealing with crises among its employees in a simplified manner by many means, such as brochures, booklets and seminars.	3.83	0.87	76.5
<b>Learning Stage</b>	<b>3.80</b>	<b>0.68</b>	<b>76.1</b>
<b>Crises Management</b>	<b>3.80</b>	<b>0.58</b>	<b>76.0</b>

Table (4-4) shows the mean score for each stage of crisis management. It is found that Palestinian banks show a moderate level of practice at different stages of crisis management, where mean scores ranging from (3.65) to (3.99); the highest mean score is that bank management shares information about an anticipated crisis with all relevant departments as a precautionary measure, with  $M=3.99$ ,  $SD=0.80$ ,  $RI=79.8$ , at

preparation and prevention stage. However, the lowest mean score is that scenarios prepared by bank management are commensurate with the nature of crisis it may face, with  $M=3.65$ ,  $SD=0.85$ ,  $RI=73.0$ , at the same stage; preparation and prevention stage. Both the highest and lowest mean scores here represent statistical data limits for the five stages of crisis management as follows:

1. Warning signal detection: Palestinian banks show a high relative significance level when they adopt a pre-planning method for crisis management in case of occurrence through a clear strategy prepared for this, with the highest mean score  $M=3.85$ ,  $SD=0.84$ ,  $RI=77.0$ ; while the lowest mean score is that technologies applied in other institutions, such as meteorology and civil defense help banks detect early warning signs of a crisis, with  $M=3.68$ ,  $SD=0.85$ ,  $RI=73.5$ .
2. Preparedness and prevention: it is noted that the highest mean score, at this stage, is when bank management shares information about an anticipated crisis with relevant departments as a precautionary measure, with  $M=3.99$ ,  $SD=0.80$ ,  $RI=79.8$ ; while the lowest mean score is that scenarios prepared by bank management are commensurate with the nature of crisis it may face, with  $M=3.65$ ,  $SD=0.78$ ,  $RI=73.0$ .
3. Damage containment: the highest mean score is that bank management is keen to promote awareness among employees on how to deal with crises when they occur, with  $M=3.91$ ,  $SD=0.77$ ,  $RI=78.3$ ; while the lowest mean score is that bank has the ability to detect crisis and its damages if it occurs, with  $M=3.78$ ,  $SD=0.87$ ,  $RI=75.5$ .
4. Activity Recovery Stage: the highest mean score is that bank management looks forward to reassuring employees in an event of a crisis, with  $M=3.86$ ,  $SD=0.71$ ,

RI=77.3; while the lowest mean score is that bank management launches awareness campaigns to address damage caused by crisis, with  $M=3.70$ ,  $SD=0.86$ ,  $RI=74.0$ .

5. Learning stage: the highest mean score is that bank management is keen to schedule crisis details in a structured archive that is easily retrieved to take lessons for future use, with  $M=3.83$ ,  $SD=0.81$ ,  $RI=76.5$ ; however, the lowest mean score is that there is an objective assessment of the crisis (plans, practices, decisions) being adopted to deal with similar future crises, with  $M=3.75$ ,  $SD=0.82$ ,  $RI=75.0$ .

To capture generalization, Palestinian banks show a moderate practice level in crisis management, with a mean score (3.80). Despite the fact that they show strengths in warning signal detection, advance planning, and response capabilities, there is some room for improvement in areas, such as adopting advanced technologies and conducting objective assessments of crisis management practices. These values also indicate that banks have established monitoring mechanisms to identify potential crisis indicators, engage in advance planning and have a capacity to respond quickly to contain crises. They also emphasize a recovery of usual operations and continuous learning from past experiences to enhance their crisis management strategies.

#### **4.3 Interpretation of Inferential Hypotheses**

**The first main hypothesis:** There is no statistically significant impact at level ( $p \leq 0.05$ ) of strategic planning dimensions (vision, mission, goals, strategic choices, internal and external analysis) on crises management (warning signal detection, preparedness and prevention, damage containment, activity recovery, and learning) in Palestinian banks.

1. There is no statistically significant impact at level ( $p \leq 0.05$ ) of strategic planning dimensions (vision, mission, goals, strategic choices, and internal and external analysis) on warning signal detection in Palestinian banks.

## Regression

### Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.783 <sup>a</sup>	.613	.581	.44028

a. Predictors: (Constant), external analysis, vision, goals, internal analysis, mission, strategic choices

### ANOVA<sup>a</sup>

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	22.428	6	3.738	19.283	.000 <sup>b</sup>
	Residual	14.151	73	.194		
	Total	36.579	79			

a. Dependent Variable: Early Warning Signal Detection Stage

b. Predictors: (Constant), external analysis, vision, goals, internal analysis, mission, strategic choices.

### Coefficients<sup>a</sup>

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-.057	.369		-.153	.879
	vision	.132	.113	.126	1.165	.248
	Mission	.017	.110	.018	.156	.877
	Goals	.050	.123	.052	.410	.683
	Strategic Choices	.418	.156	.370	2.685	.009
	Internal analysis	.188	.132	.175	1.421	.159
	External analysis	.195	.127	.169	1.527	.131

a. Dependent Variable: Early Warning Signal Detection Stage

**Model Summary:** R-squared value of (0.613) indicates that (61.3%) of variance in warning signal detection can be explained by strategic planning dimensions.

**ANOVA:** Regression Model is statistically significant ( $F= 19.283$ ,  $p < 0.001$ ), suggesting that the model as a whole has a significant impact on warning signal detection.

**Coefficients:** Among all predictors, only strategic options dimension has a statistically significant impact ( $p = 0.009$ ) on warning signal detection; however, the other dimensions (vision, mission, goals, internal analysis, and external analysis) have no statistically significant effects.

Based on these results, it can be concluded that, in this analysis, strategic planning dimensions (except for strategic choices) have no significant impact on warning signal detection in Palestinian banks. It is important to consider other factors or conduct further study to understand the potential influences on warning signal detection in Palestinian banks.

2. There is no statistically significant impact at level ( $p \leq 0.05$ ) of strategic planning dimensions (vision, mission, goals, internal analysis, and external analysis) on preparedness and prevention in Palestinian banks.

### Regression

#### Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.831 <sup>a</sup>	.690	.665	.36764

a. Predictors: (Constant), external analysis, vision, goals, internal analysis, mission, strategic choices

#### ANOVA<sup>a</sup>

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	21.973	6	3.662	27.095	.000 <sup>b</sup>
Residual	9.867	73	.135		
Total	31.840	79			

a. Dependent Variable: Preparation and Prevention Stage

b. Predictors: (Constant), external analysis, vision, goals, internal analysis, mission, strategic choices.

**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.052	.308	.062	.170	.865
	vision	.061	.095		.639	.525
	Mission	.001	.092	.001	.009	.993
	Goals	.054	.103	.060	.530	.598
	Strategic Choices	.224	.130	.213	1.725	.089
	Internal analysis	.219	.110	.218	1.985	.051
	External analysis	.430	.106	.400	4.047	.000

a. Dependent Variable: Preparation and Prevention Stage

**Model Summary:** R-squared value of (0.690) indicates that (69.0%) of variance in preparedness and prevention can be explained by strategic planning dimensions.

**ANOVA:** Regression Model is statistically significant ( $F= 27.095$ ,  $p < 0.001$ ), suggesting that the model as a whole has a significant impact on preparedness and prevention.

**Coefficients:** Among the all predictors, only external analysis dimension has a statistically significant impact ( $p < 0.001$ ) on preparedness and prevention; however, the other dimensions (vision, mission, goals, strategic choices, and internal analysis) have no statistically significant effects.

Based on these results, it can be concluded that, in this analysis, strategic planning dimensions (except for external analysis) have no significant impact on preparedness and prevention in Palestinian banks. Further research or consideration of additional

factors may be needed to better understand the factors influencing preparedness and prevention in Palestinian banks.

3. There is no statistically significant impact at level ( $p \leq 0.05$ ) of strategic planning dimensions (vision, mission, goals, strategic choices, and internal and external analysis) on damage containment in Palestinian banks.

### Regression

#### Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.823 <sup>a</sup>	.678	.651	.39821

a. Predictors: (Constant), external analysis, vision, goals, internal analysis, mission, strategic choices

#### ANOVA<sup>a</sup>

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	24.326	6	4.054	25.569	.000 <sup>b</sup>
Residual	11.576	73	.159		
Total	35.902	79			

a. Dependent Variable: Damage Containment Stage

b. Predictors: (Constant), external analysis, vision, goals, internal analysis, mission, strategic choices

#### Coefficients<sup>a</sup>

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.005	.334		.015	.988
	vision	.060	.103	.058	.587	.559
	Mission	-.015	.100	-.016	-.151	.880
	Goals	.295	.111	.307	2.656	.010
	Strategic Choices	.246	.141	.220	1.748	.085
	Internal analysis	.241	.119	.227	2.019	.047
	External analysis	.178	.115	.156	1.544	.127

a. Dependent Variable: Damage Containment Stage

**Model Summary:** R-squared value of (0.678) indicates that (67.8%) of variance in damage containment can be explained by strategic planning dimensions.

**ANOVA:** Regression Model is statistically significant ( $F= 25.569$ ,  $p < 0.001$ ), indicating that the model as a whole has a significant impact on damage containment.

**Coefficients:** Among all predictors, only goals dimension has a statistically significant impact ( $p = 0.010$ ) on damage containment. Internal analysis dimension also shows a marginally significant effect ( $p = 0.047$ ); however, the other dimensions (vision, mission, strategic choices, and external analysis) have no statistically significant effects. Based on these results, it can be concluded that, in this analysis, strategic planning dimensions (except for goals and potentially internal analysis) have no significant impact on damage containment in Palestinian banks. Further research or consideration of additional factors may be necessary to gain a better understanding of the factors influencing damage containment in Palestinian banks.

4. There is no statistically significant impact at level ( $p \leq 0.05$ ) of strategic planning dimensions (vision, mission, goals, strategic choices, and internal and external analysis) on activity recovery in Palestinian banks.

#### Regression

**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.757 <sup>a</sup>	.574	.538	.44493

a. Predictors: (Constant), external analysis, vision, goals, internal analysis, mission, strategic choices

**ANOVA<sup>a</sup>**

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	19.436	6	3.239	16.363	.000 <sup>b</sup>
Residual	14.451	73	.198		
Total	33.888	79			

a. Dependent Variable: Activity Recovery Stage

b. Predictors: (Constant), external analysis, vision, goals, internal analysis, mission, strategic options

**Coefficients<sup>a</sup>**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	.316	.373		.848	.399
vision	.051	.115	.051	.447	.656
Mission	-.068	.111	-.076	-.611	.543
Goals	.129	.124	.138	1.040	.302
Strategic Choices	.188	.157	.172	1.192	.237
Internal analysis	.097	.133	.094	.729	.469
External analysis	.511	.129	.460	3.969	.000

a. Dependent Variable: Activity Recovery Stage

**Model Summary:** R-squared value of (0.574) suggests that approximately (57.4%) of variance in activity recovery can be explained by strategic planning dimensions.

**ANOVA:** Regression Model is statistically significant ( $F= 16.363$ ,  $p < 0.001$ ), indicating that the model as a whole has a significant impact on activity recovery.

**Coefficients:** Among all predictors, only external analysis dimension shows a statistically significant impact ( $p < 0.001$ ) on activity recovery; however, the other dimensions (vision, mission, goals, strategic choices, and internal analysis) have no statistically significant effects.

Based on these results, it can be concluded that, in this analysis, strategic planning dimensions (except for external analysis) have no significant impact on activity recovery in Palestinian banks. Further research or consideration of additional factors may be necessary to gain a better understanding of the factors influencing activity recovery in Palestinian banks.

5. There is no statistically significant impact at level ( $p \leq 0.05$ ) of strategic planning dimensions (vision, mission, goals, strategic options, internal and external analysis) on learning in Palestinian banks.

### Regression

#### Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.758 <sup>a</sup>	.575	.540	.46321

a. Predictors: (Constant), external analysis, vision, goals, Internal analysis, mission, strategic choices

#### ANOVA<sup>a</sup>

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	21.174	6	3.529	16.447	.000 <sup>b</sup>
Residual	15.663	73	.215		
Total	36.837	79			

a. Dependent Variable: Learning Stage

b. Predictors: (Constant), external analysis, vision, goals, Internal analysis, mission, strategic choices

#### Coefficients<sup>a</sup>

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	.328	.388		.846	.400
vision	-.050	.119	-.047	-.418	.677
Mission	-.038	.116	-.040	-.324	.747
Goals	.153	.129	.157	1.183	.241
Strategic choices	.420	.164	.370	2.560	.013
Internal analysis	-.149	.139	-.138	-1.074	.286
External analysis	.565	.134	.488	4.216	.000

a. Dependent Variable: Learning Stage

**Model Summary:** R-squared value of 0.575 indicates that approximately 57.5% of variance in learning stage can be explained by strategic planning dimensions.

**ANOVA:** Regression model is statistically significant ( $F = 16.447$ ,  $p < 0.001$ ), suggesting that the model as a whole has a significant impact on learning.

**Coefficients:** Among all predictors, only external analysis dimension demonstrates a statistically significant impact ( $p < 0.001$ ) on learning; however, the other dimensions (vision, mission, goals, strategic choices, and internal analysis) have no statistically significant effects.

Based on these results, it can be concluded that, in this analysis, strategic planning dimensions (except for external analysis) have no significant impact on learning in Palestinian banks. Further research or consideration of additional factors may be necessary to gain a deeper understanding of the factors influencing learning process in Palestinian banks.

**Analysis of variance (ANOVA) Test:**

One-way ANOVA is a statistical formula applied to assess if there is a statistically significant difference in demographic characteristics (work experience, employee qualifications, and current position) by dependent variables. F- Ratio and P-value were calculated to determine whether there were differences among different groups.

Once P-value associated with F- ratio is smaller than (0.05), the means of all groups are not equal, and thus requires applying Post- hoc tests, such as t-test. In addition, independent sample T-test is applied to determine whether there is a statistically significant difference between gender groups regarding all constructs. This means that there are different people providing scores for each group.

**The second main hypothesis:** There are is no statistically significant difference at ( $p \leq 0.05$ ) in sample participants' responses on strategic planning dimensions due to demographic characteristics (gender, work experience, employee qualifications and current position).

**The third main hypothesis:** There is no statistically significant difference at ( $p \leq 0.05$ ) in sample participants' responses on crisis management stages due to demographic characteristics (gender, work experience, employee qualifications and current position).

Table (4-5) summarizes significance levels of ANOVA, T-value, and F-value to determine whether there are differences in dependent variables by demographic characteristics.

**Table (4-5): Significance Levels of ANOVA and T-Test**

<b>Demographic Characteristics</b>	<b>T/F sig.</b>	<b>Strategic Planning Strategies</b>	<b>Crises Management</b>
<b>Gender</b>	T	-.033	-.014
	Sig	.974	.989
<b>Work Experience</b>	F	.577	.280
	Sig	.632	.840
<b>Employee Qualifications</b>	F	.915	1.198
	Sig	.438	.316
<b>Current Position</b>	F	.180	.173
	Sig	.836	.841

According to table (4-5) illustrating significance levels of ANOVA and t-tests, the results indicate that there is no statistically significant difference at ( $p \leq 0.05$ ) level in sample participants' responses on strategic planning dimensions and crisis management stages based on demographic characteristics (gender, work experience, employee qualifications, and current position).

For demographic variable of gender, each of t-value for strategic planning dimensions (-0.033) and crisis management stages (-0.014) is not statistically significant ( $p > 0.05$ ), indicating that gender has no significant impact on sample participants' response in these fields.

Likewise, for the remaining demographic characteristics (work experience, employee qualifications, and current position), F-value for each of strategic planning dimensions and crisis management stages is not statistically significant ( $p > 0.05$ ). This suggests that these demographic characteristics do not lead to significant differences in sample members' responses in terms of strategic planning dimensions and crisis management stages.

In conclusion, based on the statistical analyses, the study finds no significant difference in sample participants' responses regarding strategic planning dimensions and crisis management stages based on gender, work experience, employee qualifications, and current position.

## **Chapter Five**

### **Discussion And Recommendations**

#### **5.1 Overview**

This study discusses the impact of strategic planning dimensions (vision, mission, objectives, and strategic choices, and internal and external analysis) on crisis management stages (warning signal detection, preparedness and prevention, damage containment, activity recovery, and learning) in Palestinian banks. The discussion aims to deepen an understanding of the above topic. Depending on the previous results, hypotheses, and questions of the current study, this chapter is designed to discuss, through relating the previous literature review outcomes to the current study ones, the key strategic planning dimensions and crisis management stages; in addition to developing useful recommendations on the basis of the discussion outcomes.

#### **5.2 Discussion of Results**

The study aims to determine the impact of strategic planning dimensions (vision, mission, objectives, and strategic choices, and internal and external analysis) on crisis management stages (warning signal detection, preparedness and prevention, damage containment, activity recovery, and learning) in Palestinian banks. Questionnaire is the main search instrument to collect information and data essential for study purposes. The study population is composed of all bank employees in West Bank, while study sample is (80) ones. Based on study questions, hypotheses and goals, it was unquestionably found that:

- Managers at Palestinian banks generally have a comprehensive vision that enables employees to identify business direction; they rely on their vision to unify

employees' efforts, make informed decisions, and anticipate future challenges. The average rating for vision-related practices is (3.70), indicating a moderate level of implementation; this is consistent with Elbasir and Shenshen (2020) whose results show that strategic planning affects crisis management, meaning that when an organization prepares for its future, defines its vision, mission, and goals to develop appropriate strategies through optimally exploiting its financial and human resources, this enhances its capabilities to better cope with potential crises.

- Palestinian banks have a definite mission which they aim to convey to employees to enhance performance efficiency. Banks' goals are set in line with their vision and mission. The average rating for mission-related practices is (3.75), indicating a moderate level of implementation; this is consistent with Plance (2016) whose findings show that most savings and loans companies try to strategically manage mission by aligning initiatives with strategy, fully involving employees in strategy implementation, keeping staff fully informed of company strategic direction, monitoring strategy implementation for adapting it where necessary to meet challenges and realities of the times, and structuring organizations to be effective in their strategy implementation.
- Palestinian banks strive to set clear goals all seek to achieve; these goals are periodically reviewed and updated based on customer feedback, environmental factors, and performance measurement. Banks also adopt new strategies to achieve a competitive advantage. The average rating for goal-related practices is (3.82), indicating a moderate to high level of implementation; this is consistent with Alafia et al. (2020) whose findings show that there is a high degree of strategic planning operations in Jordanian Ministry of Health; noting the ministry's interest in

implementing these processes, especially with regard to setting specific goals that are accurate, measurable and achievable with ministry employees' participation, and in developing different methods and plans to meet future challenges.

Management in Palestinian banks focuses on periodically reviewing strategies to evaluate achievements, implementing them through a framework of key processes, adopting new strategies to achieve a competitive advantage, conducting external and internal analysis to find out what strategies to adopt, and updating information from customers and environment. The average rating of strategic option practice is (3.86), indicating a relatively high level of implementation; this is consistent with Sasaka (2017) whose study results show that practice of strategic competition, strategic corporate governance, strategic planning, and strategic overall quality management has a significant effect on corporate social responsibility performance.

- Palestinian banks analyze their internal environment to detect their strengths and weaknesses. Internal factors significantly affect bank strategic decision-making process; internal consultants play a prominent role in strategic planning development. The average rating of internal analysis practices is (3.77), indicating an average to high level of implementation; this is consistent with Al-Jahmani and Emeagwali (2017), whose study results show that Jordanian banks in Ramtha governorate pay special attention to issues related to external and internal environment.
- Palestinian banks conduct external analysis to identify risks and opportunities and consider external factors in strategic decision-making. External consultants contribute significantly to strategic planning. The average rating for external analysis practice is (3.83), indicating a relatively high level of implementation; this is consistent with Al Suwaidi (2018), whose study findings show that management in

banking industry is responsible for developing strategies, frameworks and policies that respond proactively to prevent, detect and mitigate shocks on banks, particularly potential shocks in an external business environment.

- There is no statistically significant impact at level ( $p \leq 0.05$ ) of strategic planning dimensions (vision, mission, goals, strategic choices, and internal and external analysis) on preparedness and prevention in Palestinian banks; this is consistent with Mudalal (2021), whose study findings show that crisis management with strategic planning dimensions have a significant relationship.
- There is no statistically significant impact at level ( $p \leq 0.05$ ) of strategic planning dimensions (vision, mission, goals, strategic choices, and internal and external analysis) on damage containment in Palestinian banks; this is consistent with Sotirios and Nikolas (2016), whose study results show that strategic planning dimensions do play a key role in crisis management.
- There is no statistically significant impact at level ( $p \leq 0.05$ ) of strategic planning dimensions (vision, mission, goals, strategic choices, and internal and external analysis) on activity recovery in Palestinian banks; this is consistent with Dalain (2021), whose study findings show that there is an impact of strategic planning dimensions in crisis management in public hospitals.
- There is no statistically significant impact at level ( $p \leq 0.05$ ) of strategic planning dimensions (vision, mission, goals, strategic choices, and internal and external analysis) on learning in Palestinian banks; this is consistent with AbdElaal et al. (2022) , whose study findings show that senior management members approve all dimensions of strategic planning variables well in ceramic companies in question.

### **5.3 General Recommendations**

Based on the current study results, the recommendations are as follows:

1. Palestinian banking sector should pay a considerable attention to priority of applying strategic planning dimensions, given their growing importance in crisis management.
2. Palestinian banking sector should enhance managers' potential in strategic planning dimensions and develop precautionary plans for potential crises.
3. Palestinian banking sector should keep up with recent policies of crisis management field and develop comprehensive strategic planning programs in order to improve an efficiency of dealing with crises.
4. Palestinian banking sector should adopt an optimal strategic planning for crisis management through creating a strategic team - crisis management being able to manage crises effectively as they occur in a comparatively short time.
5. Palestinian banking sector should regularly hold training pioneer sessions, seminars and workshops for its employees on the positive and negative impact of potential crises.
6. Palestinian banking sector should prepare an annual report on banking crises for use in managing future crises, and provide each department with a guide containing examples of past banking crises and how they have been dealt with effectively.

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## Questionnaire"

### Section One: Person and organization profile

1) Gender

Male ( )      Female ( )

2) Your position

( ) Top management

( ) Middle management/Supervisory.

( ) First line employee

( ) other

3) Qualification

( ) Diploma

( ) Bachelor

( ) master

( ) PHD

4) Your age

( ) Under 25 years

( ) 26–35 years

( ) 36–45years

( ) Over 46 years

5) Years of experience

( ) 1-3 years

( ) 4-7 Years

( ) more than 8 Years

**Part Two: Please Tick the Appropriate Boxes with (x)**

<b>Strategic Planning</b>	<b>Strongly Agree</b>	<b>Agree</b>	<b>Neutral</b>	<b>Strongly Disagree</b>	<b>Disagree</b>
<b>Vision</b>					
Managers have comprehensive vision that enables employees to identify business direction.					
Managers rely on their vision to consolidate employees' efforts toward achieving organization purposes.					
Managers rely on their vision to make the right decisions.					
Managers rely on their vision to cope with even unexpected events.					
Managers have the potential to translate vision into reality according to objectives and functions.					
<b>Mission</b>					
Bank has a specific strategy.					
Bank aspires to convey its mission to employees in order to improve performance efficiency.					
Budgets are always aligned with individual, team or the whole performance.					
Bank structure allows a comprehensive strategy to be implemented.					
Bank employees are fully aware of the strategy.					

<b>Goals</b>					
Bank goals are clear all strive to achieve.					
Bank goals are set in the light of its vision and mission.					
Strategies are based on target customers, markets, and environment.					
Management encourages employees to participate in bank-strategy development process.					
Mangers takes employees' opinions into account when planning for bank future.					
<b>Strategic Choices</b>					
Strategy is periodically reviewed to evaluate achievements.					
Strategy is periodically developed, reviewed and updated based on information from customers, environment, and performance measurement.					
Strategy is implemented through a framework of key processes.					
Bank adopts new strategies to achieve a competitive advantage.					
Bank conducts external and internal analysis to find out what strategies to adopt.					
<b>Internal Analysis</b>					
Management monitors bank internal environment to detect its strengths and weaknesses.					

Long-term goals are formulated based on bank environment analysis.					
Internal factors influence bank strategic decision-making process.					
Internal consultants play a key role in strategic planning development.					
Strategic planning requires enough financial resources.					
<b>External Analysis</b>					
External environment analysis determines potential future risks.					
External environment analysis is conducted to find out available opportunities.					
External factors influence bank strategic decision-making process.					
External consultants play a key role in strategic planning development.					
Strategic plan is completely understood before any significant actions are taken.					
<b>Crisis Management</b>					
<b>Early Warning Signal Detection</b>					
Banks monitor signs of weakness, such as volatility in fiscal variables, high debt, high unemployment, customer's expense decrease and others as indicators of a crisis.					
Technologies applied in other institutions, such as meteorology and civil defense help banks detect early warning signs of a crisis.					
Banks adopt a pre-planning methodology for crisis management in case of					

occurrence through a clear strategy prepared for this.					
Adequate attention is paid to environmental surveillance (detection of strengths, weaknesses, opportunities and threats) of crisis indicators.					
Staff are qualified to perform crisis indicator collection and analysis skills.					
<b>Preparation and Prevention</b>					
Scenarios prepared by bank management are commensurate with the nature of crisis it may face.					
Bank management is constantly adopting development and modification of crisis management plans through Strategic Business Unit (SBU)					
Bank management has an active alert system for preventive prediction of potential crises.					
Bank management shares information about the anticipated crisis with all relevant departments as a precautionary measure.					
Banks set up competent task teams appropriate to the nature of potential crises.					
<b>Damage Containment</b>					
Bank management has the ability to respond immediately to contain crises.					
Bank management has the ability to detect crisis and its damages if it occurs.					

Flexibility, speed and potential to move available financial and human resources are essential to contain a crisis.					
Decentralized body management authorizes banks and relevant parties to participate in decision-making when a crisis occurs.					
Bank management is keen to promote awareness among employees on how to deal with crises when they occur.					
<b>Activity Recovery</b>					
Bank management launches awareness campaigns to address damage caused by crisis.					
Bank management looks forward to reassuring employees in an event of a crisis.					
Bank management is keen to adopt incentives to reward employees in times of potential crisis.					
Bank management identifies needs of its various locations affected by any potential crisis while providing resources to restore regular activities.					
<b>Learning</b>					
Bank management benefits from the previous crisis in improving and developing its crisis management procedures and plans.					
There is an objective assessment of the crisis (plans, practices, decisions) that has been adopted to deal with similar					

future crises.					
Bank management is keen to schedule crisis details in a structured archive that is easily retrieved to take lessons for future use.					
Bank management spreads a culture of dealing with crises among its employees in a simplified manner by many means, such as brochures, booklets and seminars.					

## ملخص الرسالة

هدفت الدراسة إلى التعرف إلى تأثير التخطيط الاستراتيجي (الرؤية، والرسالة، والأهداف، والاختيارات الاستراتيجية، والتحليل الداخلي والخارجي) على إدارة الأزمات (اكتشاف إشارات الإنذار، والاستعداد والوقاية، واحتواء الأضرار، واستعادة النشاط، والتعلم) في البنوك العاملة في فلسطين. استخدمت الدراسة الاستبيان للدراسة الميدانية للحصول على المعلومات والبيانات التي يقوم بها المشاركون. تكونت عينة الدراسة من (80) مشاركاً من موظفي البنوك في فلسطين. أظهرت نتائج الدراسة أن المديرين في البنوك الفلسطينية يمتلكون بشكل عام رؤية شاملة تمكنهم من تحديد اتجاه العمل. كما أظهرت أنهم يستخدمون رؤيتهم لتوحيد جهود الموظفين واتخاذ قرارات مستنيرة وتوقع التحديات المستقبلية. تظهر البنوك الفلسطينية مستوى مرتفع نسبياً من المراقبة لعلامات الأزمة، وتظهر البنوك التزاماً قوياً بالتخطيط المسبق لإدارة الأزمات، وتظهر البنوك الفلسطينية مستوى مرتفع نسبياً من القدرة على الاستجابة على الفور لاحتواء الأزمات. اوصت الدراسة بأن يقوم قطاع البنوك في فلسطين بإعداد تقرير سنوي حول الأزمات المصرفية لاستخدامه في إدارة الأزمات المستقبلية. وينبغي أن يزود قطاع البنوك في فلسطين كل إدارة بكتيب يتضمن أمثلة على الأزمات المصرفية السابقة وكيف تم التعامل معها بفعالية.