



**THE INFLUENCE OF STRATEGIC PLANNING  
ON THE CAPABILITY OF CRISIS  
MANAGEMENT IN LIBYAN CIVIL AVIATION  
SECTOR**

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## TABLE OF CONTENT

|  |    |
|--|----|
| TABLE OF CONTENT.....                                  | 1  |
| THESIS APPROVAL PAGE.....                              | 5  |
| DECLARATION .....                                      | 6  |
| FOREWORD .....   | 7  |
| ABSTRACT.....  | 8  |
| ÖZ.....  | 9  |
| ARCHIVE RECORD INFORMATION .....                       | 10 |
| ARŞİV KAYIT BİLGİLERİ.....                             | 11 |
| ABBREVIATIONS.....                                     | 12 |
| SUBJECT OF THE RESEARCH .....                          | 13 |
| PURPOSE AND IMPORTANCE OF THE RESEARCH .....           | 13 |
| HYPOTHESIS OF THE RESEARCH .....                       | 13 |
| QUESTION AND RESEARCH PROBLEM .....                    | 14 |
| OBJECTIVES OF STUDY .....                              | 15 |
| POPULATION AND SAMPLE .....                            | 15 |
| SCOPE AND LIMITATIONS / DIFFICULTIES .....             | 16 |
| 1. INTRODUCTION .....                                  | 17 |
| 1.1. Overview of Air Transportation .....              | 20 |
| 1.2. Overview of Aviation in Libya .....               | 21 |
| 1.3. Words and Term of Definition .....                | 23 |
| 1.4. Limitations And Delimitation.....                 | 24 |
| 1.4.1. Limitations .....                               | 24 |
| 1.4.2. Delimitation.....                               | 25 |
| 1.5. Thesis Organization.....                          | 25 |
| 2. THE THEORETICAL FRAMEWORK AND PREVIOUS STUDIES..... | 26 |
| 2.1. The Theoretical Framework.....                    | 26 |

|   |           |
|---|-----------|
| <b>2.2. Strategic Planning.....</b>   | <b>28</b> |
| 2.2.1. Concept of Planning .....  | 28        |
| 2.2.2. Types of Planning .....  | 29        |
| 2.2.3. Concept of Strategic Planning.....   | 30        |
| 2.2.4. Strategic Planning Attributes .....  | 33        |
| 2.2.5. The Importance of Strategic Planning.....  | 34        |
| 2.2.6. Dimensions of Strategic Planning .....   | 36        |
| 2.2.7. Stages of Strategic Planning .....   | 36        |
| 2.2.8. Strategic Planning Levels.....   | 38        |
| 2.2.9. Barriers to strategic planning.....  | 39        |
| 2.2.10. The Impact of Strategic Planning on the Effectiveness of Independent<br>Institutions..... | 40        |
| 2.2.11. Components of Strategic Planning.....   | 42        |
| 2.2.12. Strategic Management and Strategic Planning .....   | 44        |
| 2.2.13. Management and Strategic Planning.....  | 45        |
| 2.2.14. The Role of Strategic Planning.....   | 47        |
| 2.2.15. Vision and Mission Statements.....  | 47        |
| 2.2.16. Strategic Capabilities to Achieve Competitive Advantage .....                             | 50        |
| 2.2.17. Knowledge as a Key Strategic Capability .....   | 52        |
| <b>2.3. Crisis Management.....</b>  | <b>53</b> |
| 2.3.1. Concept of Crisis Management .....   | 53        |
| 2.3.2. Crisis Management Requirements.....  | 56        |
| 2.3.3. Dimensions of Crisis Management.....   | 57        |
| 2.3.4. Stages of Crisis Management .....  | 58        |
| 2.3.5. Factors Hindering the Early Detection of the Crisis .....                                  | 59        |
| 2.3.6. Characteristics of Crisis Management .....   | 59        |
| 2.3.7. Crisis Management Levels.....  | 60        |
| 2.3.8. Crisis Management Expectations.....  | 61        |
| 2.3.9. The Effectiveness of crisis management .....   | 62        |
| 2.3.10. The Relationship Between the Role of Strategic Planning and Crisis<br>Management.....     | 64        |
| 2.3.11. Crisis Management and Technology .....  | 67        |
| 2.3.12. Crisis management and marketing.....  | 68        |

|   |            |
|---|------------|
| 2.3.13. Communication and Coordination in Crisis Management .....   | 69         |
| 2.3.14. Requirements for an Effective Crisis Communication .....  | 70         |
| 2.4. Capability.....  | 71         |
| 2.4.1. Key Elements for Building a Crisis Management Capability .....   | 72         |
| 2.4.2. Elements of a Crisis Management Capability.....  | 73         |
| 2.4.3. Crisis Management Culture and Competence.....  | 74         |
| 2.5. Previous Studies.....  | 75         |
| <b>3. RESEARCH METHODOLOGY.....</b>   | <b>85</b>  |
| 3.1. Methodological Framework of Study .....  | 85         |
| 3.2. Study Methodology .....  | 86         |
| 3.3. Research Model.....  | 88         |
| 3.4. Population and Sample Research.....  | 89         |
| 3.5. Measures Validity and Reliability .....  | 90         |
| 3.5.1. Strategic Planning Scale.....  | 90         |
| 3.5.2. Crisis Management Capability Scale.....  | 92         |
| 3.6. Reliability of the Scales .....  | 93         |
| 3.7. Descriptive Statistics of Study Variables.....   | 94         |
| 3.8. Testing validity using Structural Equation Modling (SEM) .....   | 95         |
| 3.8.1. Strategic Planning Scale (First Order Model) .....   | 95         |
| 3.8.2. Crisis Management Capability Scale (First Order Model) .....   | 96         |
| 3.8.3. Correlation and regression results based on principal components<br>factor analysis models .....                       | 96         |
| 3.8.4. Correlation and Regression Results Based on Structural Equation<br>Models (Maximum Likelihood Extraction Method) ..... | 98         |
| 3.9. Preliminary Analyses for Correlation .....   | 98         |
| 3.9.1. Correlation .....  | 99         |
| 3.9.2. Regression .....   | 100        |
| <b>4. RESULTS AND DISCUSSION.....</b>   | <b>105</b> |
| 4.1. Introduction .....   | 105        |
| 4.2. Response Rate and Demographic Profile .....  | 105        |
| 4.2.1. Response Rate .....  | 105        |
| 4.2.2. Respondents Demographic Characteristics .....  | 105        |
| 4.3. Reliability Analysis.....  | 108        |

|  |            |
|--|------------|
| <b>4.4. Descriptive Finding.....</b>   | <b>109</b> |
| <b>4.5. Pearson Correlation Analysis .....</b>   | <b>111</b> |
| <b>4.6. Results of Hypothesis Testing for Direct Relationships Between<br/>Variables .....</b> | <b>112</b> |
| <b>4.7. Summary of Findings .....</b>  | <b>114</b> |
| <b>4.8. Summary of Chapter .....</b>   | <b>114</b> |
| <b>DISCUSSION AND CONCLUSION .....</b>   | <b>115</b> |
| <b>REFERENCES.....</b>   | <b>120</b> |
| <b>APPENDIX.....</b>   | <b>133</b> |
| <b>LIST OF TABLES .....</b>  | <b>146</b> |
| <b>LIST OF FIGURES .....</b>   | <b>147</b> |
| <b>CURRICULUM VITAE.....</b>   | <b>148</b> |

## THESIS APPROVAL PAGE

I certify that in my opinion the thesis submitted by Belkasim Rafa ELAHMIR titled “THE IMPUDENCE OF STRATEGIC PLANNING ON THE CAPABILITY OF CRISIS MANAGEMENT IN LIBYAN CIVIL AVIATION SECTOR” is fully adequate in scope and in quality as a thesis for the degree of PhD.

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## **DECLARATION**

I hereby declare that this thesis is the result of my work and all information included has been obtained and expounded in accordance with the academic rules and ethical policy specified by the institute. Besides, I declare that all the statements, results, and materials, not original to this thesis have been cited and referenced literally.

Without being bound by a particular time, I accept all moral and legal consequences of any detection contrary to the aforementioned statement.

**Name Surname:** Belkasim Rafa ELAHMIR

**Signature** :



## **FOREWORD**

First, all praise is Allah, who has given me the strength, patience, and ability to overcome the difficulties and complete this thesis. I sincerely thank and acknowledge the great support, encouragement and guidance of my Advisor, Prof. Dr. Fatma Zehra TAN, who inspired me as a mentor to perform creatively, rigorously, and logically. Also, I am thankful to my professors who are in the thesis review committee and I believe that I have learned a lot from their professional knowledge and research process experience during my doctoral education. because they have significantly contributed to my learning. I highly praise the faculty members and staff of Karabuk University, Institute of Graduate Programs, department of business administration, for their help, material, and moral support. I value the authors of the sources, which I have used in my thesis, and extend sincere gratitude to them. I dedicate this thesis to my parents, siblings, wife, and children for their endless motivation and support.

## **ABSTRACT**

This study aimed to find out how strategic planning affected crisis management in the libyan civil aviation sector. The study combined quantitative methodologies with a descriptive-analytical strategy. The general managers, directors of departments, directors of divisions, heads of departments, and chiefs of offices in Libyan civil aviation have received 290 self-administered questionnaires. The findings showed a statistically significant association between crisis management and strategic planning. These findings demonstrated that strategic planning plays a key role in times of crisis to increase civil aviation's capacity to survive and prosper. Strategic planning is a proactive management practice that makes managers less evasive and better equipped to handle crises. Therefore, civil aviation should adopt a strategic approach to crisis management by including crisis management planning in the process of developing strategy. Planning for both at the same time helps managers strategize during a crisis, which improves their capacity to successfully handle a crisis.

**Keywords:** Strategic Planning (SP), Crisis Management capability (CMC), Libyan civil Aviation Sector (LCAS Libya).

## ÖZ

Bu çalışma, Libya sivil havacılık sektöründe stratejik planlamanın kriz yönetimini nasıl etkilediğini bulmayı amaçlamıştır. Çalışma, nicel metodolojileri tanımlayıcı bir analitik strateji ile birleştirdi. Libya sivil havacılığındaki genel müdürler, daire müdürleri, bölüm müdürleri, daire başkanları ve ofis şeflerine 290 kendi kendine uygulanan anket verildi. Bulgular, kriz yönetimi ile stratejik planlama arasında istatistiksel olarak anlamlı bir ilişki olduğunu gösterdi. Bu bulgular, stratejik planlamanın kriz zamanlarında sivil havacılığın hayatta kalma ve gelişme kapasitesini artırmada kilit bir rol oynadığını göstermiştir. Stratejik planlama, yöneticileri krizleri yönetmek için daha az kaçamak ve daha donanımlı hale getiren proaktif bir yönetim uygulamasıdır. Bu nedenle sivil havacılık, kriz yönetimi planlamasını strateji geliştirme sürecine dahil ederek kriz yönetimine stratejik bir yaklaşım benimsemelidir. Her ikisini aynı anda planlamak, yöneticilerin bir krizin ortasında strateji geliştirmelerine yardımcı olur ve bu da krizle başarılı bir şekilde başa çıkma kapasitelerini geliştirir.

**Anahtar Kelimeler:** Stratejik Planlama (SP), Kriz Yönetimi yeteneği (CMC), Libya sivil Havacılık Sektörü (LCAS Libya).

### ARCHIVE RECORD INFORMATION

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## ARŞİV KAYIT BİLGİLERİ

|                           |  |
|---------------------------|--|
| <b>Tezin Adı</b>          | Libya Sivil Havacılık Sektöründe Kriz Yönetimi Kabiliyeti Üzerinde Stratejik Planlamanın Etkisi    |
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| <b>Anahtar Kelimeler</b>  | Stratejik Planlama (SP), Kriz Yönetimi yeteneği (CMC), Libya sivil Havacılık Sektörü (LCAS Libya). |

## **ABBREVIATIONS**

|                   |                                    |
|-------------------|------------------------------------|
| <b>SP</b>         | : Strategic Planning               |
| <b>CMC</b>        | : Crisis Management Capability     |
| <b>LCAS</b>       | : Libyan Civil Aviation Sector     |
| <b>COV</b>        | : Clarity of Vision                |
| <b>UOCC</b>       | : Understanding of Core Capability |
| <b>SOST</b>       | : Selection of Strategic Targets   |
| <b>SR</b>         | : Shared Responsibility            |
| <b>TA</b>         | : Taking Action                    |
| <b>C&amp;I</b>    | : Command and Information          |
| <b>CO&amp;INT</b> | : Coordination and Integration     |
| <b>M&amp;L</b>    | : Management and Learning          |

## **SUBJECT OF THE RESEARCH**

Adopting a strategic planning method in dealing with crises. This study deals with the subject of strategic planning on the capability of crisis management in the aviation sector in Libya represented by Libyan civil aviation authority and subsidiaries, and in this research, we will shed light on the role of General managers, Directors of departments, directors of divisions, heads of department, chiefs of offices, in raising On their ability to practice planning for facing crises, and the title of this study is

The influence of strategic planning on the capability of crisis management in the Libyan civil aviation sector.

## **PURPOSE AND IMPORTANCE OF THE RESEARCH**

The importance of the study is highlighted below:

- Statement of the strategic planning to respond to crises faced by organizations.
- Statement of the recent entry into the strategic planning of the organizations, which is the preventive approach, that is, the attempt to predict what will happen and capability can be faced crises.
- A statement of how crises can be faced by managing them.
- Motivating employees, especially departments and higher divisions, to the importance of the method of the research.

## **HYPOTHESIS OF THE RESEARCH**

H1: There is a significant relationship between Strategic Planning and Crisis Management Capability.

H2: There is significant effect of Strategic Planning on Crisis Management Capability.

H3: Perceived Strategic Planning significantly exceeds the benchmark.

H4: Perceived Capability of Crisis Management significantly exceeds the benchmark.

## **QUESTION AND RESEARCH PROBLEM**

It is obvious to everyone how the events and conditions that Libya is going through during this period, despite the efforts that have been made and are still being made, on more than one level in the aviation sector, to improve and provide the services and materials that the aviation sector needs.

In addition to addressing the technical problems that are experienced by suffering in all departments and the damages that befall the planes, due to the conditions that the country is going through and the devastation of the infrastructure.

There are a number of indicators that indicate a weakness of the provided services by all the companies, and there are many crises and difficulties, as well as, the clear lack of paying attention to its human cadres workers, which affected significantly on their poor performance, It was reflected in the quality of the provided services to customers .and by diagnosing the reality of the aviation sector from the point of view of the chairman of its board of directors, and aviation experts and officials he confirmed that the aviation sector suffers from indicators and phenomena are described as shortcomings, the great penalty of which is, due to the events through which the country is going, which led to the deterioration of its performance and failure to implement its strategic plans.

Despite the impacts are increasing on strategic planning on the capability of crisis management in the service sectors and aviation sector, there is still limited literature on human resource development issues in developing countries (Debrah & Ofori, 2006).and growing concerns from customers towards low-quality services in the service sector. It should be noted that studies related to strategic planning and crisis management issues are scarce in less developed countries, which created a gap in the existing studies on these issues related to worker performance (Nassazi, 2013). this study will contribute to reducing this gap in the literature, and thus laying a basis for understanding strategic planning and its impact on crisis management, the managers, and employee performance in the Libyan aviation sector.

Based on the foregoing, the problem of the study is the researcher's belief that there is a shortcoming in the effect of strategic planning in the aviation sector, From



here strategic planning management becomes one of the most important elements to face crises and resolve them or reducing.

The problem of research revolves around the following main question:

Q1. What is the role and influence of strategic planning on the capability of crisis management in the aviation sector in Libya?

Q2. Do strategic planning positively influences perceived airline crisis management capability?

Q3. Does strategic planning positively influences perceived airline Command and Information?

Q4. Does strategic planning positively influences perceived airline Coordination and Integration?

Q5. Does strategic planning positively influences perceived airline Management and Learning?

## **OBJECTIVES OF STUDY**

- The main objective measures the effect of the independent variable strategic planning on the dependent variable strategic planning.
- Learn about strategic planning and the capability of crisis management.
- Learn how to the capability of crisis management.
- How strategic planning can respond to crises?
- Identify the relationship between the clarity of the scientific concept of strategic planning and its practical practice.

## **POPULATION AND SAMPLE**

The study population consists of (General managers, Directors of departments, directors of divisions, heads of department, chiefs of offices) in the LCAS and subsidiaries, they stakeholders and with considerable experience working, because they are primarily concerned with the subject of the study and the ability to deal with variables and they number about 290 male and female, and they represent the study.

## SCOPE AND LIMITATIONS / DIFFICULTIES

- **Scope of the Research**

According to the general problematic of the study and to answer its main arising questions, and taking into account the aim of the study, this study comes in five chapters, each chapter preceded by an introduction and followed by a conclusion.

- **Limitations**

**Objective limits:** The influence of strategic planning on the capability of crisis management in the Libyan civil aviation sector.

**Spatial limits:** These limits are represented in the aviation sector and subsidiaries in Libya.

**Time limits:** it's the period in which the relationship and the influence of strategic planning on the capability of crisis management in aviation sector, has been studied and analyzed and evaluated , which is represented in the period during which this study is prepared by collecting data, as well as the period that covers the field part, by distributing the questionnaire form to the sample members , then analyzed and reached to the most important results of this study in the period of year 2022.

- **Difficulties**

The researcher encountered some difficulties when conducting this study, especially with regard to the practical aspect of this study. Perhaps the most prominent the political and security situation in Libya and the distances and the difficulty of contacting the companies and officials headquarters.

## 1. INTRODUCTION

Planning is regarded as one of the most crucial management tasks, and it is difficult to imagine a company operating in the modern world without performing this fundamental task. Without planning, the company would be vulnerable to unpleasant surprises and bad situations that are not considered before it stands perplexed and powerless to act, posing a threat to its future. Planning, in its broadest meaning, is "an administrative process that includes identifying goals and ways of accomplishing them, preparing and assigning the required resources for that, and determining the phases and priorities of work." As a result, preventing these key scenarios is important (Al-Ashkar, 2002).

Strategic planning is based on the concept that the characteristics of an organization are influenced by the procedures adopted by the organization. The operation that includes the determination of the future optimal status of the organization. Formulating a road map determines how to move from the status to the vision of organizations and determines strategic planning (Steiner, 1979). Strategic planning includes the determination of organizational goals, developing policies and strategies to achieve these goals, and making a deep plan aimed at detailing the operation's implementation. With a focus on determining priorities and long-term goals, resources are allocated to ensure alignment with the organization's vision. Strategic planning models suggested by academics and business owners to support the development of new strategies include Strategic planning models that provide specific instructions on the rapprochement mechanisms, implementation, and evaluation of strategic concept formulation. The increase in strategic planning methods can be attributed to the operations and procedures of the organization's focus on achieving defined goals. The environment in which commercial business works in terms of external and internal powers necessitates strategic planning must be focused on developing the strategic concept in this regard (Steiner, 1979). The cornerstone of leadership is appreciating strategic planning practices to focus on organizational strengths in determining priorities and gaining benefits from available opportunities and gaps in the environment. Organizations that use strategic planning to identify internal weaknesses and allocate resources to improve performance will provide long-term high performance. In general, it is necessary to make high investments to

guarantee the achievement of the strategic goals of the organization. So, organizations must allocate their resources and consider the priorities determined by the organization. To address this issue, effective strategic planning has been observed to improve the entity's performance. According to (Kapucu et al. 2006). the strategic option includes the evaluation of generation and determining the best strategy. The implementation of strategy focuses on developing suitable policies and creating a framework that helps translate the selected strategies into action points. This includes developing the company's guidelines, searching the business environment, determining the analysis of the company's strategic issues, strategic selection, developing the implementation, and evaluating and controlling the systems (Ghoneim, Othman, 2008). Based on the foregoing, the importance of strategic planning for any organization is reflected in its being a tool in the hands of the top management of the organization that enables it to face the changes and developments that occur in its environment and have an impact on its ability to achieve its goals; in addition to that, it is the basic line that the administration pursues in its dealings with the distant future. and take it as a basis for making decisions related to the performance of the facility or that have a pivotal impact on the continuation, success, and effectiveness of the organization (Alashkar, 2002).

According to several studies, firms that employ strategic planning are more productive and successful than those that do not. In a dynamic environment in the third millennium, crises have also become a fundamental aspect of modern enterprises. Because crises can no longer be avoided by any company, interest in strategic planning as a crisis management technique has grown. Furthermore, strategic planning for crises entails using a method to identify future opportunities and prevent risks and crises at the level of the organization and the state, as well as adjusting to abrupt and unforeseen changes (Al-ashkar, 2002). Measurement and evaluation of the dangers, followed by the development of management plans, are essential to managing crises. The most common techniques involve moving hazards to other locations, evading threats, or lessening their detrimental effects (Al Hanafi, 2007). The Greek term "Krisis" gave rise to the English word "crisis," and the same is true of the words "decision" and "selection." (Paraskevas, 2006).

According to (Fink ,2002), the crisis has "wear status" or even "perception," is outside the scope of the daily business, and poses a threat to the operation of the

organization as well as its safety and reputation. Moreover, the crisis is perceived as having an unstable status or timing and includes the emergence of a critical event (Seeger & Ulmer, 2003). Organizational crises are unusual and give executives the hands-on experience they need for unanticipated real-world management. Instead, efforts must be made to build the leadership to prepare it for crises. Organizational crises are situations that have both low and high possibilities, are very influential, and pose a threat to all of the organization's key stakeholders as well as its capacity to survive (Pearson & Clair, 1998). Even those occurrences, which most organizations try to avoid since they cannot be seen, are not anticipated by them. Therefore, it is impossible or unpractical to build crisis management skills by direct experimentation, and the effective repeating of crises is not an occurrence (Reason, 1997). The focus of developing armies that can handle emergencies is on agents and training them to gain expertise (Baran & Adelman, 2010).

Crisis management is the elimination of a cost-effective, well-organized operation to lessen some hazards to the firm or organization. It is a business that supports the idea of sustainability. It is a quantitative measuring procedure that is used to assess dangers and create management plans. These tactics include moving risks to other locations in order to lessen their detrimental effects or accept part or all of them. There are two choices, but only one of them is the threat-free cases (Al-Abbadi, 2015). When there are occurrences that threaten the achievement of goals, crisis management is the art of making decisions to prevent or lessen their effects. They could have an adverse influence on ongoing work, which makes crisis management a great skill that can be used efficiently (Wahbeh, 2008). Crises arise as a result of changes, openness to the outside world, attention on the quality system, and dealing with various emergencies, leaving employees and managers of institutions in the environment with no choice but to think strategically and respond accordingly, must have the vision to consider future occurrences when establishing goals, devising policies, and formulating strategies in the years and widely used, rather than depending on conventional policies or a straightforward response to the events and conditions before them. The last and the origin of planning, strategic planning is regarded as one of the most significant administrative concepts that have attracted attention. The strategist believes that it is prepared to face changes that may arise in the future and that it is a collective activity to accomplish carefully defined goals. Additionally, it entails setting

up the right circumstances to manage change in a way that advances those objectives and produces favorable outcomes (Hariri, 2007). The trend among institutions (public and private) of all types, fields, and sizes to adopt a thinking approach in strategic planning to develop their capabilities and maintain their competitiveness under environmental conditions has grown because of the high level of risk associated with decision-making, the magnitude of the cost associated with making bad decisions, the increase in competition, and the tremendous technological development. Adaptable and perplexing. Given the foregoing, strategic planning is essential for every company since it provides senior management with a tool to assist them in coping with environmental changes and developments that might influence their capacity to achieve their goals. The administration's primary line of action when considering the long future is strategic planning. lays the groundwork for decisions that have an impact on the facility's performance or are essential for the organization's existence, profitability, and effectiveness (Alashkar, 2002). Furthermore, institutions must constantly deal with crises; as a result, this study attempts to provide light on how strategic planning could assist institutions in handling crises in the libyan civil aviation sector.

### **1.1. Overview of Air Transportation**

Transportation is considered one of the main features of the civilization of this era and one of the most important factors for its continuity and progress. Transportation is a necessary factor and helps in the growth of social and economic activities.

The most important assisting factors in building the development process, and the quantity, quality, time, and good and coordinated integration between the different modes of transport have a significant and remarkable role. The importance of air transport at the domestic and international levels is crystallized in the effects it leaves on the local and international communities and all economic, social, and cultural levels of those communities, whether directly or indirectly. the importance of air transport at the domestic and international levels lies in the effects it leaves on the local and international communities and all economic, social, and cultural levels of those communities, directly or indirectly. Air transport occupies a prominent position within

the components of the national economy and contributes effectively to advancing the wheel of the economy through the activities performed in its framework or related to it or orbiting it. directly benefiting a larger segment of society.

The volume of spending that air transport companies perform directly when performing their activity or because of it clearly shows the extent of the direct economic benefit that accrues to important activities for society. This includes, for example: What airlines perform in exchange for their use of infrastructure facilities and facilities such as airports and navigation facilities. What do these companies pay for fuelling their planes and other machinery and what they must pay in terms of administrative fees? What you pay in terms of rent in return for the use of real estate that you occupy in its various work locations. (Al-Sayed, Al-Zaqni, 2005).

## **1.2. Overview of Aviation in Libya**

After the Libyan state joined the International Civil Aviation Organization (ICAO) in 1953, the administrative structure of Libyan civil aviation was established in 1955 under the name of the Libyan aviation authority, which represents the legitimate and legislative authority of the Libyan state in all forums and before local and international bodies and organizations in the field of civil aviation. The Libyan state became a member of the International Civil Aviation Organization (ICAO) in 1953, having signed the Chicago Convention of 1944. This treaty provides the first article on the air, which states that the state has absolute sovereignty over the region full. The civil aviation authority is responsible for implementing and applying the policies outlined in the Convention.

The Libyan state is characterized by its large geographical size, which exceeds 1,750,000 square kilometers, and a 2000-kilometer-long coastline overlooking the Mediterranean Sea. This region falls within the Malta region Aviation, which extends from 36.30 degrees north latitude to 22.00 degrees north latitude and from 25 degrees east longitude to 11.30 degrees west longitude. This vast airspace allows Malta to exercise its right to air sovereignty over the entire Libyan territory. However, On December 6th, 1973, Libya achieved sovereignty and control of its airspace through the national elements and personnel in the civil aviation sector. This enabled the establishment of its own territory and the establishment of a temporary information

center for the administration of the territory and control. Furthermore, national elements were trained and qualified to take over the management of air traffic, including air traffic controllers and other disciplines necessary for the successful operation of the civil aviation sector. The administration of civil aviation (ACA) has the authority to exercise a wide range of powers in the management of civil aviation facilities and the implementation of public policy in the field of civil aviation, in accordance with international laws and regulations. Specifically, these powers include, but are not limited to, the following:

The objective of the study was to develop and procure numerous communication tools, including transmitting and receiving stations, radar and navigational aids, and all other systems necessary to guarantee the safety of air navigation in Libyan and another airspace in its flight information zone. This was done to maintain aviation safety and control air traffic in conformity with regional laws and standards. Flight Information Centers (FICs) in surrounding nations and areas work with the worldwide version of Libyan airline pilots, ads, brochures, and technical navigational charts to assure aviation safety and host conferences pertaining to the aviation industry. In order to create bilateral and international agreements, grant charter flight and trans permits, and ease the interchange of commercial air transport rights of action, coordination with the appropriate authorities is required. Furthermore, permissions must be given to civil aircraft flying inside the borders of Libya. The Libyan government is responsible for supervising the operations of both local and foreign airlines and their agents, keeping an eye on the costs of domestic and international air travel, and correcting any anomalies by imposing penalties and fines within the bounds of the relevant laws. Additionally, the government is responsible for preparing economic research and issuing statistical reports on air traffic, as well as providing necessary facilities to airlines operating in Libya.

The Libyan state is responsible for the issuance of landing permits and transit of foreign military aircraft and aircraft as well as foreign official delegations, in coordination with the relevant authorities. additionally, the Libyan state is expected to represent itself in international and regional organizations and civil aviation bodies, as well as in regional and international conferences and committees.



The study of international treaties in the field of civil aviation and the recommendation of the Libyan position towards them, as well as the necessary procedures for ratification or accession, is of utmost importance. Test pilots, engineers, air traffic controllers, maintenance engineers, technicians, airline crews, evacuees, and air traffic controllers must be taken into consideration when issuing vacations. The civil aviation authority oversees registering civil aircraft, issuing airworthiness certificates, adopting operation and maintenance manuals, establishing national and international institutions for aircraft maintenance and routine inspections, investigating aircraft accidents, preparing technical reports, issuing licenses for flight instruction and supervision, and adopting study and training programs. The issuance of licenses for the construction of airports and land landings across Libya was subject to the satisfaction of all prerequisites. Additionally, rates for services rendered by third parties around expertise must be established, and taxes must be collected in compliance with the relevant laws (Al-Sayed, Al-Zaqni, 2005).

### **1.3. Words and Term of Definition**

- **Strategic planning:** can be defined as the process which aims to outline the strategy, set policies, and develop detailed plans which seek to achieve the organizational goals. The deliberated effort by the organization management integrates its strategies with the allocation, roles, responsibilities, and resources to achieve the optimal desired future. The main components of strategic planning include strategic analysis, strategic selection and strategic implementation. The formalization of logistics, operations, and financial fields by each administrative and industrial scenarios led to integrating the quantitative and human arms for of sociology, psychology and human resource management. Quantitative and qualitative sides are those which fix the requirements of organizations including the professional, financial, technical, and strategic needs (Nzuki, 2017).
- **Crisis Management in Aviation Sector:** is different from crises elsewhere. The management team of the business must swiftly decide how to respond to the crisis in this industry. They must prioritize their work and information-seeking according to the time constraints the business faces. As a result,

processes and the first exchange of information are probably marked by uncertainty (Hale et al., 2005; Stephens et al., 2005). Those who are at risk must be informed on self-defense, and those who have been harmed need assistance as soon as possible. (Coombs, 2014). Multiple skills that interpret crisis signals and put plans in place to reduce harm makeup crisis management. Finding these qualities and realizing how they affect consumers' judgments of brand attitude, credibility, and buy intention provide important theoretical and managerial insights.

- **A capability:** is an ability to achieve the desired effect under specified standards and conditions. Ability is defined in the language as the energy, or the power of a person to do something, be able to do it, and combine it with capabilities and capabilities, and when it is said about a person that he can be patient, this means that he has the strength that enables him to be patient and bear the difficulties. It is a test based on measuring a person's ability to perform a specific act. (samia & muhammad, 2018).
- **Competitiveness:** is related to economic matters and what follows, and it expresses the ability of companies, or any of the producing entities, to market their products; Thus increasing their sales, and competitiveness occupies great importance among the terms of economists and businessmen, It can be said that competitiveness is a skill that drives organizations or institutions to produce valuable products and high-quality services to customers so that they are ahead of what competitors offer. In the same sector, it expresses manifestations of distinction, technical, administrative, and marketing excellence, which distinguishes a company from its competitors, and this ability benefits the institutions themselves. (Hamza, 2018).

## **1.4. Limitations And Delimitation**

### **1.4.1. Limitations**

The research limitations are as follows:

- The instruments utilized pose certain limitations resulting from its reliance on participants' honesty and self-documentations by a questionnaire.

- Some items concerned with access to a hard copy may present subjective results depending on the target sample's individual beliefs as well as the target sample's perspective.

#### **1.4.2. Delimitation**

The following are delimitations which are belonging to the study:

- The study is not planned as a longitudinal based on the time for the specific time duration of doctoral studies maximum education as a practical constraint.
- The respondents for this study are (General managers, Directors of departments, directors of divisions, heads of department, chiefs of offices) in the civil aviation Organization authority and subsidiaries.
- This study was limited to the influence of strategic planning on the effectiveness of crisis management in the aviation sector in Libya.
- In this study, convenience sampling with representative methodologies was utilized for crisis management in the aviation sector in Libya.

This chapter includes an introduction to the study in addition to clarifying many terms which were utilized throughout the study such as the statement of the problem, the purpose of study, research questions, the hypothesis of the study, the significance of the study, and the limitation of the study.

#### **1.5. Thesis Organization**

This work is organized into five chapters. The research covered via each chapter are shown below: Chapter 1: Introduction, Chapter 2: Literature Review, Chapter 3: research Methodology, Chapter 4: Results and Discussion, and Chapter 5: Discussion and conclusion.

## **2. THE THEORETICAL FRAMEWORK AND PREVIOUS STUDIES**

### **2.1. The Theoretical Framework**

The COVID-19 issue has had far more damaging repercussions on the aviation industry than the combined consequences of 9/11 and the 2008 global financial crisis. (Molenaar and colleagues, 2020). An updated analysis by the international air Transport Association (IATA) indicates that the covid-19 pandemic is also anticipated to have a significant financial impact on the global air transport industry, with passenger revenues potentially falling by \$252 billion, or 44%, below the level of 2019. The severity of the travel restrictions and the approaching global recession are both taken into consideration in this estimate. These estimates reveal a dramatic increase from earlier predictions that, only three weeks ago, indicated a \$113 billion revenue loss. There is a plan in place right now that calls for harsh travel restrictions for up to three months before a gradual economic recovery later this year (Alexandre, 2020).

Airlines can choose the best network and fleet sizes, research potential merger and consolidation opportunities, or restructure their operating procedures among several other strategic options. The most urgent concern at this moment, however, is how long the situation will last given government measures and the spread of the illness. (Molenaar and others, 2020). However, there are currently no solutions. Strategic planning has developed into one of the most fascinating studies in the domains of administration, politics, social affairs, and economics since the second part of the 20th century. The significance of strategic planning as contemporary science starts to play a part in the improvement of managerial performance and helps firms predict many criteria about upcoming competitive advantage. The concept of strategic planning entails long-term planning that takes into account all external and internal variables, identifies all target segments, sectors, and methods of competition, and provides an answer to where we are going by taking into account the future vision of the organization and the relations of integration, the linkage between all aspects of this organization, as well as the various activities carried out and the relationship between the organization and its external environment (Bovaird,2010).

Five complementary skills that are expressed in the strategic planning process that aligns a firm's vision, resources, and actions to accommodate changes in the external environment for capturing emerging opportunities are clarity of vision, understanding core capabilities, selecting strategic targets, shared responsibility, and acting.

- Clarity of Vision refers to a compelling, clear vision of the goals, connections, and outcomes that a company aspires to achieve.
- Understanding Core Capabilities denotes an organization's understanding of its capabilities and how to leverage them to provide value for its clients.
- Identifying Strategic Targets refers to an organization's understanding of its value-creation process and its capacity to use it to choose clients who will appreciate the services it is best equipped to offer.
- Shared responsibility refers to your value chain partners participating in decision-making and sharing liability for the results.
- Acting demonstrates how a company is focused on implementing its organizational strategy.

Businesses must deal with crises brought on by individuals, such as strikes, even though they are frequently considered the center of crisis management (Crandall & Menefee, 1996). There is still potential to improve the organization's readiness via detection and prevention even if the strike or crisis cannot be prevented (Mitroff, Shrivastava & Udvardia, 1987). There are two distinct methods for dealing with crises: one is focused on internal dynamics, while the other is designed to manage external stakeholders (Bundy et al., 2017; Pearson & Clair, 1998). Using the framework established by (Bundy et al. 2017). According to this study, examples of airline strike crisis management abilities include the capacity to foresee and be ready for a strike crisis, respond to a strike crisis, and sustain service resilience after a strike crisis. Brand crises negatively impact brand perception, hence (Dutta and Pullig, 2011). there is a compelling case for giving airlines the tools they need for efficient strike management. As a result, firms like airlines that are strong and prepared are better protected even if a strike is likely to occur (Mitroff et al. 1987). And in a better position to protect their brand and influence the usage intentions of travelers. Using the framework established by (Bundy et al. 2017). According to this study, examples of

airline strike crisis management abilities include the capacity to foresee and be ready for a strike crisis, respond to a strike crisis, and sustain service resilience after a strike crisis. Brand crises negatively impact brand perception, hence (Dutta and Pullig, 2011), there is a compelling case for giving airlines the tools they need for efficient strike management. As a result, firms like airlines that are strong and prepared are better protected even if a strike is likely to occur (Mitroff et al. 1987), and in a better position to protect their brand and influence the usage intentions of travelers. Aviation faced difficulties including leadership incompetence, information ambiguity, and coordination problems (Yin & Jing, 2014).

## **2.2. Strategic Planning**

### **2.2.1. Concept of Planning**

Planning is an inventory of the resources and efforts in light of future rational reading, employing these resources and efforts to serve the established objectives through the policy and strategies, drawing the route for decision makers to putting action by gathering the necessary information that defines the objectives, policies, and decided strategies, it is the work of assumptions about the future prospective, then to put a plan by indicating the goals that will be achieved (Berzins, 2012).

The firm uses planning as a method to establish its objectives, do due diligence, and develop its operational, tactical, and strategic operations. Therefore, planning is the act of imagining a desirable future and the effective ways to make it happen. Since planning involves making a choice, it can only be realistic and useful when there are no alternative options for taking action. (2018) (Ginter, Duncan, & Swayne). The following points concerning planning may be seen from the terminology and framework given above (Berzins, 2012):

- Knowledge of the past, answers the question of where we are. Which is the basis to determine the present and foresee the future that we are planning for, Danish philosopher says "if we are to live our lives, we must look forward, but if we are to understand this life, we must look backward.
- Predict the future, which is a forecast of what the situation will be in the future by analyzing the environmental information based on historical data,

estimation, and their impacts on the potential internal or external variables and the relationship of reason and events.

- Setting the goals to be achieved in the future, which has been predicted, whether are long-term, medium-term, or short-term goals, or it is individual or organizational goals.
- Providing appropriate resources and possibilities for achieving the plan. In most cases, planned projects fail as a result of reliance on unavailable or inadequate resources by the owners. It is a mistake to embark upon a great project without having the necessary elements for conducting it. There must be an equilibrium between your ends and means, that means include competencies, human resources, material, and time resources.
- Drawing the rational methods to achieve the goals and take advantage of the new developed methods by the human experience, taking into account the factor of flexibility, because some methods are suitable for nowadays and will not be meaningful in the future.

Planning differs from a plan in many things (Berzins, 2012):

- Planning is a scientific method that has rules and regulations set by objectives, decisions, and actions made, while the plan is the application of planning in the form of projects and actions.
- Planning is an ongoing dynamic process, thus it is not limited to the formation of plans but includes the revision of these plans in light of the factors or circumstances or emergencies, while plans or plans are specific programs of action for certain periods.
- Planning is a head process of a plan because a plan becomes the plan only if it is prepared and processed in the planning stage, it then takes the form and content of the aims for a such strategic plan, tactical or operational, long-term, medium-term, or short-term.

### **2.2.2. Types of Planning**

There are many degrees of planning. The economic system may be separated into macroplanning, which addresses all regions and industries within the state, and microplanning, which addresses a specific sector of the economy. Strategic planning is

done at the senior administration level, tactical planning is done at the intermediate administrative level, and operational planning is done at the operational administrative level. It is divided into long-term, medium-term, and short-term planning in terms of scheduling. While planning may be divided into several categories for managerial tasks (Berzins, 2012).

- Production planning: It intends to control the flow of raw materials, machinery, and manpower in the production process, to achieve a balance between the volume of production at the enterprise 's demand for the commodity.
- Products planning: is based on the study of the produced goods and understanding of their nature and the extent of consumers' acceptance, their strong desires, or the provision of goods in substitution thereof, as well as the understanding of the nature of substitute goods produced by the competitors.
- Financial Planning: it aims to ensure the financial safety of the company by providing working capital and reserve capital to meet emergency conditions.
- Human Resources Planning: it is the planning which ensures the supply of manpower in a certain period, it includes the training of personnel to refine their skills and abilities to keep pace with technological development.

### **2.2.3. Concept of Strategic Planning**

By addressing the weak spots and threats to the organization's strengths and prospects, strategic planning is seen as a fundamental prerequisite for the success of companies (Preble, 1997). Strategic planning is a procedure used to create and carry out choices on the future course of organizations. Because it is the process by which the organization accepts its changing environment continually and applies its operations at all levels and types of organizations, this process is essential to the survival of organizations (Preble, 1997).

Strategic planning is defined as a process that includes determination of goals, evaluation and expect of the external environment, design and evaluate the substitute working paths including the analysis of risks and probable gains, selecting the best path for work, evaluate the results when implementing the working path. A set of processes are included in the curriculum planning process known as strategic planning to ascertain the existing state of a work's task, future vision, needs, objectives,



proprieties, strategies, working plans, monitoring programs, and assessment. This procedure is a fundamental component of strategic management (Sotirios & Nikolaos, 2016). It must be mentioned that there is general agreement in literature about how to look to the strategic planning as operation which means an operation to formulate, implement and evaluate the strategy, furthermore in tourism sector strategic planning is considered a critical operation of hotel companies to achieve the economic and non-economic goals. Strategic planning is a critical factor for strategic management (Sotirios & Nikolaos, 2016). Strategic planning and its development: Strategic planning and the long-term goals that result from it, and the medium and short goals that follow, and their transformation into programs, policies, activities, and implementation plans are the cornerstones of the life of business organizations, where the organizations analyze the prevailing conditions locally and globally, and study the changing needs and their implications for the organization And what all this means in terms of opportunities and threats, as the organization diagnoses its capabilities and internal potentials, to identify the sites of strength and weakness in them, and after that, business organizations seek by developing appropriate strategies to adapt to the data, such as exploiting available opportunities and overcoming threats and obstacles to maintain the continuity of their survival and access them. the importance of strategic planning has increased in the era of globalization and the successive changes and competition, the need arising from the external environment: the organization has become more concerned than ever before with getting to know everything that happens outside its borders, including international economic variables and data. (Sotirios & Nikolaos, 2016).

Strategic planning is a continuous process and a system by which the members of the leaders in the organization take decisions related to the future of that organization and its development, and determine the procedures, programs, and policies required to achieve that future and how to measure the level of success in achieving it (Al-azawi, 2009). Decisions and actions that give rise to the formulation and implementation of plans that achieve the goals of the organization and its ambitions as a desired group. (Al-Sayrafi, 2003).and It is called by some comprehensive planning or goal planning, and it is at the level of the organization as a whole in terms of the extent of comprehensiveness and includes decision-making by higher levels such as the Board of directors and its effects extend through a relatively

long period such as planning capital investments and planning services diversification and strategic planning is long-term or medium-term. It includes formulating the broad goals of the organization and the means to achieve them in the light of what is available without going into the minute details of the topic of planning. A general strategy to support effective management is how it is characterized. It removes the strategy from the organization's normal everyday operations and business and provides a full picture of what we do. How should we go moving forward? It gives the planner or management a clear idea of what you hope to accomplish. How do you go where you want to go? This is in addition to the everyday activities and planned (Shapivc, 2003).

Strategic planning is long-term planning that takes into account internal and external variables and defines sectors and target market segments and the style of competition. Strategic planning is a renewed process that is updated every year to study external and internal developments.(Al-Sakarneh,2010). The strategic planning process is characterized by a set of characteristics, namely. That the strategic planning process has a future and real meaning, meaning that the ideas contained in the plan must be exploited with a clear future perspective, and are supported by a framework for action and not just material predictions, and it is a comprehensive and integrative process and not a collection of values and goals. Scattered ideas and development through an integrated team. Good strategic planning processes are characterized by that they give direction, and do not give confusion and confusion as a result of the frequent entry into unjustified, interactive details, and are affected by the intersection of the dimensions of the environment and are not short-sighted directed by the interaction of events within the organization, and are characterized by effectiveness, adventure and attack. (Banihamdan & Idris, 2007). Negative consequences and responses Using a different perspective on internal and external dynamic factors capable of bringing about change in the surrounding environment, strategic planning enables officials to direct the organization and move beyond simple daily administrative operations and crisis management. This results in better effective direction for their institutions (Bimk, 2004).

A strategic plan is an administrative tool that leads the organization to work better because it focuses on the energy, resources, and time of everyone in the organization and pushes them in the same direction and achieving goals (Olsen, 2007).

Strategic planning is a general plan to facilitate the process of successful and effective management, and it takes the scheme out of the circle of daily activities and business within the organization. and it gives a complete picture of what we do? What is our future path? It provides the planner or management with a vision of what you want to reach? How do you get to what you want? This is part of the daily plans and activities. (Shapivc,2003). Also defined strategic planning for crisis management as an organized and continuous process subject to technical controls that take place early before the expected timing of potential crises. (Makkawi&Hassan,2005). It is a thinking process that includes a set of administrative procedures, policies, and implementation systems, and provides the capacity and authority to manage a crisis or disaster (Alywa, 2004).

The most significant grounds for strategic planning are when an organization is subjected to an administrative, economic, or environmental crisis or when errors are found in its operations. The inability to achieve outcomes that are similar to the predetermined and planned goals represents these faults, and when the performance data become available, a startling disparity in the institution's performance becomes obvious. In addition to a new general manager starting his duties in the organization, it deviates significantly from expectations or those of rival institutions. The new director may decide to alter the organization's strategic interface by starting to change its purpose, existing strategic objectives, plans, and implemented policies if the current state is incompatible with the performance outcomes that the institution must attain (Mintezperg,1976). Strategic management is a set of decisions and activities taken now to ensure the institution's future success. Making specific goals to be attained over time at various time frames, starting with the short term and going through the medium term and long term, is one of these options (Dammour & Al-Qattamen, 2012).

#### **2.2.4. Strategic Planning Attributes**

Of the most important features of strategic planning (Jones and Rodney, 2002).

- A practical approach to all levels of the three departments.
- A comprehensive and integrated challenge system.
- The future course of the organization in terms of vision, mission, and goals.

- Areas of excellence for the organization in the future in terms of business and activities.
- Steps to implement it in terms of policies, programs, and procedures.
- A reaction to both the internal environment represented by the strength and weakness in the company's performance and the external environment represented by the opportunities and threats and what we express.

### **2.2.5. The Importance of Strategic Planning**

Strategic planning is crucial for institutions to improve outcomes, focus and direction, problem-solving, educational opportunity, road building, communication, marketing, avoid and even overcome current and future crises, and it also aids the organization in identifying and resolving the root causes of issues (Okuma, 2003) .

Numerous studies and best practices have shown that adopting strategic planning offers many advantages to organizations as it aids them in the following areas: having a clear focus on strategically important matters and issues; helping the manager think strategically; being able to face the challenges and threats the organization faces; and adapting to quick environmental changes and their effects. On the facility's performance, enhancing the company's long-term competitive position, providing sound logic in assessing budgets submitted by managers, assisting in the direction and integration of administrative and executive activities, and assisting the organization in properly allocating available resources and figuring out how to use them (Morsi, 2003). Organizations that follow strategic planning in their work faced many challenges, and the most important of these challenges is the complexity of the strategic planning environment, as the third millennium witnessed deep and rapid changes in the internal and external environment of business organizations that necessitated making fundamental changes in planning methods with the conditions of the dynamic environment, The deficit and scarcity of available resources in terms of scarcity of most of the resources required in the twenty-first century, whether ordinary or human, such as water resources, food resources, and human resources, made it necessary to face this new challenge by re-planning the strategy with innovative new strategic methods.(Al-azawi, 2009).

Strategic planning is the responsibility of the higher management in the organization as it determines the role of the organization in the future, achieving adaptation of the organization with the external environment, setting the main lines of the strategy, and creating the necessary climate for the participation of management at all administrative levels and preparing technical specialists in the planning process. (Khattab, 1997). The important thing is the participation of managers along the line of authority in the strategic planning process because their participation is of great importance in the success of the implementation of the plan, and this requires preparing their awareness and understanding of the planning process and training managers, as studies show that the greater the awareness of managers and the strategy, the more positive their response to participation in the strategic planning process And the successful implementation of the required strategic plan when it is put into practice (Al-Ghalibi, 2007).

The planning process in general and strategic planning in particular is considered one of the most difficult and complex aspects of the administrative process, for the following reasons (Al-Qatamin, 2002):

- The current position consists of a set of characteristics and is surrounded by a set of circumstances with specific capabilities for achievement, while the target position is characterized by a set of characteristics, features, and capabilities. The same ability to achieve. Here, the first problem of planning appears, which is how to make a qualitative transition from the current position to the target position, so that the process of controlling the rhythm of work within the limits that leads the institution to implement planning at the desired level of efficiency and effectiveness appears, and the current position deals with a set of economic, social, political and competitive conditions that differ Certainly about the conditions that the target position will deal with, and here the second problem of planning appears, which is the ability to predict future conditions surrounding the targeted position.
- Two groups of elements interact in the current situation, one of them is objective coming from the external environment of the institution and the second is subjective related to its internal environment, and here appears the third problem of planning, which is how to employ the appropriate

administrative methods to bring about the greatest possible degree of compatibility between them.

### **2.2.6. Dimensions of Strategic Planning**

The dimensions of strategic planning can be summarized as follows (Abu Zakih, 2011):

- Establish a general framework for the strategy.
- Studying the environmental factors surrounding the facility, whether external or internal, while identifying the available opportunities and restrictions imposed.
- Define goals and objectives.
- Developing alternative strategies and comparing them.
- Choosing a strategic alternative that maximizes the achievement of goals within the surrounding environmental conditions.
- Developing policies, plans, programs, and budgets where long-term goals and objectives are translated to medium-term and short-term goals and set them in the form of time programs.
- Evaluating performance considering the goals, strategies, and plans set, with reviewing and evaluating these strategies and plans developed in light of the surrounding environmental conditions.
- To fulfill the organizational requirements necessary to implement the strategy, considering the achievement of the establishment's adaptation to Changes accompanying strategic decisions.

The dimensions of strategic planning can be summarized by having a clear vision and then defining the mission of the organization goals, strategies, policies, and organizational values.

### **2.2.7. Stages of Strategic Planning**

How does one make plans? This inquiry is addressed to all parties, including people, teams, organizations, businesses, and governments. The planning process is a process that is extremely evident in people's professional decisions, as well as in

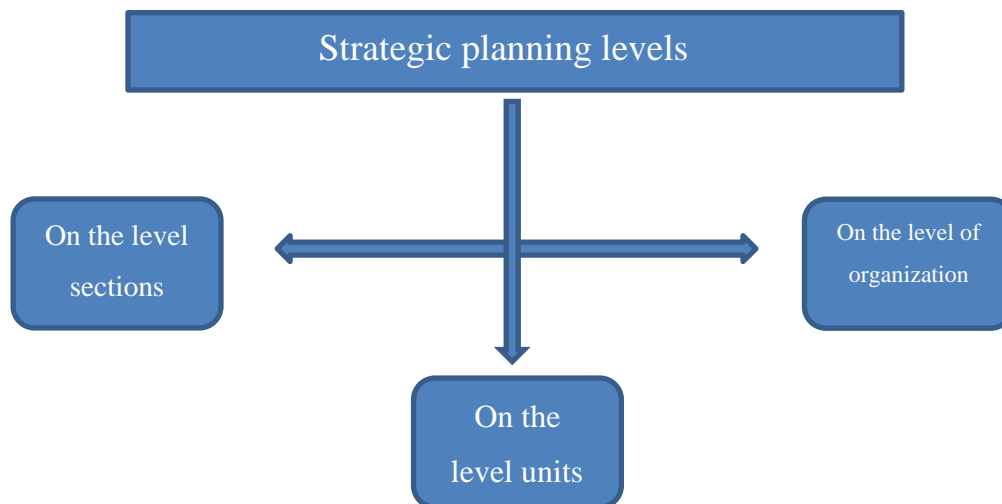
family budgets, business production schedules, energy and environmental regulations, and human services programs and programs. There are three primary steps to the planning process, according to Ghoneim (2008):

- **The stage of preparing and approving the plan:** The work of preparing the plan is considered a sensitive stage and requires a high degree of accuracy and a balance between the administration and the political orientations in the country and the needs of the population on the other hand until a plan is prepared that is acceptable to all parties and can be implemented, the stage of preparing the plan begins with studying and analyzing the existing situation and predicting what may become the case in the future, and then comes the second step, which is to determine what we want to change or develop.
- **The implementation phase of the plan:** After the plan is approved, the official authorities in the centers, regions and concerned parties in the private sector implement the plan, each according to the responsibility and duties entrusted to it after the implementation stages and the time implementation programs for each phase are approved, and here it is necessary to refer to the need for full coordination Between the private and public sectors during the implementation of the plan to ensure the achievement of the desired goals, noting that the participation of the private sector in the implementation is not binding. To implement the plan successfully, it is necessary to study the procedures for its implementation in the three spatial levels and the different economic sectors, and also the priorities for implementing the various programs and projects must be determined according to a ladder of priorities based on the needs of the population. Besides, the cost of implementing programs and projects should not exceed what is decided in the plan. For the above, it is necessary during the implementation process to take into account the extent of the abundance of material and human capabilities in the different geographical areas.
- **The stage of follow-up and evaluation of the plan:** This stage is no less important than the previous planning stages, but almost this stage is of a high degree of importance not only for the current plan but for plans, so it is always said that the success of the planning process is closely related to the efficiency of my process monitoring and evaluation.

### 2.2.8. Strategic Planning Levels

- **Strategies at the level of the organization:** where the strategic work of the organization is concerned with each and strategic decisions are made with it at this level, such as developing a strategy for the Diabetes Organization or the Pensions Authority (Ghoneim, 2008).
- **Strategies at the unit level:** It is concerned with large organizations that consist of smaller organizations such as universities, where a strategy is set for each of its colleges and is coordinated with the general strategy of the university (Ghoneim, 2008).
- **Descriptive strategies:** the departments in the units within the organization are concerned, where these departments are devoted to their strategies guided by the strategy of the units, such as setting the strategy of the Department of Physics and Chemistry and the Department of Life Sciences in the College of Science, and these strategies are distinguished by being short-term and related to the operational side of the department (Ghoneim, 2008).

The following figure shows the levels of strategic planning at the departmental level. (Ghoneim, 2008).



**Figure 1.** The levels of strategic planning at the departmental level.



### **2.2.9. Barriers to strategic planning**

We have noted that strategic planning is not easy. Some obstacles make strategic planning difficult. Below are some of the obstacles that may hinder the strategic planning process (Al-aref, 2010):

1. Managers do not want or want to use this method, for the following reasons:
  - The manager belief that there is not enough time for strategic planning.
  - The principal's belief, there is not his responsibility.
  - The manager's belief that he will not be rewarded for the strategic planning process.
2. The external environment is turbulent which may make planning out of date before it starts for the following reasons:
  - Its price has changed in the legal, political, and economic elements of the debt, etc.
  - The high cost of monitoring this change closely and continuously.
3. Strategic planning problems leave a bad impression on a manager's mind for the following reasons:
  - The problems of developing a system of strategic planning and its ambiguity do not make the manager receptive of the idea.
  - And the problems of collecting and analyzing data for developing strategic plans do not make the manager appreciative the importance of the idea.
  - The presence of a mistake in managing strategic plans makes the manager believe that the idea crossed Feasible.
4. Lack of available resources such as:
  - Weak available resources and the difficulty of bringing in rich technology and methods.
  - Difficulty obtaining raw materials and a lack of administrative capacity.
5. Planning needs a lot of time and cost for the following reasons:
  - Discussions about the company's mission and goals are time-consuming for senior management.
  - Needs for an enormous amount of expensive information and statistics .

According to (Baroto, Arvand & Ahmad 2014) about the reason behind the failure of implementing the strategy is that 60% of organizations do not bind the

strategy with the budget preparation operation, 75% do not link the bonuses of employees with strategy, 86% of employers and managers spend less than one hour in a month to discuss the strategy while 95% of workforce in organizations do not understand the organizational strategy. They mentioned that challenges of implementing strategy include political intervention, few resources and global economic situations which may be out of strategy control. (Baroto, Arvand ,& Ahmad ,2014) also mentioned that 66% of companies' strategies are not implemented at all, 70% to 90% of organizations fail to achieve success in the implementation of strategy, only 63% of financial goals perceived by companies' strategies are achieved and strategies are always fail because of ineffective implementation.

According to (Heracleous ,2000), organizations cannot achieve sustainable strategic success without the continuous invention and ability of continuous adoption and that companies which far than environment to follow specific strategy effectively may achieve success at the beginning to fail on the long-term. The failure may belong to respond to the environmental change. The cost of implementation operations is high and include reduction of employees' morale, decrease the trust in senior management and more rigid organization because of employee's cynicism which always worse than skepticism, So, the implementation of strategy may success or not because of different internal and external factors. The organization must study the business environment and must interact accordingly to guarantee that the strategies laid do not fail from their path. There are serious consequences to the failure of strategic implementation of individuals and organizations and therefore it is necessary to avoid (Heracleous, 2000).

#### **2.2.10.The Impact of Strategic Planning on the Effectiveness of Independent Institutions**

Given the advantages and traits of strategic planning in institutions, understanding the scope of planning in autonomous institutions has made strategic planning urgently necessary as one of the key elements to increase the effectiveness of firms' output. In general, strategies develop goals that are acceptable for the conditions and the best approaches to attain them by taking into consideration the whole picture of all situations and their trends. However, for these firms to succeed, harmony and integration in information technology activities are still crucial.

A strong strategy promotes the effectiveness of the use of the material and human resources, intended to assist units, and strategic planning aims at optimal use of the capabilities to achieve the defined goals. It is possible that the demand for strategic planning in autonomous institutions doubles. Implemented, in addition to bolstering the moral force, strategic planning is still a crucial tool for businesses that are independent and help them achieve their objectives (Bover, 1981).

Proper strategic planning is considered a positive framework for action, which contributes to supporting the administration's work and achieving the public good through a comprehensive and general view of all future circumstances and changes. Therefore, successful and sound strategic plans always lead to achieving the general interests of companies and planning the strategist works with varying conditions according to rapid changes and the prevalence of negative phenomena Influencing the stability of these companies, as well as the nature of the institution's internal work environment, and requires planning The strategist deals with the elements of disparate situations Strategic planning in information technology companies requires a set of committed business rules in which the main direction of action is determined, for continuous adjustment and development, and it should be noted that the strategic planning in the it institutions varies according to the reality of society and its circumstances. This is because each society has its own culture and policy in which the different types of administrative relations revolve. (Haidar, 1999). Strategic planning is based on studying and analyzing the existing economic situation, and on an accurate description of the present and its capabilities, and what are the negative changes expected in the future in the field of Information technology, and the capabilities expected to be obtained to face these transformations; So there is There are many factors that affect the strategic planning process, and it is known that independent institutions are non-profit organizations. The non-profit organization sector has witnessed changes in general, and in the field of strategic planning in particular, and the non-profit sector has matured in different ways, with a greater impact, Popularity higher place, greater attention matters accounting and monitoring the performance of organizations, and capacity building today is a major title for non-profits (Michael & kay, 2007).

### **2.2.11.Components of Strategic Planning**

Strategic planning is based on certain pillars and components that are the real essence of the strategic process. The components are : (Fisher, Wisneski, & Bakker, 2020):

#### **Mission of the Organization**

The organization's goal is too different from that of other organizations in terms of the activities, goods, consumers, and markets that show the fundamental reasons for the organization's creation, as well as its identity, standards, and modes of operation. The organization's aims and aspirations are the result of a number of influences, and the mission statement is a declaration of the organization's primary objective that encapsulates its core values. According to the definition, the mission statement is a written document that serves as the organization's constitution and the primary guide for all decisions and efforts. It spans a significant amount of time and clarifies the following points (Campbell & Tawadey, 2016):

- Identify the main reasons for the organization's existence
- Determine the social or legal quality of the organization
- Determine the general philosophy of the organization towards customers, society, products, services, human resources and other concerned parties.
- Link the function or social levels of the organization with its main goals and objectives.

The mission of the organization differs from its purpose; because the mission is about the purposes and objectives of the organization, indicating ways to get into it from specific policies and procedures. It is also different from the objectives of the organization. The objectives are a statement of what the organization intends to achieve, usually formulated within a framework that defines the level of achievement required within a specific time space, and can be developed in a quantitative or qualitative form and formulated in a simplified and easily understandable way for all concerned; They are measurable and may be long - term, medium - term or short –term (Murphy & Cleveland, 1995). The company’s mission is about its goals, what it stands for. And good goal should be characterized as follows (Drum, 1996):

- **Acceptability:** managers and individuals are expected to adopt those types of goals that are consistent with their preferences. They may also ignore or may oppose those goals that are incompatible with their values, or interests.
- **Measurability:** the process of formulating goals should accurately and clearly reflect what needs to be achieved and when? Therefore, goals should be measurable over time.
- **Flexibility:** objectives must be able to adapt to unexpected changes in the business environment of the Organization. However, such flexibility may be at the expense of target accuracy and may also affect the confidence of employees in the objectives set.
- **Clarity and understanding:** managers at all organizational levels should be able to understand what needs to be achieved. They should also understand the criteria on which to evaluate their performance. Hence, the objectives should be formulated in a manner that unites the understanding of both the goal-maker and the implementer.
- **Achievability:** objectives must be consistent with the quality of capabilities, whether physical, financial, or human, that the organization possesses. They should reflect the interests of the parties concerned and take into account the relationship between the interests of the organization and those of the surrounding environment.

### **Environmental Analysis**

The set of internal and external elements or variables that impact (or are likely to influence) the effectiveness and efficiency of organizational performance is sort of what environmental analysis is. It is used to assess internal aspects in an organization: When analyzing an organization's strengths and weaknesses, one normally considers both its strengths and its flaws. Additionally, one should consider how an organization responds to opportunities and threats, which are the outside influences that affect the company (Bennett et al., 2018).

The environment is divided into external environment & internal environment of the organization. The first one is to study the external environmental factors surrounding the organization. Contemporary organizations are subject to an open system with the external environment, affecting and influenced by its variables,

knowledge of that environment is necessary for its success. And internal environment consists of several variables that directly and clearly affect the work of the organization. These variables and factors indicate whether the organization is well positioned to seize opportunities from the external environment by identifying its strengths and weaknesses, or if the organization is unwilling to accept new opportunities and strategies from its internal situation (Fauzi et al., 2021), this can be by (1) analyzing project functions: production and operations, marketing and services, finance, human resources. Or by (2) analyzing management functions: planning, organization, direction, and control.

### **Strategic Alternatives:**

Having identified the opportunities and potential threats through the study of the external environment and recognizes its strengths and weaknesses after studying and evaluating the internal environment; it must identify the strategic alternatives available before making and adopting any strategic decision in the future. Strategic alternatives mean the alternatives and strategic opportunities available to the organization during the development of strategic planning for its future (Chen, Ganesan, & Liu, 2009).

### **Evaluation of Alternatives and Choosing the Best Alternative:**

Alternative assessment matrices: the definition of matrices means scientific methods and methods used by the scholars of the strategy to evaluate different strategic alternatives to reach strategic decisions. If an organization will follow an offensive, competitive, defensive, conservative strategy, to improve its competitive position and strengthen its position by finding compatibility and appropriate between the organization's message and the internal and external environment (Kuratko & Audretsch, 2009).

## **2.2.12.Strategic Management and Strategic Planning**

The strategists' views on what sets "strategic management" and "strategic planning" apart have differed. The following components of strategic planning are the

only ones included in the definitions of strategic management offered by some academics: formulation and configuration of the organization's mission, analysis of the internal and external environments, and selection of an appropriate alternative from a set of alternatives. This implies that individuals see the two ideas as completing one another. Other academics also distinguish between strategic management and planning, and their definitions of the latter go beyond the elements of the former and also include two crucial elements: implementation and assessment of strategy, as in Strickland's definition (Scisney-Matlock et al., 2009). The art of strategic management entails creating a roadmap for the organization's future, outlining its long-term goals, selecting an acceptable approach based on the components and internal and external environmental variables, applying the approach, and assessing it.

According to the researcher, just as planning is a component of management, which involves organizing, directing, and supervising, strategic planning is a component of strategic management, which comprises strategic planning, direction, and control. They aren't two sides of the same coin, therefore. However, the strategic planning process, which is a component of strategic management and represents the first three tasks of strategic management (indication of the organization's field work, development of its integrated vision and mission, translation of the mission into a specific strategic goal, preparation of the strategy that will achieve the strategic objectives, evaluation of performance, and taking corrective actions), supports this viewpoint. Therefore, the application of the strategy, performance supervision and taking corrective actions are not concept of strategic planning (Bracker, 1980).

### **2.2.13. Management and Strategic Planning**

Since the introduction of the concept of strategy in the business world, companies have analogous to the military vision of which this concept originates, the process of strategic in a logic of separation between the designers of the strategy (the staff) and operational (combat units). The formation of the strategy was then based on a dichotomy between formulation and implementation, a cleavage between those who design and those who realize. At the heart of this dichotomy is the concept of strategic planning as a process organization of development and shaping of objectives, orientations, and actions strategic goals of the company. The application of this

concept revealed several shortcomings and favored the emergence of the concept of "strategic management". This concept makes strategy a collective affair that concerns not only senior officials but also other members of the company (Mintzberg, 1990).

Planning strategy, an organized method for creating goals and plans, has historically served as the foundation for business strategy. This one occurs in two stages, with the first one being spent on strategy formulation and the second on strategy implementation. The company's "strategists" (the general management aided by the planners) oversee the formulation phase, while the other levels are in charge of the implementation phase. This method of formulation has drawn criticism for a few reasons. First, the discontinuity, unpredictability and dynamism of the environment are designated as the main cause of the failure of strategic planning. Indeed, forecasting methods on strategic planning is inefficient in the face of discontinuities, mainly of a technological and competitive nature. The failure of strategic planning maybe explained as follows: unverified assumptions, limited or misused skills, lack of imagination, omission of constraints, excess of optimism, extrapolation mechanical tendencies, and the excess of precision (Wheelen et al., 2017). Their algorithmic nature does not fit well with the specificities of strategic issues that are poorly or unstructured in nature. In an environment characterized by innumerable variables and multiple interactions, the models cannot represent a true picture of reality, regardless of their degree of sophistication. Techniques often lead to ignoring less formalizable or quantifiable variables such as social dimensions, cultural and environmental policies, while changes in these areas are likely to call into question the legitimacy of the company. The powerful logic of the models makes us forget that it is a simple construction designed to help reflection and not to replace it. Leaders tend to forget reality and to believe that the model is reality. Finally, the failure of planning is due to the negligence of the human dimension, the political dimension and the power structure within the company. Indeed, strategic planning is ineffective in front of the questions psychological, social and political. Its logic of separation between the formulation and the implementation of the strategy leads to the creation of a refractory climate between the responsible for the formulation and those of the implementation. To fill these gaps, the focus is on strategic management that marks, by opposition to strategic planning, the articulation between formulation and implementation of the



strategy and this by integrating the members of the company in the reflection strategic (Kerzner, 2002).

#### **2.2.14. The Role of Strategic Planning**

For firms to maintain a competitive edge, strategic planning is essential. The competitive edge is what allows outstanding companies to outperform their rivals. noted that businesses with a competitive edge outperform their peers in the market or the industry's median financial performance. Some firms may be able to do it without a thorough strategic plan, but for many participants, it is essential to create a strategic plan that entails analysis, design, implementation, monitoring, and continual performance. Strategic planning is a fundamental organizational function even if it does not ensure that firms will gain a competitive advantage. (Rothaermel ,2012).

Strategic planning helps to see things by wider view. (Johnson ,et al, 2003) argued that the other reason which make organizations do not depend on their financial resources, marketing, or functional fields of operations to create competitive advantage is because managers in each region are always look to things only from specific corner and this is also narrow vision to be depended by the organization. Managers who have a full understanding of their organization and its surroundings can take actions that provide them with a competitive edge. Collaboration is facilitated by more strategic planning. Currently, many businesses need middle managers to engage in functional areas while creating the strategic plan. Medium managers are those who carry out the plan's recommended tactics; if they choose not to take part in the plan, they are not obligated to support it. By improving communication between managers at all levels, strategic planning is utilized to gain a competitive edge and integrate all functional areas of the business.

#### **2.2.15. Vision and Mission Statements**

Have you ever been a part of a group or company that never seems to get anything done? No matter how hard you try, nothing seems to work. The issue may be that you haven't made up your mind where you want to go or decided on how to get there. From an organizational standpoint, the issue may be that you are not

concentrating on what you want to do and how you will accomplish it. The remarks or actions listed below can help you offer your company direction. (Cathann, Kress,2016).

This serves as a map that shows the way to the destination. These are important assertions for the company and the people in charge of it. As a companion statement to the vision and mission, a declaration of core values is typically created.

- **Vision:** The overarching goal you have in mind.
- **Mission:** An overview of how you intend to carry out your vision.
- **Core Values** - Your personal code of behavior during the procedure.
- Once you have decided what your firm wants to accomplish (vision) and generally how the vision will be accomplished, the following step is to construct a collection of statements detailing how the mission will be used to achieve the vision (mission).
- **Strategies** - A strategy is a tool used to implement the mission statement and achieve the vision statement. Even though a business may employ numerous different strategies, it will only have one mission and vision statement.
- **Goals** - These are general statements of what has to be done.
- **Objectives** – With the use of objectives, a goal may be accomplished with clear deadlines and specified milestones.
- **Action Plans** – These are detailed strategies for how you will carry out an aim.

Below is a more in-depth explanation of these claims. For clarification, statements for a sample company are presented.

**Vision Statement** – a visual representation of your goals or objectives. Your ideal town may have a flourishing vineyard company or a thriving local economy, for instance.

**The vision of an Example Business** – a profitable family-run dairy enterprise.

**Mission Statement** – a broad explanation of how the vision will be realized. The word "to" typically comes first in the mission statement since it is an action declaration.

**The mission of an Example Business** – to provide consumers in the area with distinctive dairy products of the highest caliber.

**Core Values**– The organization's core values serve to define it in terms of the values and principles that its leaders will uphold while carrying out its operations.

**Values Fundamental to the Example Business:**

- Concentrate on fresh and creative company concepts.
- Uphold the highest moral standards.
- Honor and safeguard the environment.
- Respond to clients' and consumers' evolving requirements and preferences.

For everyone participating in the organization, including external stakeholders, to understand what the company will accomplish and how it will be accomplished, statements of vision and purpose are crucial. So that everyone is "pushing in the same direction," this really means "keeping everyone on the same page."

The mission and vision are closely related. The mission statement outlines the dynamic method through which the goal will be realized, whereas the vision statement is a static mental image of what you want to accomplish. You should keep the following ideas in mind while writing effective statements. Simple – Every employee employed in the firm follows the vision and purpose as a guidance in their daily actions. The mission and vision statements should be short, to the point, and simple to recall. merely use enough words to convey the main idea. The objectives and methods of your organization or business must be fully expressed in the statements. Therefore, statements of vision and mission should consist of a single idea that is simple to remember. This makes it simple for everyone in the company to pay attention to them. Ask the executives, managers, and staff to describe the organization's vision and mission in order to gauge the impact of your comments. The statements are of limited help if they can't immediately express the vision and mission (Cathann & Kress,2016). However, that does not imply that making the claims will be simple. It can call for multiple drafts. Most sentences run on for too long. People frequently supplement the assertions with details and qualifiers. Usually, the extra details just serve to muddle the reader and obscure the point of the statement. The vision and goal should be streamlined and made clearer with each subsequent revision, utilizing the fewest number of words feasible.

Fluid Process – The assertions are not unchangeable. If the organization's emphasis shifts, they can be updated and changed. It is frequently wise to draft the statements, utilize them for a time, and then, if necessary, go back and review them a few months or a year later. At that point, it might be simpler to narrow the statement's focus. Keep in mind that the statements are being written to help you explain what you are doing.

Unique and Complex Organizations – For non-traditional organizations with distinctive purposes, it is typically more crucial to establish mission statements. The same is true for complicated organizations, where it may be challenging to distill down to the organization's core purposes for existing (Cathann & Kress, 2016).

### **2.2.16. Strategic Capabilities to Achieve Competitive Advantage**

Due to their potential to give an organization a competitive edge, strategy and strategic competence boost a company's performance in its competitive business environment. This depends on how the company maximizes its strengths and minimizes its shortcomings in order to seize opportunities and mitigate risks in the present and future business environment. According to Porter's Five Forces, these opportunities will be greater and the risks will be lower in appealing areas (Agbim et al., 2015).

A company's strategic capacity encompasses the resources and expertise it uses to compete in its industry. As a result, it could influence a company's assets and liabilities as well as its competitive advantage or disadvantage when compared to competitors. The two different categories of strategic capability are threshold competencies, core competencies, and distinctive resources. The following subsections deal with all these. (Agbim et al., 2015). The core components of a process or activity required to meet the minimum expectations of customers are known as threshold resources and competences (Agha et al., 2012).

Business resources are the strengths and resources that the firm possesses and uses to implement its plan and accomplish its goals. As a result, they are used as inputs in various procedures or tasks. Resources include things like land, labor/manpower, information, location, patents, expertise, organizational culture and reputation,

equipment, trademarks, etc. Patents and trademarks are examples of intellectual capital, an intangible resource that is crucial in a knowledge-based economy (Agha et al., 2012).

### **Unique Resources and Core Competences**

- These are where a firm gets its competitive advantage and stellar performance. This is the cornerstone of the resource-based view (RBV) of strategy and competitive advantage, which sees a firm's resources and capabilities as its source of competitive advantage and superior performance since they are what its rivals lack and find difficult to acquire or copy. Critical success factors (CSFs), or characteristics that are so highly valued by consumers that the company must excel at them in order to outperform its rivals, must be included in a company's product or service offering in order to attain such improved performance. CSFs include things like reputation, after-sales assistance, delivery reliability, technological proficiency, etc. This calls for the deployment of unique resources and critical capabilities by the firm, which are discussed next (Gilaninia et al., 2013).

### **Unique resources**

- The strengths of a company that set it apart from its rivals and provide it a durable competitive advantage and superior performance are known as unique or distinct resources. Only when a company's resources and competencies possess the VRINO characteristics—valuable, rare, inimitable, and non-substitutable—and can be organized to produce better results—will it be able to preserve such a competitive advantage. Without these characteristics, resources cannot serve as a source of a company's core competencies, which prevents them from providing a sustained competitive advantage and better performance. Since they are believed to differ amongst organizations and may do so for a long time, having them can provide a firm a sustainable competitive advantage while not having them can put a firm at a disadvantage. They may be a source of long-term competitive advantage if they take a long time to develop (path dependence), if the way they develop is unclear (causal ambiguity), or if

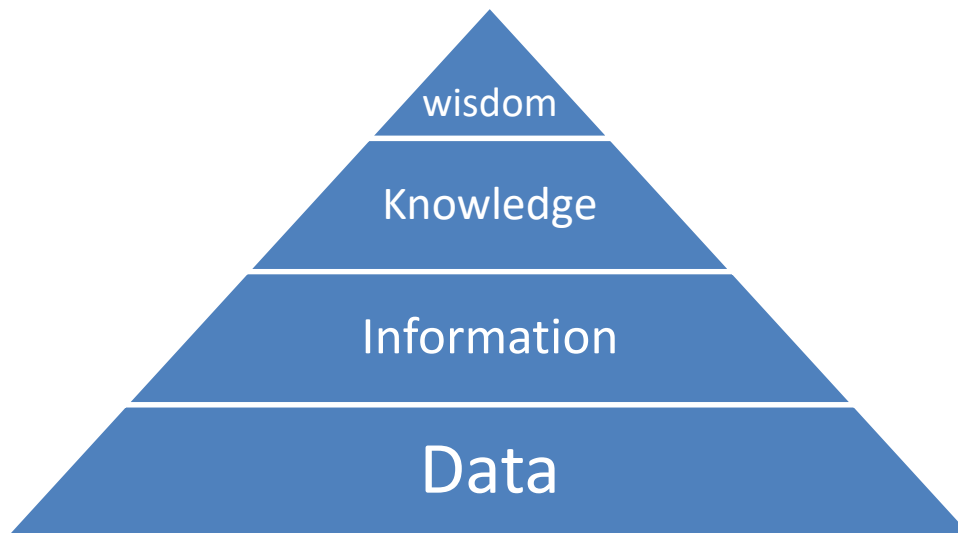
they are challenging to acquire or sell (social complexity) (Gilaninia et al., 2013).

### **Core competences**

- They may be a source of long-term competitive advantage if they take a long time to develop (path dependence), if it is unclear how they evolve (causal ambiguity), or if they are challenging to acquire or sell (social complexity). This suggests that fundamental competencies are a source of competitive advantage, with interfirm social interactions and organizational culture serving as two examples. They are challenging to mimic since their true source and competitive advantage are unknown to rivals because they are the result of a firm's experience and learning (tacit knowledge): They are ambiguous in their causes. The three categories of key competencies are as follows:
  - 1- Competencies for market access. These include skills that connect the company with customers, such as brand management, sales and marketing, technical customer support, customer service orientation, etc.
  - 2- Competencies pertaining to integrity. These include skills that facilitate quicker delivery of high-quality goods and services, such as knowledge management and just-in-time systems.
  - 3- Competencies relating to functionality. These include innovative management, more added value for customers, superior after-sales services, etc.—skills that allow the business to provide more useful goods and services (Gilaninia et al., 2013).

### **2.2.17. Knowledge as a Key Strategic Capability**

There are two types of knowledge: tacit knowledge and explicit knowledge. It may be characterized as an information-based intangible resource that consists of perceptions, comprehension, and know-how gained via learning, experience, and social interaction that improves the capacity for making shrewd judgments and acting appropriately. (Atukwase, 2018). The hierarchy of Data, Information, Knowledge, and Wisdom (DIKW) includes knowledge. In Figure, the DIKW pyramid is seen.



**Figure 2.** The DIKW pyramid

Data is used to describe observable characteristics of things, events, and the environment. When data are analyzed and condensed, they produce information that makes it possible to respond to what, where, which, and other queries. Managers can make informed judgments thanks to the analysis and synthesis of information. For instance, data on "who customers are and what items they buy" can be processed into information about "what the most and least bought items are," enabling the synthesis of knowledge about "how to predict customers' purchase behavior," from which the wisdom is the ability to make an effective judgment or decision about how to satisfy such behavior with satisfactory products or services and "why certain steps are inappropriate" (Atukwase, 2018). This suggests that a component's utility increases as one climbs the DIKW pyramid. However, because knowledge is socially produced and subjectively perceived based on prior experience, it depends on context. This suggests that wisdom, which is gained from information, is also individualized, unique, and susceptible to human interpretation, making it a source of long-term competitive advantage.

## **2.3. Crisis Management**

### **2.3.1. Concept of Crisis Management**

Crisis management has been defined as "the application of strategies designed to assist an organization in which a negative event occurred suddenly as a result of an unpredictable event or as an unexpected consequence of some event, which calls for

rapid decisions to be taken to reduce the potential damage that was a risk to the organization with determining a person to be the director of a crisis in the event it occurs. defined (Hajji, 2005) It is "the science concerned with making predictions and expectations, building resilience or seeking to reduce risks, eliminate symptoms and causes. of what might be possible and draw lessons" (Abu Kahaf ,2002), has announced that as "the process of preparing and assessing the organized and systematic problems." Internal and external that seriously threaten the organization. He added (Ahmed & Ibrahim, 2001), that crisis management is a modern management method concerned with predicting potential crises by sensing, monitoring environmental, internal and external variables that generate the crisis, and preparing with all available resources to prevent the crisis, or preparing to deal with it with high efficiency to reduce material losses. And moral and return to normal in the fastest time and at the lowest cost, then study the causes of the crisis, and conclude to prevent its occurrence, or improvement while trying to maximize the benefit resulting from it (Maher,2006), see it "way to control the crisis by using a set of tools, and efforts to overcome the crisis, and to contain crises that cause them, and to benefit and learn from aspects of the crisis, so that it can avoid future crises. The researcher defined crisis management as "the process of pre-planning for an unexpected negative event to curb or Minimizing its damage to the organization by developing strategies or a set of expected scenarios Occurrence and suggest appropriate solutions for each of them in the event of an occurrence.

Crisis management can be defined as the process which tries to determine and forecast the crisis regions, develop the procedures or measures designed to prevent the occurrence of crises or the development of accidents to the crisis, and decrease the effect of disruptions caused by the crisis (Preble, 1997). As determined crisis management, it is a means to prepare the company previously for the worst scenario. It includes accurate planning of curriculum which decreases the effects of operating on short and long-term. According to (Vargo & Seville, 2011) crisis management is the basic system to prepare the resources and organizational structure necessary to respond effectively in facing crises and survive effectively later. It is associated with constructing the ability to determine the threats of the organization and design a plan to face those threats. Crises management are activity identified for planning before the crisis, managing during the crisis and evaluate after the crisis (Wang & Ritchie, 2012).



Nevertheless, the definitions of crisis are used in a specific context and explain the specific crisis and it is agreed that there are three common elements in most definitions of crises: (1) a large threat to the organization's survive; (2) a surprise element; (3) a short period to make decisions to respond (Racherla & Hu, 2009). Furthermore, many works of literature support the crisis point of view as a process and not an event because of the developed nature of the crisis. Then, most of the crisis authors looked to crisis management as a process and most of the crises managements are constituted around the different stages of a crisis. Least, crisis management can be divided into three stages: (1) before the crisis (planning to the crises), (2) during the crises (respond to crises); (3) after the crisis (evaluation of the crisis and learning. Nevertheless, some authors divided the stages into sub-stages (Wang & Ritchie, 2012; Jia, Shi, Jia & Li, 2012). Most of the literature addresses the threats and negative results of crises. However, there are opportunities in any crisis (Vargo & Seville, 2011). There are seven opportunities to face crises: (1) born the heroes; (2) fasten the changes; (3) face the latent problems; (4) change people; (5) develop new strategies; (6) develop early warning systems; (7) the emergence of new competitive edges. The positive examples of crises include the following: narrowing the services concept to reinvent the product for today\tomorrow market or differentiate your product, refocus the market to attract different sectors of market, change or restrict the size of your organization into more manageable size, move into safer environment, simplify the operations, collect between activities or departments to enhance the customer service or control the cost, update access, redefine the needs and skills of employees and retraining the employees.

In general, there are wide types of models to deal with crises including the proactive curriculum and interactivity. In proactive situations, the planning decisions are taken before the crises. Decision makers expected different types of crises by analyzing the vulnerability and invented plans to deal with the possibility of occurrence. In interactive situations, the planning decisions are made during and after the crisis. The main goal is to contain the damage and quick recover with the current situation (Hough, & Spillan, 2005). Particularly, there are four modes to deal with crises as follows (Abd-Elaal, 2008):

- **The escape mode:** it is a negative mode where the director of the organization leaves the crisis and its effect completely and realizes the inability to face claiming that it is the reason behind the weakness of employees.
- **The containing mode:** the director decreases the spread and effect of the crisis. The crisis is restricted and freezing in the stage it reached and work to absorb the generated pressures and then destroy by its destroying power.
- **The cooperation or team mode:** where each individual collaborates in the crisis team to face the crisis and each member will have specific duties.
- **The confronting style:** each director in the organization helps his employees to face the crisis in scientific way based on good forecasting and determine the roles, skills and move quickly in all the crisis stages to decrease the negative impacts and return the organization to the stability status.

### 2.3.2. Crisis Management Requirements

Crisis management needs a set of requirements, which can be explained as follows (Abbawi, 2007).

- Simplifying procedures and not complicating them, which is moving away from everything that complicates matters and creates a kind of confusion, lack of understanding and clarity. And develop regulations and enact laws that facilitate the management process.
- Coordination: Coordination between the crisis management team and other departments and leaders related to the crisis is a necessary and important requirement for the implementation of decisions, as well as to prevent contradictions in procedures and to ensure that the work is carried out with ease, ease, and harmony, as well as the possibility of exchanging resources.
- Planning: Planning is the general framework through which leaders have worked to manage their work towards dealing with crises, and it is the scientific methodology that distances the crisis from improvisation, randomness, and chaos in decision-making.
- Continuous presence: The crisis can only be dealt with or addressed through the continuous presence of team members in the place of crisis management, where their presence leads to coordination, exchange of views and access to

everything new about the development of the crisis, taking appropriate and immediate decisions and effective monitoring of everything that is happening in Developments and forecasting of the future of the crisis, as well as overcoming difficulties facing implementation.

- Delegating the authorities: The delegation of authority is of the utmost importance during the handling of the crisis, as events may be forced to take decisive and appropriate decisions and quickly without waiting for the person responsible for whom these decisions fall under his responsibility, and this prevents the business from stopping wasting time and the occurrence of confusion.

### **2.3.3. Dimensions of Crisis Management**

Crisis management is characterized by several dimensions and according to the nature of the issue of the crisis (Al-Rahwan,2004):

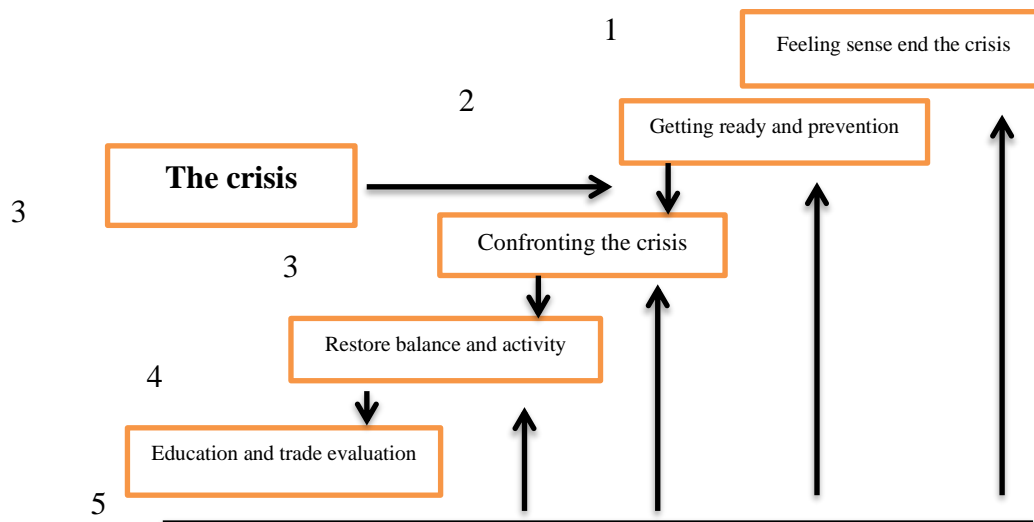
- The time dimension: It includes determining when the crisis started and the current extent to which it is still present and expectations of its continuation in the future because this time limit helps to suggest policies and procedures that contribute to eradicating the historical roots of the crisis, in the future or now.
- The objective dimension: it means knowing the issue of the crisis and its type, is it social, political, or? Economical or a mixture of one or more of these types.
- The impact dimension: in the sense of knowing the direct and indirect effects of the crisis.
- Spatial dimension: This element means determining the location of the emergence of the crisis and the area or areas that recognizing the spatial dimension helps in achieving the goals for which it is intended She still suffers from it know I developed a plan.
- The human dimension: This component includes identifying the individuals involved in the crisis and their types.
- The institutional dimension: This aspect relates to identifying the entities and individuals who will participate in taking the measures and applying the necessary administrative and organizational policies.

- The environmental dimension: it is intended to identify the circumstances surrounding the crisis that are among the causes of its emergence In the future, as well as identifying the various variables that cause their emergence and continuation now other dimensions of crisis management can be added, such as early warning and crisis operations room, in addition to clarity of vision, optimal use of resources, finding alternatives, availability of information, job satisfaction, and defining systems and programs.

#### **2.3.4. Stages of Crisis Management**

Crisis management has five phases that require managing each of its stages carefully through planning for the first phase, its implementation, and follow-up, and the feedback from this phase – feedback. It is considered the basis for the second stage in planning, implementation, follow-up, and feedback from the stage. The second stage is considered the basis for the third stage and so on, the five stages are: (El-Hamalawy & Rashad,1995)

- Feeling the Potential of Crisis - Detecting Warning Signs
- Preparedness and prevention
- Containment
- Recovery
- Evaluation & Learning



**Figure 3.** Stages of crisis management

### 2.3.5. Factors Hindering the Early Detection of the Crisis

There are some factors that hinder the early detection of a crisis and prevent the issuance of early regressions that predict the imminence of a crisis, and the most important of these factors are the following: withholding important data, information, and knowledge (related to the potential crisis from the parties and individuals who need it and obliging them greatly to make appropriate decisions and study weaknesses and overcoming, Therefore, the early warning signals do not reach these parties and these individuals The inability of the organization to respond appropriately, effectively and promptly to surrounding and potential dangers (including crises), false and improper conviction of the organization's personnel regarding the capabilities of this organization and its immunity against crises. These sites lead to insufficient attention to the dangers and crises surrounding the organization, and this leads to the organization falling into crises before it detects any early downward signs of this crisis (Abu Fara ,2009).

### 2.3.6. Characteristics of Crisis Management

There is a clear lack of necessary data and information during the occurrence of the crisis, which is reflected in the lack of clarity of vision among decision-makers, which leads to the inability to determine the right direction for making effective

decisions. The crisis leads to a big surprise and concern when it occurs and attracts the attention of all parties related to the organization (from managers, workers, suppliers, customers, and society). In light of the crisis, the interests of the organization are exposed to threats and great pressures from multiple parties, and these threats and pressures inflict harm to the objectives of the organization. And its performance, stability, growth rates, and market share, the emergence of the dissolution of the forces that support the crisis and support everything that leads to its exacerbation, and among the most important of these forces: those with suspended or deferred interests, and those with previous problems whose problems have not been substantially addressed, and the emergence of these forces supports the severity and violence of the crisis and the increase of claims. By the necessity to bring about fundamental administrative changes in the organization. (Yusif, 2009). Realizing that they are turning points that are difficult for the organization to endure for a long time and thus may lose its balance in a way that may lead to its end (Al-Sayrafi, 2003):

- Group of intertwined and interconnected events, whose interconnectedness results in good conditions.
- A fundamental threat to the interests of the administrative entity and its continued functioning.
- It requires important and fast decisions in a short period.
- The availability of the risk element may lead to the possibility of escalating the crisis to the level of confrontation.
- It is characterized by a high degree of suspicion regarding the options presented.

### **2.3.7. Crisis Management Levels**

First: The presidential level for crisis management: It is the level that takes care of setting the general strategy of the state and determining its current and future policy. This level stems from heads of state and head of government within states and therefore the type of crises they are dealing with are those that represent an international threat or a disaster that threatens the national interests of the state or wars. It may arise between two states or more, and the crisis management here is considered at its highest level and its severity, and the handling of crises of this type shall be with

great caution and caution because of its negative repercussions that may reflect on the interests and safety of the country.

Second: The national level for crisis management: It is the level that deals with events that threaten national security or those that may afflict the state's social entity with defects that threaten its security and threaten its safety. The sources of danger that this level deals with may be internal by the state itself and may be external aimed at destabilizing the security system aims to strengthen against the family, and there is no difference in dealing with the crisis between whether the danger is internal or external, so the lesson here is the result.

Third: The local level of crisis management: It is the least dangerous level of the crisis because its spatial scope is confined to one of the state's regions or one of its public or private facilities, and the crisis curve may rise at this level to reach a dangerous place that threatens national security. The descending method: it means yielding to the opponent's demands to end the crisis and bear all the losses that result from that (Jad Allah :56,2008).

### **2.3.8. Crisis Management Expectations**

According to the group opinion formation operation (Sturges, 1994), public opinion can be practiced probable or explicit pressure on specific organization by transferring the procedures and social standard tools. If the practitioners understood the public relations better or even expect the public expectations about the situation of organization in specific situation, practitioners can decrease the gap between the intended organization and the expectation of public may be to avoid more conflicts with specific public, knowing the factors effect in producing the public expectations about the situation of organization during the crisis may allow public relations specialists to provide consultations to management.

Crisis management practitioners have been accused of producing fantasy documents, crises evaluation reports and exercises are not excluded (Sinclair et al., 2012; Hutchinson et al., 2018). The last criticism refers to the lack of a trustful attempt to learn after specific event and claim that most documents are created for rhetorical to specific audiences. Evaluations of crises are always failed to process the real problems

detected by the event or intended scenario despite the fact that evaluating actual event, simulation or training program may be the best way to enhance the management of future crises (Birkland, 2009). Systematic assessments may support the direction and investment in learning and development and provide visions about the current practice (Alexander, 2015; Boin et al., 2016). The product of these assessments mentioned by after-action reviews, assessment decisions, document of benefited lessons serve many purposes. Theoretically, the assessment reports are shared inside the emergency management society. It is used to determine, document, and publish lessons (Savoia et al., 2012). Finally, the development of educational, training and practices programs to enhance the operational responses. Also, it can be used in the political arena to hold the governmental agencies. Practically, it is always said that it is paper flowing document process and fails to provide the information wanted by users (Lawrence and Cook, 1982). It may harm more than its benefit if it leads to false sense by safety lead to distort the performance during current and future emergency status (Gebbie et al., 2006). Then, it is necessary to look to the evaluation as a means to achieve a derivative and not a derivative in itself. It must be both useful and useful but to make this happens, it must address the questions with direct importance for stakeholders and provide information they want different guidelines and recommendations clarify the form of report (Beerens, Tehler, & Pelzer, 2020). Nevertheless, this does not include that it will pick up all sides considered by associated users. Therefore, it seems reasonable for an attempt to understand what makes such reports more beneficial, do the formal guidelines focus on main issues or professionals consider the other sides more important? The literature refers that there is not any study achieved what is considered by crises management specialists important in evaluation report.

### **2.3.9. The Effectiveness of crisis management**

Effective management depends on the abilities of administrators, decision makers and associated parties who contribute in specific stages and activities of crisis management. Crisis in modern society exceeds the boundaries of organizations and singular sectors gradually and requires intermittent or continuous meditating and collaboration between different fields and levels of modern governance (Boin et al., 2014). Research about successful crisis management searched previously about the



importance of factors associate with social capital (for example, trust, mutual standards, networks and administrative trust) as effective or disrupt factors in crises management (Boin & 't Hart, 2010).

At the same way, researchers confirm the importance of software factors (such as psychological and cultural factors) (Persson et al., 2017). The literature shows that trust in government, public trust and institutional trust are necessary to the health and effectiveness of institutional agreements (Kaltenthaler et al., 2010; Persson et al, 2017). confirmed that in order to make the European Union guarantee the public support, resources and necessary validity to construct institution work correctly for crises management, respond to disasters, it is necessary to make people enjoy by high level of effectivity built on trust of European Union (Christensen et al., 2016), mentioned that government needs to have the capability and legality to implement crisis management systems correctly. Particularly, the validity of government structure depends on trust of government, additionally confirmed that the reason of positive evaluation for the response of the successful Norwegian government to manage the crisis of covid-19 comparing with other countries, it must be understood from the perspective of high trust society, reliable bureaucracy, good economic situation, strong welfare, and low population density. Norway was able to implement control strategy based on collaborative decision making, successful communication with public, high resources and high level of culture between citizens and the government.

The participation of citizens to overcome the disasters has positive impact on enhancing the flexibility of society (Stark & Taylor, 2014). Instead of disaster recovery systems based on bureaucracy control, recovery projects based on political comfort and trust that promote the participation of people widely are effective in increasing the satisfaction of citizens. Particularly mentioned that effective management of crises arises from effectivity based on gained perceptions (Frisby et al,2013).

According to Bandura (1982) effectivity is the main element in the behavior of people and beliefs (Bandura et al,1996) defines the self-effectiveness as the beliefs of individuals from beliefs and knowledge capability that he thinks it is correct can be used successfully to achieve goal or complete task ( Abdalla ,1995; Zimmerman et al. 1996; Ancis & Phillips, 1996; Garavalia & Gredler, 2002; Dunlap, 2005), mentioned that people with high self-efficiency think and behave different than those who suffer

from low self-efficiency, mentioned that those with high self-efficiency are more subject to make constructive decisions based on their goals and available information and at the end more probable to success.

Moreover, the high self-efficiency is derived from education. In other words, education may influence self-efficiency (Kang & Choi, 2021). Self-efficiency shows high correlation in the fields associate with health and it is clear in the theory of Ajzen (Ajzen, 1991). It is detected that self-efficiency causes changes in traditions, health-related habits, behavior, and diet (Reuter et al., 2010; Perkins et al., 2012; Mileti & Sorensen,1990; Mileti & Fitzpatrick,1991) confirmed that self-efficiency in terms of crises management communications must be defined as variable when designing messages to respond to threats or crises. It is necessary to produce behaviors to provide protection from threats or crises by realizing the messages (Kim, Lee & Ham, 2018). The goal behind enhancing self-efficiency in such cases is to be aware of people subject to probable danger quickly to make the suitable procedure and protect themselves.

### **2.3.10. The Relationship Between the Role of Strategic Planning and Crisis Management**

Although the strategic development was developed as a separate system than crises management, the two planning operations are highly overlapped (Vargo, J., & Seville, E., 2011).

- Both deal with the future of organization.
- Both deal with the weakness points and threats (risks).
- Both include the construction, implementation, and evaluation of plan.
- Both include the organizational structures and necessary resources to implement the plan.
- Both require planning and ability to adapt based on four dimensions: leadership, culture, decision making and awareness of the situation.

It is clear from the literature that organizations aim to perform well in each of crisis's management and strategic planning must perform the following:

- Pre-planned to adopt with change circumstances.

- Make the leaders able to muse their societies by hope and orientation.
- They must have an organizational culture that appreciates adjusted planning and promotes the ability to be innovative and creative.
- Good planning and decision making in organized ways and although be responded and able to move quickly.
- Make the teams able to identify the modes and integrate variable information in order to understand the chaotic situation and take into consideration the sensitivity and awareness of small changes in the environment with the development of situation.

The difference between strategic planning and crises management is that one of them focuses on opportunities while the other focuses on threats. Crises management tends to focus on inherent threats in quickly growth environments while strategic planning focuses on opportunities inherent in change (Mitroff, Pearson & Pauchant, 1992). Crises management focuses on enhancing the ability of an organization to survive while strategic planning focuses on enhancing the ability on thrive. Surviving is a part of crises management while thriving is a part of strategic planning aspect (Vargo, J., & Seville, E., 2011). Although strategic planning depends in many cases on the assumption that tomorrow will be like today, crises management depend on the adversity of tomorrow. In touristic environment, it is probable that tomorrow will not be like today, the integration between crises management and strategic planning assumes some challenges and these challenges can be summarized as follows (Karam, 2018):

- Time pressure: some crises must be dealt with quickly while strategic planning always occurred in time frames from months to even years.
- Control: strategic planning always imposes reasonable level of control on operations and organizational relationships while crisis may highly prevent such control.
- Threat magnitude and severity: some crises may overwhelm the magnitude and severity of threats of management to the level that prevent the formulation and strategic implementation.

- Response options: strategic planning tends to keep a set of options and may be the reality in specific crisis is that one selection or few number of selections may be left to the organization to select from them.

In crises periods, it is necessary to merge between crises management and strategic planning to manage crises effectively. The result of integration is that the organization is ready for crises and flexibility. Flexibility is the ability of an organization not only to survive but also to thrive whether in good or facing difficulties. Thinking and planning both create more powerful planning and increase the ability of the organization to mitigate, avoid and manage crises successfully. by merging crisis management in strategic planning operations to benefit from these opportunities during crises. Strategic planning of crises is a way to merge the two in one operation to plan the flexibility (Groh, 2014), mentioned that adding the defensive ability for crisis management to the strategic management to orient the offensive position of market may lead to more comprehensive curriculum for strategic management in the organization.(Preble, 1997).

Strategic planning success in crisis management, according to Thompson and Louie (2006), is not only not distinct but also closely related, and there is a desire to take particular organizational activities into consideration to perform repetitive performance by building flexibility and legerity allow strategy to adaptive department and leveraging creativity and invention, Predicting potential crises, party situations, direct and indirect crisis conditions, and the impact of those events on management creativity are at the heart of strategic operations. The group aims to increase efficiency through strategic collaboration. the abstract element of uncertainty and surprise. The dynamic appraisal of related occurrences (Valackiene & Virbickaite, 2011). punishment of organization takes bigger control on crises, and swift decision-making are all necessary for success (Coombs, 2014). Business directors must be able to anticipate, recognize, and react to changes in the internal and external environment in order to prepare any corporation to handle a crisis and be prepared for upcoming problems. Therefore, in order to maximize the benefits of change, directors must actively participate in a process that gives them the ability to alter and adjust the activity. We refer to this as strategic planning.

### **2.3.11. Crisis Management and Technology**

Currently, Technology and information technology plays a vital role due to their high role in different fields and areas in front of different local and global crises. So, employing technology with its developed and different techniques include high necessity because of their role in controlling and decreasing any damages or probable losses by diagnosing the natural and human reasons behind these crises and also across early warning systems, develop databases and advance plans which allow the quick and effective intervention to content and prevent its development and decrease the loss. The success of crisis management is still stopped by the availability of a set of elements and determinants in addition to the necessity to provide stable and accurate early warning ground to facilitate suitable and successful decisions. It is necessary to exploit the available time and realize the importance of making the necessary measures and denouncing them (Al-Shibli, 2018).

During crises, realize the competition to display huge amounts of data and information which may cause something of inaccuracy or interfere in information and lead to loss time and efforts of crisis management to extract that information and check their validity. Displaying unrequired information leads to lack of focus and enter into sub-problems which do not associate with the current crisis and this explains the role of technology and information technology ( Comfort, 1993).referred that the average efficiency of organizations to solve problems in complex and unconfirmed environment may be increased by providing the suitable information and the use of technology tools.

Therefore, we can realize the role of technology in crises management in organizations (Verma and Sehgal, 2016). pointed that technology is an integral part of business world and technology and information technology associate with mailing and the forms of business operations across offices which make uses depend on technology to perform the business. Focus on how organizations prepare themselves may affect the technology inside the organizations. Technology plays an important role in crises management and thus, it is necessary to make decision making operations which aim to provide implemented information and it should be an effective structure for decision making system that facilitate the collaboration and work through the crisis. Also, technology helps in all stages of the crisis including before, during and after the crisis.

### **2.3.12. Crisis management and marketing**

If marketing has a role in crisis management, what is the marketing role in that? In order to answer this question, it is suitable for us to have a good point of view for marketing to have some knowledge about the nature of this relationship between marketing and crisis management. Marketing constitutes one of the available functions for each commercial agent. This helps to determine and fulfill the needs of customers by products with values and ease to access. So, marketing is still the main function in any commercial job. Besides the high number of other jobs, marketing contributes to the ability of business on success. In many companies, marketing can be considered with great importance. The existence of a job depends on successful products and services, which in turn depends on successful marketing. So, each person with a commercial mind must learn and use some basic concepts of marketing. The concepts of marketing have been applied effectively on many non-commercial institutions for years in the fields of policy, education, and others.

Since companies depend on the effectiveness of their marketing efforts in order to promote their issues, it is possible to design the marketing efforts to suit situations where the crisis or disaster happens. This is because of recognition of marketing as an integral part for communication during crises especially during long-term recovery of a crisis or disaster. In cases the failure of service, it is necessary to constitute a strong marketing response in order to stop the wave of disgruntlement during crises. If this does not happen the relationship of agent may be cut off from the service provider which is always important, it is necessary to realize the strength of customers is increasing phenomenon continuously especially in terms of service failure. Unsatisfied customers tend to withdrawal patronage from product or service if they see that the organization behaves impolitely or is not living up to expectations (Massey 2001; Coombs & Holladay 1996).

For instance, after series of air disasters in 2014, many people are disgruntled from Malaysia Airlines. It must be mentioned that airplane company could not provide the suitable response to the crisis status, and it is the development which led to gradual demise of Malaysia Airlines. Maybe as a mean to mitigate this influence, it is suitable to resort to the assumption of (Coombs & Holladay ,1996) that marketers need to make communication and marketing plan with crises where this cost is less than costs

associate with decreasing the trust of customers and patronage. Any organization that seems that it is floundering in its response fails to quick reassure many internal and external stakeholders in case of crisis may expose to high damages to its reputation and main relationships. So, companies must be ready to join proactively with stakeholders to ensure that they are respond quickly and suitably and that they ready to make the correct thing when they face problems, note that all commercial trademarks are subject to crises. So, marketing provides time for companies to recover after the crisis. It is important that markets understand what is going on across their industries but also insider environments where they work. One of the best methods to identify the probable threats or weakness points is in monitoring what is going on around them and knowing how to face these challenges which may arise. If marketers look to their separate world only and not to the cultural context, their communications will look insensitive. Communication and marketing during crises are considered important to provide information to the main public (Coombs and Holladay 1996).

### **2.3.13. Communication and Coordination in Crisis Management**

Coordination and efficient communication go hand in hand; without it, coordination ability is significantly reduced (Comfort, 2007). Literature has long recognized the critical role that communication plays in an efficient crisis management response (Hale et al., 2005). Crisis communication between and within organizations aims to lessen the negative effects of a crisis. The signals sent back and forth by the actors encourage the recipient to respond to a potential threat or adverse outcome while fostering a genuine perception of the risk. Crisis communications provide clear instructions on the situation as it stands and the necessary steps to be done.(Spence et al., 2007). Interorganizational cooperation and communication are hampered by poor communication designs and inconsistent information flows. Stress and time constraints interfere with players' attempts to gather information during a crisis, while the amount of information that must flow via existing channels rapidly rises. The number of concurrent occurrences, the complexity of the crisis, and the significance of accurate and timely information about the unfolding events all contribute to the surge in information (Hale et al., 2005). Information must flow efficiently across organizational boundaries in order for communication to stay effective in a crisis situation.

Information is successfully handled when information is shared across companies and to key stakeholders, such as the media, in a timely, accurate, direct, and honest manner (Hale et al., 2005).

#### **2.3.14. Requirements for an Effective Crisis Communication**

A little researched area of crisis management is internal crisis communication in the public and commercial sectors. Following is a description of the micro level of intra-organizational crisis communication an internal crisis communication perspective is one that "focuses on the need for information, communication, and sensemaking among managers and employees during the acute phase of a crisis, as well as the intrinsic role of communication in crisis preparedness, anticipation, and learning within an organization." (Heide & Simonsson, 2014). An adaptation of the previous definition is desired because this study is focused on a higher level of crisis communication, the interorganizational one: "an internal crisis communication perspective focuses on the need for information, communication, and sensemaking among crisis response managers and participant-organizations during the acute phase of a crisis, as well as on the intrinsic role of communication in crisis preparedness, anticipation, and learning within a crisis." (Brown & Miller, 2000).

The efficacy and situational control of a crisis response network are significantly influenced by its governance model. When the information is basic, a bureaucratic system operates effectively; but, in times of crisis, the information is typically complicated. A bureaucratic structure's communication is hampered by its intricacy (Brown & Miller, 2000).

Governmental organizations' top-down hierarchical structures struggle to function effectively in unusual circumstances when adaptability and inventiveness are required, which creates institutional impediments to interorganizational collaboration (Kendra & Wachtendorf, 2003; Alvinus et al., 2010).

Intra-organizational disputes fueled by irrational concerns such as political rivalries, internal departmental competitiveness, personal interests, and jealousies are some of the hurdles. Internal disputes prevent cooperation, communication, coordination, and the best use of resources both inside and across companies (Drabek & McEntire, 2002; Kirschenbaum, 2003). People with the same skills and occupations



congregate in top-down hierarchical structures and develop official networks. However, the same regular structures and limits might block information exchange during crises (Kendra & Wachtendorf, 2003). Overall, a more horizontal architecture is preferred than a hierarchical one for a crisis response network. The interoperability of instruments, such as mobile phones, radios, satellite and landline telephone networks, portable data devices, and cellular phones, has been the focus of communication in crisis management. The use of communication and information technology in crisis management has substantially advanced over the past 10 years, transforming the way crisis communications are conducted. With time and the usage of new technology, communication will become better and faster, which will also increase the coordination of crisis response actions (Kapucu, 2006). When a crisis arises, the crisis management response team and first responders need to quickly deploy communication technology.

## **2.4. Capability**

Capability – ability, skill, or talent; the characteristic of being physically or mentally capable. Capacity – the capacity to take in, keep, or absorb. Amount that can be sustained to the fullest. These terms are frequently used in the same sentence. However, as you can see, there is a crucial difference. I think we should use a brief "reality check" in terms of our current capacity and competence (samia and muhammad, 2018).

There is a contrast between "capability building" and "capability outcomes" in the literature on capabilities. 2001's Makadok. The methods or behavioral decisions that result in outcomes that the market values form the basis of strategic planning's efficacy. For instance, shows how the growth of technological competence in two Brazilian steel businesses is significantly influenced by dynamic skills. The impact of dynamic capabilities on the development of new products, projects, technology adoption, integration, innovation, and service capacity is supported by other examples (Figueiredo ,2003).

### 2.4.1. Key Elements for Building a Crisis Management Capability

Organizations must employ an intelligence-gathering and continual monitoring strategy to develop their crisis management competencies as crises change in nature and intensity. The popular pre-crisis, crisis, and post-crisis models implicitly take a tactics-first approach, whereas this mainly cyclical style of lifecycle crisis management tends to be more strategy-oriented. For instance, the British crisis management standard, BS 11200, uses a structure that is somewhat cyclical and consists of the steps listed below (noggin, 2021):

- **Anticipate.** Determine possible emergencies.
- **Assess.** Consider the data after analysis and reach conclusions regarding the necessary course of action.
- **Prepare.** Make sure the organization is prepared to handle both high-probability crises and unanticipated disasters.
- **Respond.** Quickly and intelligently take action.
- **Recover.** Continue crisis management as part of a longer-term, strategic initiative to restore reputation and value.
- **Review and learn.** Consider, analyze, and reflect on your own crisis management experience, as well as other people's crisis management experience.

When examined closely, the first three (largely pre-crisis) stages all emphasize the necessity of effective crisis management planning, a covert admission that while many businesses may believe they are immune to disaster, they frequently lack the urgency needed to achieve crisis management preparedness. Only a best-practice crisis management plan (CMP), a document that focuses on the supply of a general response capacity, can achieve that degree of readiness. More particularly, in the event of a crisis, the CMP should be as clear and short as possible to guarantee that it is used and easily understood. Typically, the paper will include the following details:

- Who in a crisis is in charge and accountable for important choices and actions.
- Key contact details: how to get in touch with employees in a crisis.
- Crisis communications (internal and external).
- The activation mechanism for a crisis and how it works in practice.

- Specifics on the organization's degrees of response (i.e., who should be notified regarding whatever level of an issue), as well as a flowchart outlining the steps to be taken.
- The structure and role of the CMT and what is expected of it.
- Where the CMT will convene (including alternate locations), as well as the necessary supplies and assistance.
- Key templates (such as CMT meeting agenda and logbook).
- Log-keeping guidance.
- A situation report template is to be used across the organization.

The creation of the crisis management team is a crucial component of developing crisis management competence at your firm. For the remainder of the core crisis management team, standards like BS 11200 recommend senior managers from the company's most important business units: Finance, HR, operations, IT, communications, in addition to specialized roles like log keeper, support, etc. This task starts with choosing a Chair who will take the lead in carrying out the plan itself (noggin, 2021).

#### **2.4.2. Elements of a Crisis Management Capability**

We should all be aware of the need of having a strong crisis management capability, including asset protection, at this point. But how is such a crisis management capacity created ? (Noggin, 2021). Building a crisis management capability by establishing a framework Well, according to the recently released ISO 22361: 2022, entities should establish a (1) framework and (2) process if they are to build an effective crisis management capability. The framework specifically is used to integrate crisis management into activities and functions. That framework, though, contains discrete parts. Crisis leadership, structure, culture, and competence all go into establishing the crisis management framework. These are concepts we've all heard before. But in this age of increased crisis threats everywhere, it's worth defining them to develop or enhance the crisis management capability. Crisis management leadership, for instance, doesn't just mean stewardship of the crisis response and

recovery but also engagement in the development, maintenance, and improvement of the crisis capability. Achieving this requires top management to ensure the following:

- Crisis management objectives are compatible with the strategic direction and core values of the organization
- Crisis management is customized to the organization's context.
- Demonstrated commitment to crisis management capability.
- Direction and support for crisis management to achieve its intended outcome.
- Communication of the importance and benefits of crisis management.
- Integration of crisis management into the organization's processes.
- Availability of resources for crisis management.
- Promotion of continual improvement of crisis management.

### **2.4.3. Crisis Management Culture and Competence**

However, it has been noted that organizations with impeccable crisis management structures still botch crisis response. How can this be? Often, it's the lack of a crisis management culture that's most deleterious to crisis management competence when it's needed most. Part of crisis management leadership, as a result, is the encouragement of positive attitudes among employees concerning the upholding of the organization's core values. That manifests itself in the application of expectations, policies, and procedures. Employees should learn to recognize and value risk awareness, commitment to crisis management, early warning, organizational resilience, and awareness, as well as psychological safety – simply because these are corporate values.

Further, among staff, senior leaders should promote the ability to detect, assess, and communicate the latent conditions that contribute to a successful crisis management culture. Why? Because then, employees will get a better understanding of the desired state, success criteria, and steps needed to establish competency in crisis management. Finally, what are some of these steps? Again, according to best practice, it include:

- Develop crisis management awareness, knowledge, skills, and positive attitude at the individual, team, organizational and inter-organizational levels

- Deploy competence management processes and procedures within crisis management.
- Undertake systematic processes for reviews and learning related.
- Value organizational learning as a means for continual improvement of crisis management capability (noggin, 2021).

## **2.5. Previous Studies**

Abdel Qader, (2014) has declared that “Crisis management and its relationship to strategic planning from the point of view of administrators and financiers at Al-Istiqlal University - Palestine,” where the study aimed to identify the strategic plans developed by the management of Al-Istiqlal University to reduce the effects of administrative and financial crises, and to clarify The relationship between strategic planning and crisis management, and the researcher used the descriptive approach and its relevance to the nature of the study and the use of the questionnaire as a means to collect data from the study sample that reached at the university, and the study reached many results, the most important of which were the existence of a wide spread of fifty employees of rumors when dealing with crises, and that There is ambiguity in the roles of the authorities concerned with crisis management, with a central approach to issuing decisions to deal with them, and that the administration conceals the facts related to crises, and that there is no clear strategic planning to face crises, especially with regard to petty cash and the appointment of employees.

A study (Abu Halima, 2012) entitled “The Role of Strategic Planning in Crisis Management”, this study aimed to identify the impact of strategic planning on crisis management in civil society organizations in the Gaza Strip. Of all the twelve employees of the Development Association in the Beit Lahiya area, who represent the study sample, and among the most important results of the study showed that 6.84% of NGO managers have a clarity of the scientific concept of strategic planning, and that strategic planning is of great importance in facing crises in non-governmental organizations.

A study ( Lusia, 2013) entitled“ Crisis Management: Determining Specific Strategies And Leadership Style For Effectives”, The study aimed to discuss how

organizations deal with crisis management and face it according to its nature, and to develop a general model for crisis management to know what the organization should take into account to manage the crisis, and the researcher used the methodology of historical research in previous studies, methods of managing previous crises and how to deal with them. The study found that crises are divided into two main types: natural and human-made crises, and in order to effectively manage crises, members of organizations must understand crisis management steps and develop appropriate strategies and leadership models for this, and organizations must evaluate existing strategies before building new strategies.

A study (Allan and Sadaqa, 2011) entitled “The Role of Strategic Planning in Reducing the Risks Associated with Taking Investment Decisions in the Industrial Sector companies Listed on the Palestine Stock Exchange”. The study aimed to identify the concept of strategic planning and its role in reducing the risks associated with making investment decisions and to identify the importance of And the effect of strategic planning on the success of the industrial sector companies, and the researchers used the descriptive and causal methodology, and the study population consisted of all the industrial companies listed in the Palestine Stock Exchange, which amounted to 9 companies and registered until 10/3/2011, and the results indicated a significant impact of the practice of strategic planning In reducing the risks associated with making investment decisions with the industrial sector companies listed on the Palestine Stock Exchange.

A study (Dominic, 2011) entitled “Crisis Management- what Is It and how it is delivered? The study aimed to define the crisis, its nature and characteristics, and to know whether crisis management is better to define it as a process or capacity, as well as to identify methods of communication during crises, and the study was applied to employees of the British company (BCI) and the study concluded that crisis management is the organization's ability to respond effective in the event of their occurrence and the extent of flexibility of the institution and at a time when the information is dispersed and the development of the implementation of strategies set in advance of the organization is at risk.

A study (Al-Sahli, 2011) entitled “Strategic planning requirements and their role in reducing disaster damage.” The study aimed to identify the role of strategic

planning in reducing disaster damage from the point of view of civil defense officers in the eastern region in the city of riyadh. The researcher used the descriptive and analytical approach. Through the survey portal using the questionnaire as a tool to scan the data, the study population consisted of (280) officers working in the civil defense directorate in the eastern province, and the study reached a set of results, namely:

- The behaviors that express the high level of knowledge of civil defense officers in the Eastern Province, the dimensions of strategic planning in reducing disaster damage are: relying on security forecasting when developing scenarios to confront disasters, making strategic decisions to confront disasters in light of the reality of the internal and external environment, and using an effective system to collect information on potential future disasters.
- From the point of view of civil defense officers in the eastern region, the requirements for strategic planning necessary to reduce disaster damage are: Forming a working group to manage the disaster, providing a disaster management operations room, and giving all powers and powers to the disaster management team.
- The important obstacles that limit the role of strategic planning in facing disaster damages from the point of view of civil defense officers in the eastern region to a very strong degree are: the lack of financial resources needed to implement disaster response strategies, and the absence of the necessary technologies to implement prevention, containment, confrontation and restoration strategies. On the course of the disaster, and the scarcity of qualified human cadres to prepare strategies for prevention, containment, confrontation, and regaining control over the course of the disaster.

A study (Hilary, 2010) entitled “Crisis: definition and response, understanding perspectives practitioner Profit-Non. the study aimed to know the extent of the importance of communication and its effectiveness during and after the crisis in order for the organization to restore its normal position, and used the method of interviews with experts in the field of crisis management in non-profit organizations, and the researcher concluded the importance of communication in crises and its vital role in restoring the organization its positive role, and that the procedures The daily public

relations in the institution helps in the event of a crisis and maintains the reputation and form of the organization.

A study (Abdel-Alraed, 2009) entitled “Crisis management methods among government school principals in Gaza governorate and their relationship to strategic planning.” The study aimed to identify the methods of crisis management among government school principals in Gaza governorates and their relationship to teachers’ strategic planning. From (gender, years of service, educational qualification, educational stage, educational region) in the average estimates of government school principals in Gaza governorates of the extent of their practice of school strategic planning. The researcher used the descriptive and analytical approach, and to achieve the objectives of the study, the researcher used the questionnaire to collect the required data. That government school principals practice strategic planning at a rate of (43.84%) and that there is a positive correlation between crisis management methods and school strategic planning, and that there are no statistically significant differences between the average estimates of government school principals in the Gaza governorates of the extent of their practice of school strategic planning due to variables (Gender, years of service, educational qualification, educational stage, school district.

The study (Nour al-Din, 2008,) entitled “The Role of Strategic Planning in Increasing the Effectiveness of School Administration”, where the study aimed to identify the role of strategic planning in addressing deficiencies in school administration in high basic government schools in Gaza governorates. The researcher used the descriptive and analytical approach. In it, the researcher “describes the phenomenon that he wants to study, collects descriptions and data, quantitatively and qualitatively, and expresses it accurately and accurately, and relies on the study of reality and describes it as a description of bias, and the study community is made up of all the principals of higher basic government schools in governorates and a director in The academic year 2008/2007 AD, and their number reached one hundred and sixty-one directors of the researcher in the questionnaire, and the study concluded that the relative weight of the average degree of support for the study sample for the role of strategic planning in increasing the effectiveness of school administration in the governorates of Gaza reached (47.84%), and this indicates that the degree of support for planning The strategic plays a major role in addressing the shortcomings of very high school administration in government schools.



The study (Roger,2005) entitled “(Crisis: management plans and systems of exporting companies). The study aimed to know the extent of progress in crisis management systems and plans in business companies exporting to third world countries, and the study concluded that the size of the great risk that these companies bear is due to the poor planning of these companies to face export crises. The study found that only about 20% of these companies have systems and plans for managing crises at all, and the study found that exports, while 33% of those companies do not have systems or plans that the tendency of companies to use personal judgment to a large extent in planning processes to manage Crises.

The study (Karam, 2018) entitled “(The impact of strategic planning on crisis management styles in the 5-star hotels). The study investigated crises management and their relationships with strategic planning operations in five starts hotels. The study used the descriptive quantitative method where a questionnaire has been designed and sent to 190 participants across email to all managers work in Egyptian five starts hotels. The study results referred that there is strong correlation between strategic planning operations and crises management modes which were negative between strategic planning and escape and positive relationship between strategic planning and face, collaboration and containment. In addition, the results showed that there is an important role for strategic planning in crises periods to enhance the ability of hotels to survive and thrive. manager who practices strategic planning effectively is less able to escape or contain. So, hotels must use strategic curriculum for crises management by adopting the crises management planning in strategic operation. Hotels must work to make crises management an integral part with strategic planning. Thinking and strategic planning during crises increase the ability to manage the crises effectively.

The study (Skokan et al., 2013) entitled (“Strategic planning and business performance of micro, small and medium-sized enterprises”). The study addressed the issues of strategic management especially strategic planning and its useful effect on general performance of business. It is based on the experimental results of original research study which is named the ability of companies to adopt with economic modern circumstances during 2007-2012 that conducted through a questionnaire in three phases during 2011, 2012 and 2013. The analyses in the article provided to a sample of 677 organizations which work always in companies’ sector on republic of

Czech. The results showed that there is a positive relationship to the strategic document regarding business standards.

The study (Aljuhmani, & Emeagwali, 2017) entitled “The roles of strategic planning in organizational crisis management”. The study aimed to identify the roles of strategic planning on Jordanian banks in the city of Ramtha. The main goal of the study is to measure the internal and external orientations in strategic planning and crises management from four different axes: detect of signals, ready and prevent and recover from crises and learning in Jordanian banks in the city of Ramtha. The study provided a core contribution because it deals with economic sector, banking sector and they are the most sectors exposing to crises especially in the political circumstances and economic instability. This motivates the researcher to know how to get benefit from advantages provided by strategic planning and its role in crises management. Also, the study showed that employees are whether ignorant the stages of crises or there was clear neglecting to crises management stages in Jordanian banks in the city of Ramtha.

The study (Parnell, 2011) entitled (“Strategic Capabilitie's, Competitive Strategy and. Performance among Retailers in Argentina, Peru and the United States”). Aimed at evaluating the impact of strategic capabilities on the business strategy relationship with performance between a sample of Argentine retail companies, companies in Peru, and companies in the United States of America. The study sample consisted of (277) retail companies operating in the United States of America, and (136) retail companies operating in Peru, and (163) retail companies operating in argentina. The study concluded that business strategy affects the performance of Argentine retail companies, companies in Peru, and companies in the United States of America, in addition to that strategic capabilities play a role in enhancing the impact of business strategy affecting the performance of company’s argentine retail, Peruvian businesses, and usa businesses.

The study (Kylaheiko, et al, 2011) entitled (“Innovation and Internationalization as Growth Strategies: The Role of Technological Capabilities and Appropriability”). It aimed to demonstrate the role of technological and appropriate capabilities in growth strategies such as creativity and institutional. The study sample consisted of (300) Finnish companies. The study reached several results, the most

prominent of which is that the profitability of companies requires technological capabilities and that the occasion plays a role in achieving growth strategies represented by creativity and institutionalization.

The study (Nigel Evans & Sarah Elphick, 2017) entitled “Models of Crisis Management: An Evaluation of their Value for Strategic Planning in the International Travel Industry”. The review and analyze different crisis management models used in the tourism and hospitality industry and assess their applicability and effectiveness in the context of the travel industry. They argue that while there are several crisis management models available, they are often generic and not specifically tailored to the needs of the travel industry. The study proposes a new crisis management model specifically designed for the travel industry, called the Travel Crisis Management Framework (TCMF). The TCMF consists of three stages: pre-crisis, crisis response, and post-crisis. It includes specific guidelines and recommendations for each stage, such as risk assessment, communication planning, and recovery planning. The importance of strategic planning in crisis management and argue that effective planning can help mitigate the impact of crises and improve the industry's resilience. They propose a four-step strategic planning process that includes risk assessment, crisis response planning, crisis communication planning, and crisis evaluation. Overall, the study provides useful insights for tourism and hospitality professionals looking to improve their crisis management capabilities and highlights the need for crisis management models and strategic planning tailored to the specific needs of the travel industry.

The study (Abdullah Abbas, 2018), entitled “Impact Of Strategic Planning On Crisis Management In The Profit And Non-Profit Sector In Jordan”. The goal of this study is to survey the impact of strategic planning on crisis management in the Jordanian business environment and the manner in which it is utilized during times of crisis. A survey of the literature of crisis management and strategic planning as practiced in developing countries was implemented in this research. The qualitative approach was employed to obtain more data and deeper recognition of developments in the field. Strategic Management (SM) is a discipline that focuses on achieving corporate objectives and purposes while viewing the growth of a firm in terms of the corporate resources used. It involves three primary elements: strategic formulation, application, and strategic planning. Strategic Planning (SP) is the key practice of the

SM technique, which establishes grounds for opposing steps. SM helps firms to manage in a strategic manner for the duration of most crises, operate with greater effectiveness, and develop capable managers and workers who can encourage others. The Academy of Strategic Management Journal's Volume 17, Issue 5, 2018 discusses the importance of Strategic Planning (SP) to manage crisis and risks. SP can reveal new prospects for a company as it enables defensive measures against all crises. Organizations are facing changing difficulties due to progress in information and communications technologies and other modern advances. Reports have directed the establishment of an associate in nursing license that recognizes the significance of SP as a means for marshalling organizational strength. The private sector is facing a variety of challenges, such as financial failure, epidemics, and other natural calamities, as well as violent actions among staffs and from terrorist factions. Crisis Management (CM) emphasizes the handling of threat factors, and Service Sector Firms (SSFs) present far more adaptable LE than alternate firms. To be resilient, firms should use intensively SP in unsettled and dynamic issues in order to survive as well as prosper. Service sector firms have the potential to grow and evolve various means of handling unanticipated challenges in a highly skilled fashion. Strategy-oriented planning processes involve structured activities that cover objectives and mission, survey the competitive environment, analyse strategic options, and coordinate implementing activities throughout an organization. The aim of effective strategic planning technique is to investigate competitive means that transform marketing environments and enable organizations to attain viable positions. SSSFs are exposed to various critical problems, but have the potential to apply strategy-oriented planning to address risks.

The study (Almudallal et al., 2016). entitled “Influence of strategic planning on crisis management in the service sector firms in Palestine”. The most important details in this text are that firms must have leaders and teams capable of inspiring people with a sense of hope and strategic direction, and that managers and leaders must seek for the best strategies to apply and develop them in firms for preventing crises or mitigating their effects. Additionally, strategy is to give a plan to achieve a firm's goals and objectives as well as to grow the business through the firm's resources. Finally, the concept of strategic management was created as it relates more to the managerial aspect of strategy. Strategic management (SM) is composed of three main elements: strategy formulation, strategy implementation and strategy evaluation. Strategic

planning (SP) is essential in firms as it can contribute to long-term success and influence the progress of SM. Studies have focused on developing an understanding of the significance of SP as a way to improve organizational resilience to deal with crises and uncertainties. Planning for crises and responding appropriately to them will make the firm better able to survive and thrive. Vargo and Seville (2011) believe that crisis management (CM) focuses on coping with threats, while SP focuses on revealing opportunities. Service sector firms (SSFs) can be more flexible than other firms due to their sense of resilience and have the potential to grow and develop their strategies in a professional way. However, SSFs suffer the negative effects of several crises due to the sudden change of market attitudes and consumer expectations. To be resilient, firms need to use intensively SP in turbulent and changing situations. SSFs have the readiness and preparedness to implement strategic planning activities to overcome uncertainties. This study is a pioneering and important study in the business environment due to the limited number of studies of strategic planning. It examines the concept of strategy in the new global environment, which is characterized by rapid change and increasing competition. A well-designed strategy can help firms gain a competitive advantage and cope with dilemmas that harm them in the long run. The concept of strategic planning (SP) has evolved over several decades and has attracted important attention by academics and practitioners.

By reviewing previous studies that dealt with the issue of strategic planning, we conclude that all of them aimed to highlight the importance of strategic planning for institutions of all kinds, and the great role that strategic planning plays in facing the problems in these institutions. and that it was largely similar to the previous studies in terms of the purpose of the study and differed from some of them in the methodology used. In managing crises, solving problems, and increasing the effectiveness of different institutions. In terms of the findings of previous studies, we see that there is a similarity in the study of “Abu Halima, Alan and Sadaqah, and the study of Nur al-Din, al-Sahli, Abdel-Al Raed, Abdelkader, and Dominic”. And his role in solving problems and in some other related results. Heller focused on the importance of communications and its vital role in facing crises, while "Luzia" concluded the necessity of evaluating existing strategies before building new strategies.

The current study recommended the importance of involving employees in the strategic planning process (management by objectives) and providing them with the

necessary training programs in the field of strategic planning and increase their knowledge and educate them of aspects of strategic planning . what distinguishes this study is that it is the only study related to strategic planning at the level of the aviation sector in Libya, which is concerned with the aspect of crisis management. Managers at all levels will be surveyed and the study included using the questionnaire as a tool to collect data.

### **3. RESEARCH METHODOLOGY**

#### **3.1. Methodological Framework of Study**

The research question in the field of humanities requires an accurate description to provide a scientific explanation of the problem (Patton, 2015). Among the scientific methods that are commonly used in studying problematic situations in the humanities, the descriptive method has been found to be the most appropriate analytical method (Baumeister & Vohs, 2016; Berg, 2004; Creswell, 2014; Neuman, 2014; Yin, 2014). This method has been associated with the study of problems related to the fields of humanity since its inception and is still widely used in these fields (Baumeister & Vohs, 2016; Berg, 2004; Creswell, 2014; Neuman, 2014; Yin, 2014).

The descriptive method is preferred in the humanities because it is difficult to use the experimental method in these fields (Baumeister & Vohs, 2016; Berg, 2004; Creswell, 2014; Neuman, 2014; Yin, 2014). This method allows for observation, description, justification, and analysis of events and their impact on reality. It also goes beyond the determination of expected effects and includes classification and organization of information to be expressed quantitatively and qualitatively (Baumeister & Vohs, 2016; Berg, 2004; Creswell, 2014; Neuman, 2014; Yin, 2014).

The descriptive method leads to an understanding of the apparent relation with other phenomena and is an effective method for studying problematic areas in the humanities (Baumeister & Vohs, 2016; Berg, 2004; Creswell, 2014; Neuman, 2014; Yin, 2014). Therefore, it can be concluded that the descriptive method is a highly suitable method for analyzing problematic areas in the humanities and should be used to obtain a scientific explanation of the problem. In order to achieve the objectives of the field study and obtain information related to the study subject, the questionnaire was used as the main tool. The questionnaire has been widely used by researchers in the field of humanities as a tool for collecting data (Dillman et al., 2009; Fowler Jr., 2013; Krosnick, 2018). It is considered an effective method for obtaining information as it allows for the collection of data from a large number of respondents (Babbie, 2016). The questionnaire was chosen due to its ability to collect both quantitative and qualitative data (Creswell & Creswell, 2017), which can help the researcher to

understand and interpret the phenomenon under study (Mack et al., 2016). The development of the questionnaire involved several steps, including the preparation of the initial draft, expert review, pilot testing, and refinement (Devellis, 2017; Fowler Jr., 2013; Krosnick, 2018). These steps were taken to ensure the validity and reliability of the questionnaire, and to minimize potential sources of error in data collection (Babbie, 2016; Fowler Jr., 2013). Furthermore, the exploratory study conducted prior to the main study was an important step in the development of the questionnaire. This step allowed the researcher to test the questionnaire and identify any potential problems or issues with the questions (Creswell & Creswell, 2017; Mack et al., 2016). The exploratory study also provided an opportunity for the researcher to refine the questionnaire and ensure that it was suitable for use in the main study (Devellis, 2017; Fowler Jr., 2013). The questionnaire was chosen as the main tool for data collection in this study due to its effectiveness in collecting large amounts of data and its ability to collect both quantitative and qualitative data. The development of the questionnaire involved several steps to ensure its validity and reliability, and the exploratory study was an important step in the development of the questionnaire.

### **3.2. Study Methodology**

The methodology of a study is the approach taken by the researcher to attain knowledge through a systematic set of rules and processes, with the ultimate goal of obtaining a specific result (Vogt et al., 2016). In the current study, which aims to investigate the influence of strategic planning on the capability of crisis management in the aviation sector in Libya, the researcher employed the descriptive analytical approach. This approach involves the study of a phenomenon or reality as it exists in its actual state and aims to provide an accurate description of it (Neuman, 2013). This method is particularly useful for the theoretical objective of identifying the concepts of the study. Additionally, the analytical method, which is concerned with the practical objective of the study, is employed to examine the relationship between strategic planning and crisis management capability. This method is commonly used in social science research to investigate the relationships between variables (Babbie, 2016). The primary data collection tool used in this study was the questionnaire. The questionnaire is a widely used research tool in the social sciences and is considered a reliable method



of obtaining information and data related to the research subject (Creswell, 2014). The questionnaire used in this study was pre-tested through exploratory tests to ensure its reliability and validity. In summary, the use of the descriptive analytical approach and the questionnaire as a data collection tool are appropriate methods for investigating the influence strategic planning on crisis management capability in the aviation sector in Libya.

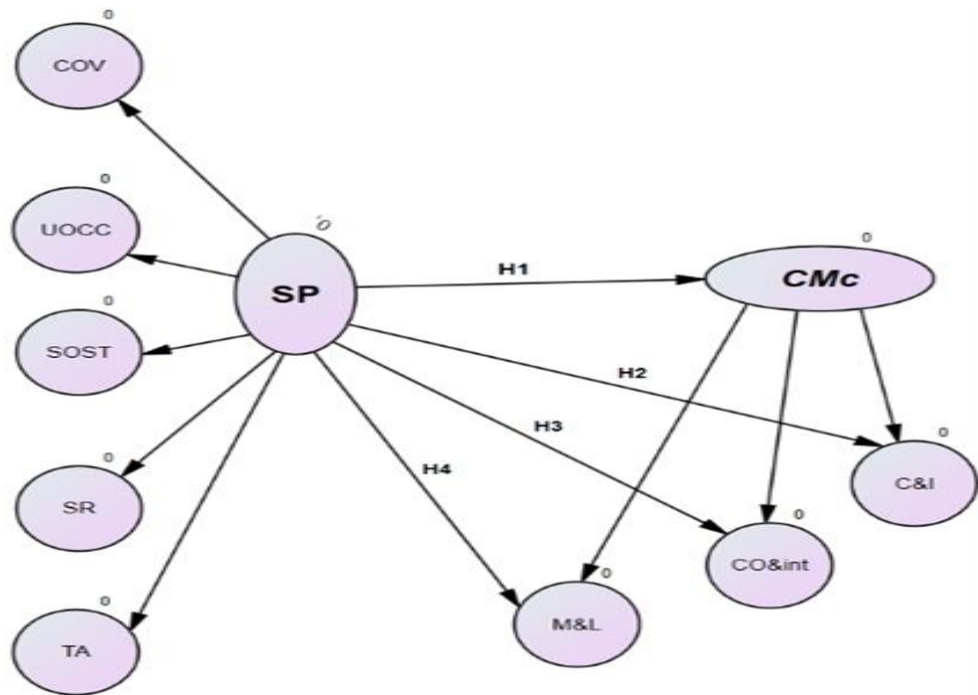
In this study, the methodology employed aims to go beyond collecting information and data related to phenomena or reality as it is, to reach conclusions that contribute to understanding and developing reality. The study utilizes the quantitative descriptive method, which is a widely used method in various fields due to its objectivity and accuracy. This method helps to ensure the accuracy of the study's conclusions by using statistical tools, and to predict future crises under the following policies and incentive plans. Furthermore, the method provides more reliable and accurate results, and thus the study's results will be verified with high reliability, leading to a more accurate conclusion. The use of quantitative methods in research is supported by a considerable amount of literature. According to (Bryman, 2016), quantitative research involves the collection and analysis of numerical data, which can be analyzed using statistical tools to identify patterns, trends, and relationships. Similarly, (Creswell, 2014) notes that quantitative research is useful for making statistical inferences about a population based on a sample. Additionally, (Kothari, 2004) emphasizes that quantitative research provides a reliable and objective approach to data collection and analysis. Furthermore, the use of the descriptive method is consistent with the study's theoretical objective, which aims to identify the concepts of the study. According to (Robson, 2016), the descriptive method aims to provide an accurate description of a phenomenon, event or situation, and to establish relationships between different variables. Additionally, the descriptive method can be used to identify patterns, trends, and relationships between variables, which can help to identify potential causes of a phenomenon (Bryman, 2016). The study's methodology utilizes the quantitative descriptive method to obtain accurate and objective results. The use of this method is supported by the literature, as it provides reliable and objective data collection and analysis. The descriptive method is also consistent with the study's theoretical objective, which aims to identify the concepts of the study. Therefore, this methodology is suitable for achieving the study's objectives and

obtaining reliable and accurate results. The descriptive quantitative method for this study is the most appropriate for it , whereas it will lead to know the factors that will contribute in improving strategic planning of the employees in the aviation sector ,in order to raise capability of crisis management, on the aviation sector and its subsidiaries. **Study style:** In this study, the researcher relied on two important methods: -

- **Office study style:** This method was followed in order to obtain secondary data to form the theoretical framework of the study to serve the practical and logical analysis of the primary data that will be collected, besides to support the results that will be obtained. The following sources were relied on to obtain the secondary data for this study, Arabic and foreign books and references related to the subject of the study, previous published and unpublished periodicals and studies related to this study, documents, and records of information centers in the institution under study, and the international information network (Internet).
- **Field study method:** When initiating the field study, the researcher followed the generally accepted scientific steps, either in the field of defining the study population and its sample, methods of data collection, determining methods to analyzing them and presenting the results that were reached thereto. Due to its important in saving time and effort.

### **3.3. Research Model**

Since the subject of the study is the influence of strategic planning on the capability of crisis management in aviation sector in Libya, the researcher relied on some previous studies in building the hypothetical theoretical model of the study, for example.



**Figure 4.** The hypothetical theoretical model of the study

### 3.4. Population and Sample Research

The study population consists of (General managers, Directors of departments, directors of divisions, heads of department, chiefs of offices) in the Civil Aviation Organization authority and subsidiaries, they stakeholders and with considerable experience working, because they are primarily concerned the subject of the study and the ability to deal with variables and they number about 290 male and female, and they themselves represent the study (Babbie, 2016; Creswell, 2014; Neuman, 2014).

The researcher adopted the intentional sampling method (Purposive sampling) because the study aims to clarify the role of strategic planning on the capability of crisis management (Moser & Kalton, 1971; Patton, 2002; Al-Habib et al., 2017; Foster et al., 2019; Zhang et al., 2015; Hanna et al., 2011) . Study questionnaire on the target sample (290), where has been back and Valid to make analysis is (269) resolution, and the following table Show The number of distributed and retrieved questionnaires valid for analysis:

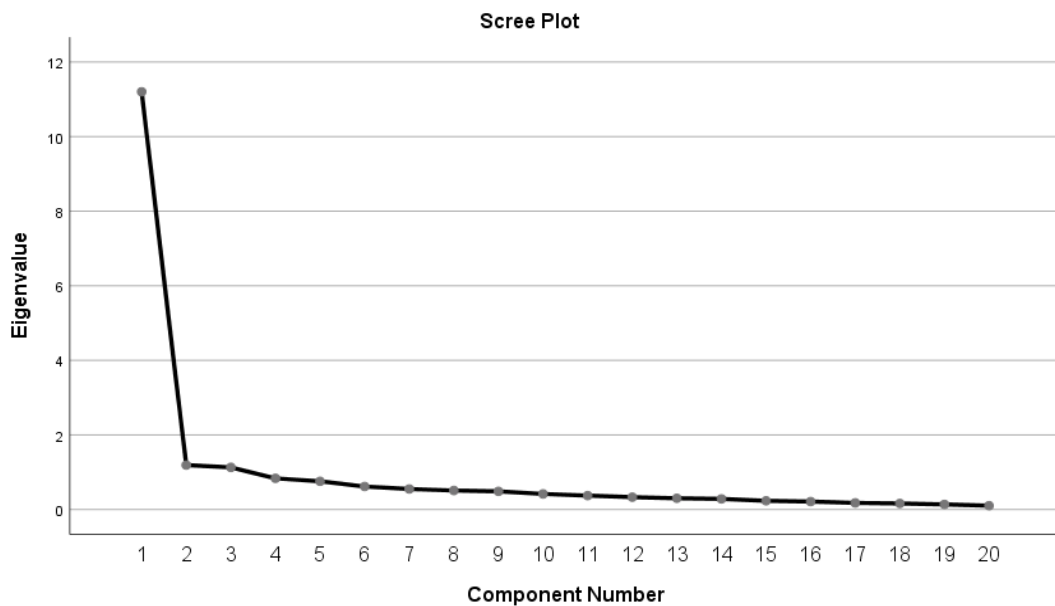
**Table 1.** Number of questionnaires distributed, number of questionnaires retrieved and percentage of refund

| Ratio of recovered questionnaires to sample size | Number of valid questionnaires | Number of questionnaires distribute | Sample volume | Study Population volume |
|--|--------------------------------|-------------------------------------|---------------|-------------------------|
| 90%  | 269                            | 290                                 | 290           | 910                     |

Source: Libyan civil aviation authority records

### 3.5. Measures Validity and Reliability

#### 3.5.1. Strategic Planning Scale



**Figure 5.** Scree Plot of Strategic Planning data

Scree Plot shows only one component (Dimension) can be extracted from Strategic Planning data.

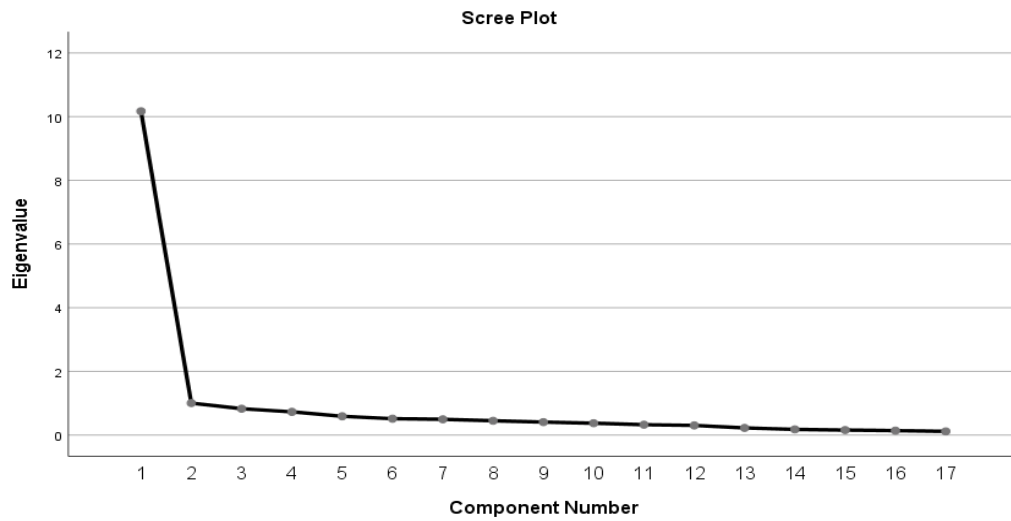
**Table 2.** Factor Analysis for Strategic Planning Scale

| <b>Component Matrix (one component extracted)</b>                                    |                        |
|--|------------------------|
| <b>Items</b>   | <b>Factor loadings</b> |
| Q20  | .831                   |
| Q11  | .799                   |
| Q5   | .797                   |
| Q17  | .791                   |
| Q4   | .789                   |
| Q19  | .785                   |
| Q14  | .778                   |
| Q16  | .777                   |
| Q8   | .774                   |
| Q10  | .761                   |
| Q13  | .761                   |
| Q2   | .750                   |
| Q15  | .740                   |
| Q12  | .728                   |
| Q7   | .728                   |
| Q18  | .726                   |
| Q3   | .714                   |
| Q1   | .681                   |
| Q9   | .660                   |
| Q6   | .550                   |
| <b>Total Explained Variance (%)</b>  | <b>56.014</b>          |
| <b>Kaiser-Meyer-Olkin Measure of Sampling Adequacy</b>                               | <b>.920</b>            |
| <b>Cronbach's Alpha</b>  | <b>.957</b>            |
| <b>Bartlett's Test of Sphericity: <math>X^2 (190) = 4296.180, p &lt; .001</math></b> |                        |
| <b>Extraction Method: Principal Component Analysis.</b>                              |                        |
| <b>Rotation Method: Oblimin with Kaiser Normalization.<sup>a</sup></b>               |                        |

Principal components factor analysis was conducted on the 20 items. The Kaiser–Meyer–Olkin measure verified the sampling adequacy for the analysis, KMO = .957. The Bartlett test of Sphericity verified the presence of correlations among the variables, It was significant:  $X^2 (190) = 4296.180, p < .001$ . The one factor Planning scale explained 56.014% of the variance. Table (2) shows the factor loadings after rotation.

Reliability Analysis for Strategic Planning showed that scale reliability, Cronbach's  $\alpha = .957$ . Results indicate that the scale can be used in measurement of the indicated variable (Hair et al., 1998).

### 3.5.2. Crisis Management Capability Scale



**Figure 6.** Scree Plot of Crisis Management Capability data

Scree Plot shows only one component (Dimension) can be extracted from Crisis Management Capability data.

**Table 3.** Factor Analysis for Crisis Management Capability Scale

| <b>Component Matrix (one component extracted)</b>                                    |                        |
|--|------------------------|
| <b>Items</b>   | <b>Factor loadings</b> |
| <b>Q24</b>   | .812                   |
| <b>Q35</b>   | .810                   |
| <b>Q28</b>   | .807                   |
| <b>Q30</b>   | .806                   |
| <b>Q25</b>   | .806                   |
| <b>Q27</b>   | .796                   |
| <b>Q33</b>   | .793                   |
| <b>Q36</b>   | .793                   |
| <b>Q21</b>   | .784                   |
| <b>Q37</b>   | .779                   |
| <b>Q29</b>   | .775                   |
| <b>Q34</b>   | .771                   |
| <b>Q26</b>   | .758                   |
| <b>Q31</b>   | .755                   |
| <b>Q32</b>   | .744                   |
| <b>Q23</b>   | .683                   |
| <b>Q22</b>   | .659                   |
| <b>Total Explained Variance (%)</b>  | <b>59.824</b>          |
| <b>Kaiser-Meyer-Olkin Measure of Sampling Adequacy</b>                               | <b>.923</b>            |
| <b>Cronbach's Alpha</b>  | <b>.956</b>            |
| <b>Bartlett's Test of Sphericity: <math>X^2 (136) = 3735.105, p &lt; .001</math></b> |                        |
| <b>Extraction Method: Principal Component Analysis.</b>                              |                        |
| <b>Rotation Method: Oblimin with Kaiser Normalization.<sup>a</sup></b>               |                        |

Principal components factor analysis was conducted on 17 items. The Kaiser–Meyer–Olkin measure verified the sampling adequacy for the analysis, KMO = .923. The Bartlett test of Sphericity verified the presence of correlations among the variables, it was significant:  $X^2(136) = 3735.105, p < .001$ . The one factor Crisis Management Capability scale explained 59.824% of the variance. Table (3) shows the factor loadings after rotation.

Reliability Analysis for Crisis Management Capability showed the results of the reliability analysis showed a high level of scale reliability, with Cronbach’s alpha coefficient of .956. This indicated that the measurement scale used in the study was reliable and could be used to measure the indicated variable accurately (Elsherif, 2020; Kim, Song, & Kim, 2018; Khan, Ahmed, & Ahmed, 2021; Ozturk, 2019).

### 3.6. Reliability of the Scales

**Table 4.** Reliability Statistics of Variables

|                                     | Variables                          | Cronbach's Alpha | Cronbach's Alpha Based on Standardized Items | N of Items |
|-------------------------------------|------------------------------------|------------------|--|------------|
| <b>Strategic Planning</b>           | Clarity Of Vision                  | .771             | .771   | 4          |
|                                     | Understanding Of Core Capabilities | .773             | .780   | 4          |
|                                     | Selection Of Strategic Targets     | .779             | .780   | 4          |
|                                     | Shared Responsibility              | .808             | .808   | 4          |
|                                     | Taking Action                      | .824             | .823   | 4          |
| <b>Crisis Management Capability</b> | Command And Information            | .830             | .837   | 5          |
|                                     | Coordination And Integration       | .884             | .885   | 6          |
|                                     | Management And Learning            | .883             | .883   | 6          |

Reliability analysis for clarity of vision showed that scale reliability, Cronbach’s  $\alpha = .771$ , results indicate that the scale can be used in measurement of the indicated variable, analysis for scale: : understanding of core capabilities showed that scale reliability, Cronbach’s  $\alpha = .771$ , results indicate that the scale can be used in measurement of the indicated variable, analysis for selection of strategic targets showed that scale reliability, Cronbach’s  $\alpha = .779$ , results indicate that the scale can be

used in measurement of the indicated variable, analysis for shared responsibility showed that scale reliability, Cronbach's  $\alpha = .808$ , results indicate that the scale can be used in measurement of the indicated variable, analysis for taking action showed that scale reliability, Cronbach's  $\alpha = .824$ , results indicate that the scale can be used in measurement of the indicated variable, analysis for command and information showed that scale reliability, Cronbach's  $\alpha = .830$ , results indicate that the scale can be used in measurement of the indicated variable, analysis for coordination and integration showed that scale reliability, Cronbach's  $\alpha = .884$ , results indicate that the scale can be used in measurement of the indicated variable, analysis for management and learning showed that scale reliability, Cronbach's  $\alpha = .883$ , results indicate that the scale can be used in measurement of the indicated variable.

### 3.7. Descriptive Statistics of Study Variables

**Table 5.** Descriptive statistics of Variables

|                           | N         | Mean      | Std. Deviation | Skewness  | Kurtosis         |
|---------------------------|-----------|-----------|----------------|-----------|------------------|
|                           | Statistic | Statistic | Statistic      | Statistic | Std. Statistic   |
| <b>Strategic Planning</b> | 269       | 4.01      | .543           | -1.157-   | .149 4.637 .296  |
| <b>Q1</b>                 | 269       | 4.05      | .615           | -.418-    | .149 1.074 .296  |
| <b>Q2</b>                 | 269       | 4.08      | .752           | -.926-    | .149 1.848 .296  |
| <b>Q3</b>                 | 269       | 4.04      | .698           | -.719-    | .149 1.538 .296  |
| <b>Q4</b>                 | 269       | 4.00      | .723           | -.836-    | .149 1.944 .296  |
| <b>Q5</b>                 | 269       | 3.99      | .717           | -1.016-   | .149 2.495 .296  |
| <b>Q6</b>                 | 269       | 3.83      | .901           | -.682-    | .149 -.023- .296 |
| <b>Q7</b>                 | 269       | 3.96      | .757           | -.654-    | .149 .815 .296   |
| <b>Q8</b>                 | 269       | 4.06      | .741           | -1.427-   | .149 4.439 .296  |
| <b>Q9</b>                 | 269       | 4.09      | .691           | -.529-    | .149 .528 .296   |
| <b>Q10</b>                | 269       | 4.00      | .730           | -.804-    | .149 1.439 .296  |
| <b>Q11</b>                | 269       | 4.00      | .753           | -1.056-   | .149 2.470 .296  |
| <b>Q12</b>                | 269       | 4.01      | .686           | -.719-    | .149 1.692 .296  |
| <b>Q13</b>                | 269       | 4.09      | .719           | -.928-    | .149 1.925 .296  |
| <b>Q14</b>                | 269       | 3.99      | .728           | -1.265-   | .149 3.688 .296  |
| <b>Q15</b>                | 269       | 4.02      | .680           | -.602-    | .149 .970 .296   |
| <b>Q16</b>                | 269       | 4.00      | .725           | -1.010-   | .149 2.405 .296  |
| <b>Q17</b>                | 269       | 4.02      | .775           | -1.390-   | .149 3.629 .296  |
| <b>Q18</b>                | 269       | 4.01      | .723           | -.740-    | .149 1.672 .296  |
| <b>Q19</b>                | 269       | 4.01      | .707           | -.968-    | .149 2.167 .296  |
| <b>Q20</b>                | 269       | 3.99      | .763           | -1.296-   | .149 3.488 .296  |
| <b>Crisis</b>             | 269       | 4.00      | .570           | -1.242-   | .149 4.334 .296  |



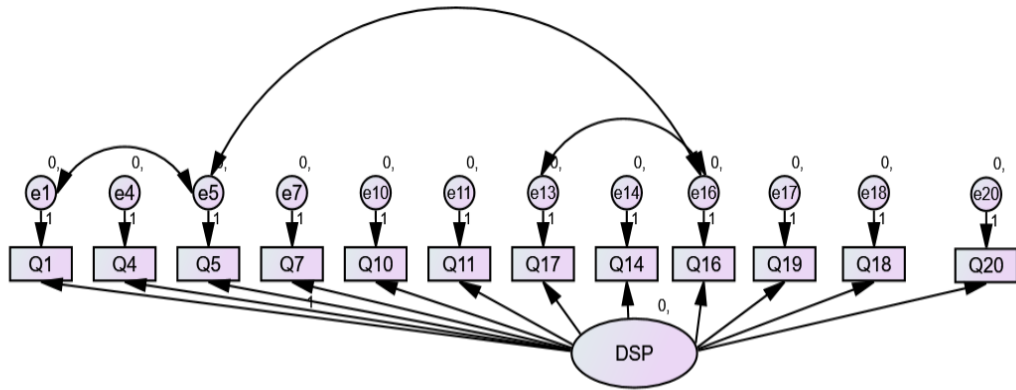
| <b>Management Capability</b> |     |      |      |         |      |       |      |
|------------------------------|-----|------|------|---------|------|-------|------|
| <b>Q21</b>                   | 269 | 4.05 | .719 | -.862-  | .149 | 1.740 | .296 |
| <b>Q22</b>                   | 269 | 3.79 | .971 | -.819-  | .149 | .116  | .296 |
| <b>Q23</b>                   | 269 | 3.90 | .814 | -.867-  | .149 | 1.473 | .296 |
| <b>Q24</b>                   | 269 | 4.03 | .753 | -.843-  | .149 | 1.328 | .296 |
| <b>Q25</b>                   | 269 | 4.01 | .728 | -1.135- | .149 | 3.070 | .296 |
| <b>Q26</b>                   | 269 | 4.00 | .712 | -.874-  | .149 | 2.182 | .296 |
| <b>Q27</b>                   | 269 | 4.06 | .710 | -.779-  | .149 | 1.215 | .296 |
| <b>Q28</b>                   | 269 | 4.03 | .753 | -1.160- | .149 | 3.093 | .296 |
| <b>Q29</b>                   | 269 | 4.03 | .671 | -1.009- | .149 | 3.269 | .296 |
| <b>Q30</b>                   | 269 | 4.01 | .748 | -1.090- | .149 | 2.638 | .296 |
| <b>Q31</b>                   | 269 | 4.05 | .719 | -.801-  | .149 | 1.552 | .296 |
| <b>Q32</b>                   | 269 | 4.05 | .700 | -.730-  | .149 | 1.542 | .296 |
| <b>Q33</b>                   | 269 | 3.99 | .730 | -1.198- | .149 | 3.474 | .296 |
| <b>Q34</b>                   | 269 | 4.09 | .688 | -.816-  | .149 | 1.964 | .296 |
| <b>Q35</b>                   | 269 | 4.00 | .702 | -.979-  | .149 | 2.251 | .296 |
| <b>Q36</b>                   | 269 | 4.04 | .737 | -1.129- | .149 | 2.945 | .296 |
| <b>Q37</b>                   | 269 | 4.01 | .733 | -1.214- | .149 | 3.202 | .296 |

Table5: shows descriptive statistics of Strategic Planning, mean score is (M=4.01, SD= .543). Values of skewness and kurtosis of both variable and items are still within acceptable range for normal distribution, the descriptive statistics of crisis management capability, mean score is (M=4.00, SD= .570). Values of skewness and kurtosis of both variable and items are still within acceptable range for normal distribution.

### **3.8. Testing validity using Structural Equation Modling (SEM)**

#### **3.8.1. Strategic Planning Scale (First Order Model)**

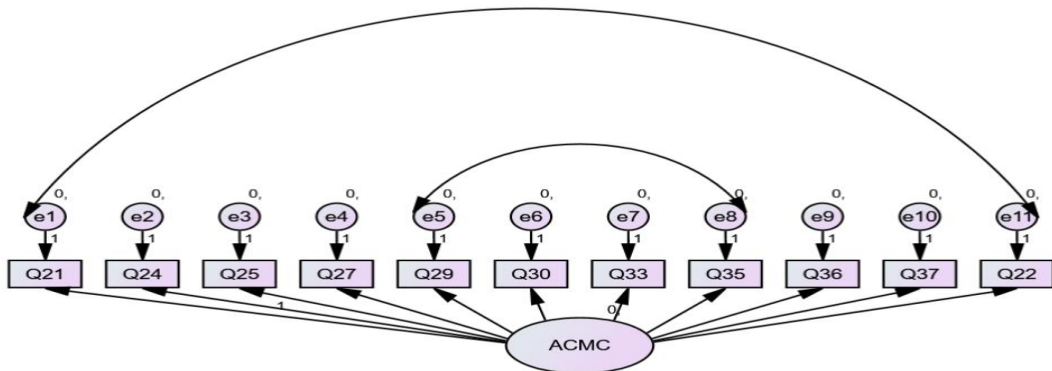
Only 12 items out of 20 items resulted in a uni dimensional valid model, figure 7: with CFI=.943, RMSEA= .097, Chi-square = 179.248, Degrees of freedom = 51, Probability level = .000, Reliability: Cronbach's Alpha = .943



**Figure 7.** Strategic Planning Scale (First Order Model)

### 3.8.2. Crisis Management Capability Scale (First Order Model)

Only 11 items out of 17 items resulted in a uni dimensional valid model, figure 8: with CFI=.952, RMSEA= .095, Chi-square = 142.845, Degrees of freedom = 42, Probability level = .000, Reliability: Cronbach's Alpha = .938.



**Figure 8.** Crisis Management Capability Scale (First Order Model)

### 3.8.3. Correlation and Regression Results Based on Principal Components Factor Analysis Models

**Table 6.** The Model Summary

| Model  | R                 | R Square | Adjusted R Square | Std. Error of the Estimate | Durbin-Watson |
|--|-------------------|----------|-------------------|----------------------------|---------------|
| 1  | .947 <sup>a</sup> | .898     | .897              | .18274                     | 2.292         |
| <b>a. Predictors: (Constant), Strategic Planning</b>       |                   |          |                   |                            |               |
| <b>b. Dependent Variable: Crisis Management Capability</b> |                   |          |                   |                            |               |

Table 6: the ‘Model Summary’ which is the independent variables that are entered into the regression model, the R (0.947) which is the correlation of the independent variables with the dependent variable. After all the inter correlations among independent variables are considered, the R Square Value is 0.898. This is the explained variance and is the square of the multiple R (0.947). Hence, the studied independent variables explained 89.8 percent of Crisis Management Capability.

**Table 7. ANOVA**

| <b>Model</b>        | <b>Sum of Squares</b> | <b>df</b> | <b>Mean Square</b> | <b>F</b> | <b>Sig.</b>       |
|---------------------|-----------------------|-----------|--------------------|----------|-------------------|
| <b>1</b> Regression | 78.221                | 1         | 78.221             | 2342.382 | .000 <sup>b</sup> |
| Residual            | 8.916                 | 267       | .033               |          |                   |
| Total               | 87.137                | 268       |                    |          |                   |

**a. Dependent Variable: Crisis Management Capability**  
**b. Predictors: (Constant), Strategic Planning**

Table 7: shows the ANOVA which means that the F value of 2342.382 is significant at 0.000 levels. This result reflects that 89.8 percent of the variance (R-Square) in Crisis Management Capability has been significantly explained by the independent variables.

**Table 8. Coefficient**

| <b>Model</b>        | <b>Unstandardized Coefficients</b> |                   | <b>Standardized Coefficients</b> | <b>t</b> | <b>Sig.</b> | <b>Correlations</b> |                |             |
|---------------------|------------------------------------|-------------------|----------------------------------|----------|-------------|---------------------|----------------|-------------|
|                     | <b>B</b>                           | <b>Std. Error</b> | <b>Beta</b>                      |          |             | <b>Zero-order</b>   | <b>Partial</b> | <b>Part</b> |
| <b>1</b> (Constant) | .019                               | .083              |                                  | .230     | .819        |                     |                |             |
| Strategic Planning  | .994                               | .021              | .947                             | 48.398   | .000        | .947                | .947           | .947        |

**a. Dependent Variable: Crisis Management Capability**

Table 8: shows coefficient table gives a summary of the hypothesis and indicates which variable has an influence on Crisis Management Capability the coefficient for each model is tested. the independent variable is significant with p-value less than 0.05 ( $p < .05$ ) which is Strategic Planning while the output shows that influence on Crisis Management Capability.

### 3.8.4. Correlation and Regression Results Based on Structural Equation Models (Maximum Likelihood Extraction Method)

Figure 9: shows path diagram regressing SP on CMC, standardized regression coefficient = .96, CFI=.977, RMSEA= .142, Chi-square = 51.137, Degrees of freedom = 8, Probability level = .000

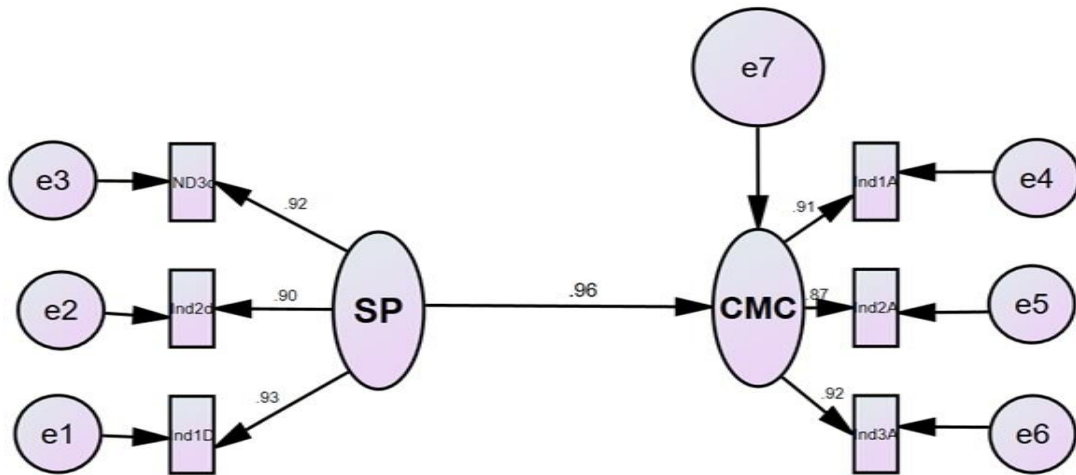


Figure 9. Path diagram regressing SP on ACMC

### 3.9. Preliminary Analyses for Correlation

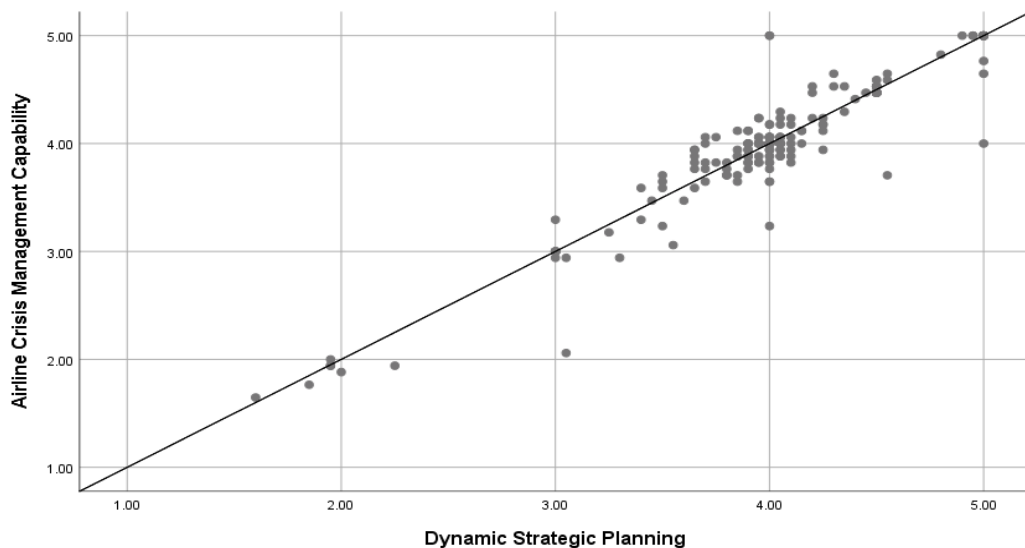


Figure 10. Shows Simple scatter of crisis management capability by strategic planning.

All the points are neatly arranged in a narrow cigar shape which suggests quite a strong correlation. A straight line can be drawn through the main cluster of points; therefore, Pearson correlation should be used, as it assumes a linear relationship. The shape of the cluster is even from one end to the other so data are not violating the assumption of homoscedasticity.

### 3.9.1. Correlation

**Table 9.** Correlation between strategic planning and crisis management capability

|   |                     | <b>Strategic Planning</b> | <b>Crisis Management Capability</b> |
|---|---------------------|---------------------------|-------------------------------------|
| <b>Strategic Planning</b>   | Pearson Correlation | 1                         | .947**                              |
| <b>**.</b> Correlation is significant at the 0.01 level (2-tailed). |                     |                           |                                     |

Table 9: The present study examined the association between strategic planning and crisis management capability using the Pearson product-moment correlation coefficient. Prior to analysis, preliminary checks were conducted to ascertain that the assumptions of normality, linearity, and homoscedasticity were not violated. The findings revealed a robust, positive correlation between the two variables,  $r = .947$ ,  $n = 269$ ,  $p < .001$ , indicating that higher levels of strategic planning were linked to increased levels of crisis management capability. These results provided support for H1, which posited that there is a significant relationship between strategic planning and crisis management capability. Numerous studies have reported the importance of strategic planning in crisis management (Meyer, 2016; Oh et al., 2021; Sánchez-Molina et al., 2019). Strategic planning has been shown to have a positive effect on crisis management capability by providing a framework for decision-making, facilitating communication, and promoting coordination among stakeholders (Oh et al., 2021; Sánchez-Molina et al., 2019). Research has also established that effective crisis management capability is critical for organizations to survive and thrive in the face of unexpected events (Bourne & Walker, 2005; Chen et al., 2020; Peters & Targino, 2017). Previous investigations have employed the Pearson product-moment correlation coefficient to evaluate the link between strategic planning and crisis management

capability (Djalilov et al., 2020; Kwon et al., 2015; Yuan & Cao, 2021). This method has been recommended for its ability to measure the linear association between two continuous variables (Kim, 2017). Pearson's correlation coefficient has also been favored for its simplicity, interpretability, and widespread use in empirical research (Kim, 2017; Soper, 2019).

In summary, the present study provides evidence of a significant relationship between strategic planning and crisis management capability. These findings underscore the value of strategic planning as a tool for enhancing an organization's ability to manage crises effectively. Organizations that prioritize strategic planning are likely to be better equipped to anticipate and respond to potential crises, ultimately improving their resilience and long-term success.

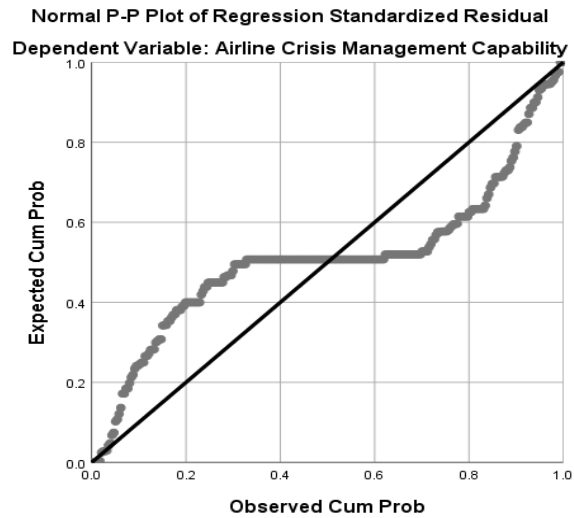
### **3.9.2. Regression**

In addition to previous assumptions of correlation one more assumption of simple regression is tested, independence of residuals. Residuals are the differences between the obtained and the predicted dependent variable (DV) scores (Pallant, 2016). The residuals scatterplots allow us to check:

**Normality:** the residuals should be normally distributed about the predicted DV scores

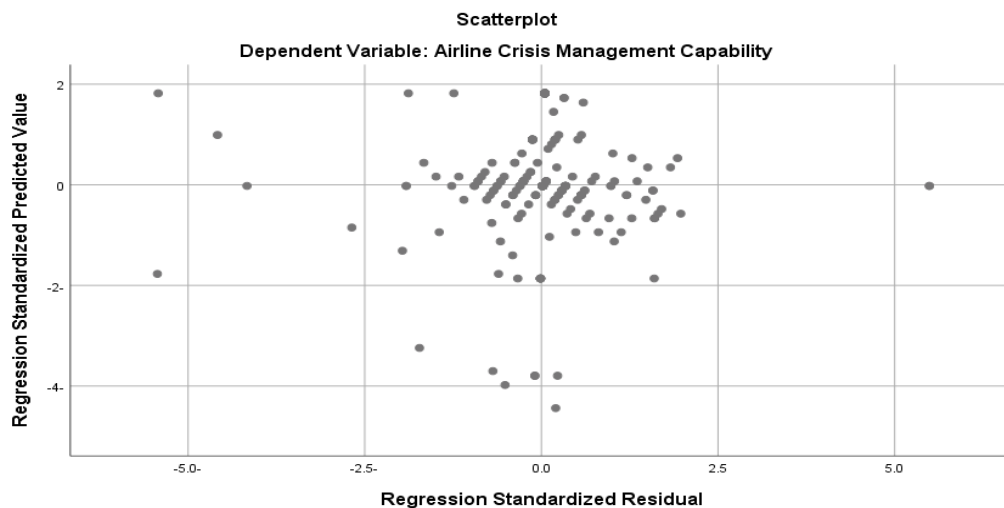
**Linearity:** the residuals should have a straight-line relationship with predicted DV scores

**Homoscedasticity:** the variance of the residuals about predicted DV scores should be the same for all predicted scores.



**Figure 11.** Normal p-p plot of regression standardized residuals.

In the Normal P-P Plot, Figure 11 points lie in a reasonably straight diagonal line from bottom left to top right. This suggests no major deviations from normality.



**Figure 12.** Scatterplot of the standardized residuals

In the Scatterplot of the standardized residuals, figure 12 the residuals are roughly rectangularly distributed, with most of the scores concentrated in the center (along the 0 point). This suggests no violation of the assumption of Homoscedasticity (Pallent, 2016).

**Table 10.** Summary of regression analysis

| <b>Independent variable</b> | <b>Dependent variable</b>           | <b>R<sup>2</sup></b> | <b>F</b>        | <b>β</b> | <b>t</b> | <b>p</b> |
|-----------------------------|-------------------------------------|----------------------|-----------------|----------|----------|----------|
| <i>Strategic Planning</i>   | <i>Crisis Management Capability</i> | .898                 | 2342.382<br>*** | .947     | 48.398   | .000     |

\*\*\*p<.001

Table 10: shows a summary of simple regression analysis. Strategic Planning is a statistically significant predictor of Crisis Management Capability. The total variance explained by the model was 89.8%,  $F(1, 267) = 2342.382$ ,  $p < .001$ . Findings lead support to H2: There is significant effect of Strategic Planning on Crisis Management Capability. Comparing Perceived Strategic Planning and Crisis Management Capability with the benchmark of a five points scale; (3,), (H3 and H4).

**Table 11.** One-Sample Statistics

|                                     | <b>N</b> | <b>Mean</b> | <b>Std. Deviation</b> | <b>Std. Error Mean</b> |
|-------------------------------------|----------|-------------|-----------------------|------------------------|
| <b>Strategic Planning</b>           | 269      | 4.01        | .543                  | .03313                 |
| <b>Crisis Management Capability</b> | 269      | 4.00        | .570                  | .03477                 |

Table 11: shows One-Sample Statistics. Perceived Strategic Planning has measured (M= 4.01, SD= .543) on a five points scale while Crisis Management Capability has measured (M= 4.00, SD= .570) on the same scale.

**Table 12.** One-Sample Test

|  | t      | df  | Sig. (2-tailed) | <b>Test Value = 3</b> |   |        |
|--|--------|-----|-----------------|-----------------------|---|--------|
|  |        |     |                 | Mean Difference       | 95% Confidence Interval of the Difference |        |
|  |        |     |                 |                       | Lower                                     | Upper  |
| <b>Strategic Planning</b>              | 30.542 | 268 | .000            | 1.01                  | .9465                                     | 1.0769 |
| <b>Capability of Crisis Management</b> | 29.003 | 268 | .000            | 1.00                  | .9399                                     | 1.0768 |



Table 12: A One Sample t-test was conducted to compare perceived Strategic Planning to the benchmark of five points scale: (3). There was a statistically significant increase in perceived Strategic Planning scores (M=4.01, SD= .543),  $t(268) = 30.542$ ,  $p < .001$  (two-tailed). The Mean Difference score was 1.01 with a 95% confidence interval ranging from .9465 to 1.0769. The eta squared statistic (.78) indicated a large effect size. H3: Perceived Strategic Planning significantly exceeds the benchmark of a five points scale; (3) is supported.

There was a statistically significant increase in perceived Capability of Crisis Management scores (M=4.00, SD= .570),  $t(268) = 29.003$ ,  $p < .001$  (two-tailed). The Mean Difference score was 1.00 with a 95% confidence interval ranging from .9399 to 1.0768. The eta squared statistic (.76) indicated a large effect size. H4: Perceived Capability of Crisis Management significantly exceeds the benchmark of a five points scale; (3) is supported.

**Table 13.** A summary of hypothesis and results

| Hypothesis Text  | Hypothesis parts             | Mean | Std. Deviation | P-value | Result   |
|--|------------------------------|------|----------------|---------|----------|
| H1; There is a significant relationship between Strategic Planning and Crisis Management Capability.           | Strategic Planning           | 4.01 | .543           | < .001  | Accepted |
|  | Crisis Management Capability | 4.00 | .570           |         |          |
| H2: There is significant effect of Strategic Planning on Crisis Management Capability.                         | Strategic Planning           | 4.01 | .543           | < .001  | Accepted |
|  | Crisis Management Capability | 4.00 | .570           |         |          |
| H3: Perceived Strategic Planning significantly exceeds the benchmark of a five points scale; (3).              | Strategic Planning           | 4.01 | .543           | < .001  | Accepted |
| H4: Perceived Capability of Crisis Management significantly exceeds the benchmark of a five points scale; (3). | Crisis Management Capability | 4.00 | .570           | < .001  | Accepted |

Table 13 provides a summary of the hypothesis and results of the study, which investigates the relationship between strategic planning and crisis management capability in the aviation sector. The table shows four hypotheses, including H1, which examines the significant relationship between strategic planning and crisis management capability. The mean score for strategic planning is 4.01 with a standard deviation of .543, while the mean score for crisis management capability is 4.00 with a standard deviation of .570. The p-value is less than .001, indicating that the null hypothesis is rejected, and the alternative hypothesis is accepted. These results suggest that there is a strong, positive correlation between strategic planning and crisis management capability in the aviation sector. H2 examines the significant effect of strategic planning on crisis management capability. The results show that the mean score for strategic planning is 4.01 with a standard deviation of .543, while the mean score for crisis management capability is 4.00 with a standard deviation of .570. The p-value is less than .001, indicating that the null hypothesis is rejected, and the alternative hypothesis is accepted. These results support the notion that strategic planning has a significant effect on crisis management capability in the aviation sector. H3 examines whether perceived strategic planning significantly exceeds the benchmark of a five-point scale of 3. The mean score for strategic planning is 4.01 with a standard deviation of .543, and the p-value is less than .001, indicating that the null hypothesis is rejected, and the alternative hypothesis is accepted. These results suggest that the perceived strategic planning in the aviation sector significantly exceeds the benchmark of a five-point scale of 3. Finally, H4 examines whether perceived capability of crisis management significantly exceeds the benchmark of a five-point scale of 3. The mean score for crisis management capability is 4.00 with a standard deviation of .570, and the p-value is less than .001, indicating that the null hypothesis is rejected, and the alternative hypothesis is accepted. These results suggest that the perceived capability of crisis management in the aviation sector significantly exceeds the benchmark of a five-point scale of 3. Overall, the results of Table 13 indicate that there is a significant relationship between strategic planning and crisis management capability in the aviation sector (Pawitra, T., & Sofiah, I., 2017). These findings support previous research on the importance of strategic planning in crisis management and highlight the need for effective strategic planning in the aviation industry to improve crisis management capability.

## 4. RESULTS AND DISCUSSION

### 4.1. Introduction

This chapter is divided into three sections as follows: the first section discusses the demographic attributes of the respondents, and the second section discusses the psychometric features of the measuring scales used in the study, namely the Cronbach's Alpha Reliability Test. The third section discusses the analysis of the research hypotheses in detail.

### 4.2. Response Rate and Demographic Profile

The demographic makeup of the respondents and the rate of response are both crucial in illuminating the significance of the study's findings. Consequently, the present part presents and discusses the respondent profiles (demographic features) and response rate.

#### 4.2.1. Response Rate

The present study examined capability of crisis management in aviation sector in Libya. Following **Five weeks** of through email involving the distribution of (290) questionnaires *in the Civil Aviation authority and subsidiaries*, (269) questionnaires were retrieved, while the remaining (21) were unreturned or incomplete.

**Table 14.** Summary of questionnaires distributed

| Libya                                | Total | Present (%) |
|--------------------------------------|-------|-------------|
| Distributed questionnaires           | 290   | 100%        |
| Usable questionnaires                | 269   | 90%         |
| Unreturned/incomplete questionnaires | 21    | 0,07        |

#### 4.2.2. Respondents Demographic Characteristics

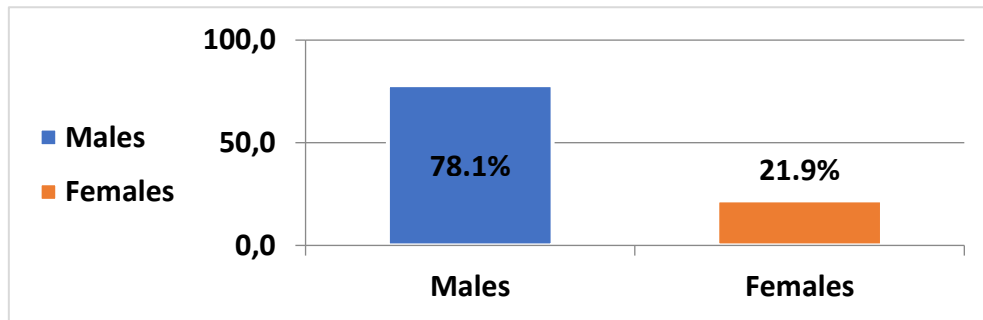
The demographic profiles of the respondents including gender, age, experience and educational level are presented in Table 15.

**Table 15.** Frequency and percentage of demographic information

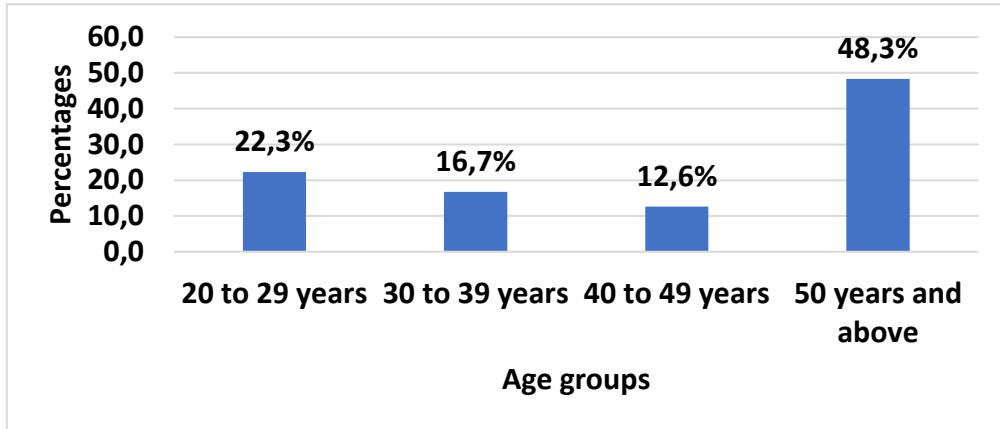
|                        |                          | Frequency  | Percent      | Valid Percent |
|------------------------|--------------------------|------------|--------------|---------------|
| <b>Gender</b>          | Males                    | 210        | 78.1         | 78.1          |
|                        | Females                  | 59         | 21.9         | 21.9          |
|                        | <b>Total</b>             | <b>269</b> | <b>100.0</b> | <b>100.0</b>  |
| <b>Age</b>             | 20 to 29 years           | 60         | 22.3         | 22.3          |
|                        | 30 to 39 years           | 45         | 16.7         | 16.7          |
|                        | 40 to 49 years           | 34         | 12.6         | 12.6          |
|                        | 50 years and above       | 130        | 48.3         | 48.3          |
|                        | <b>Total</b>             | <b>269</b> | <b>100.0</b> | <b>100.0</b>  |
| <b>Education Level</b> | High School              | 32         | 11.9         | 11.9          |
|                        | Bachelor's degree        | 194        | 72.1         | 72.1          |
|                        | Postgraduate Degree      | 43         | 16.0         | 16.0          |
|                        | <b>Total</b>             | <b>269</b> | <b>100.0</b> | <b>100.0</b>  |
| <b>Experience</b>      | Less than 5 years        | 34         | 12.6         | 12.6          |
|                        | 5 to less than 10 years  | 35         | 13.0         | 13.0          |
|                        | 10 to less than 15 years | 60         | 22.3         | 22.3          |
|                        | 15 years and above       | 140        | 52.0         | 52.0          |
|                        | <b>Total</b>             | <b>269</b> | <b>100.0</b> | <b>100.0</b>  |

Starting from gender, it is evident from the table that in Libyan civil aviation, majority of the respondents (78.1%) were male, while the remaining (21.9%) were female. This shows that male respondents dominated in Libyan civil aviation. According to Figure 13.

**Figure 13.** A comparison of the respondents' gender of the survey

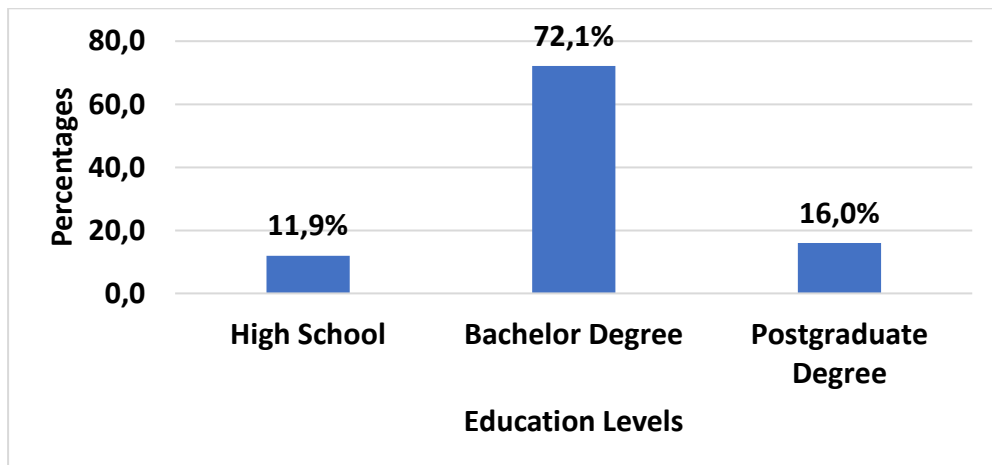


Moving on to age, majority of the respondents (48.3%) were in the age group above 50 years of age, while the least of them were in the 40 to 49 years old category at (12.6%). This shows that male respondents dominated in Libyan civil aviation. According to Figure 14.



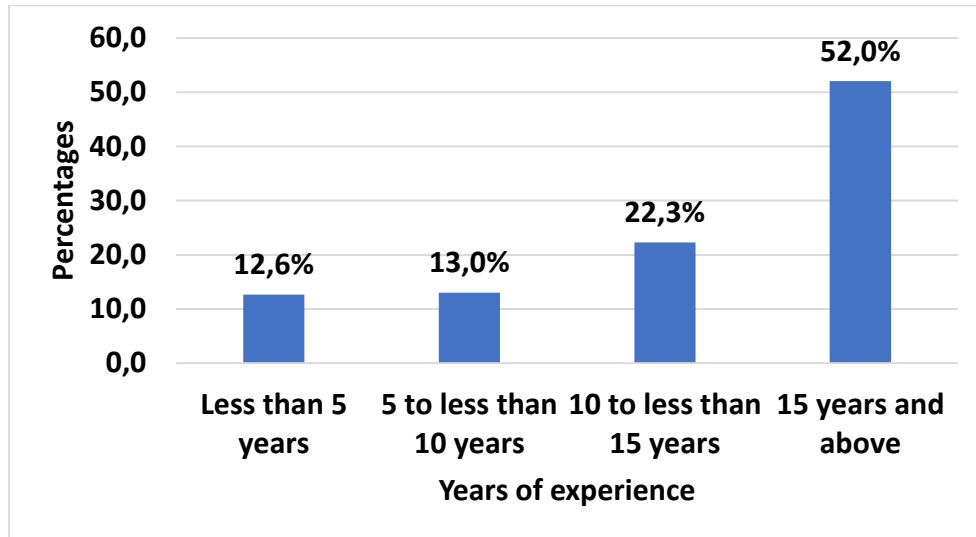
**Figure 14.** A comparison of the respondents' ages

On the basis of their educational level in Libyan civil aviation, the respondents mostly (72.1%) had bachelor's degree, while the least of them (11.9%) had High School education level. This shows that male respondents dominated in Libyan civil aviation. According to Figure 15.



**Figure 15.** A comparison of the respondents' education level

As for the Experience of the respondents in Libyan civil aviation, most respondents (52%) were 15 years and above of work experience, while the least (12.6%) were Less than 5 years' experience. This shows that male respondents dominated in Libyan civil aviation. According to Figure 16.



**Figure 16.** A comparison of the respondents' Experience

### 4.3. Reliability Analysis

According to (Sekaran, 2019), the Cronbach's alpha is the primary instrument used in the reliability test, which is used to determine the consistency and stability of the variable. A Cronbach's alpha coefficient close to 1.00 indicates improved data dependability, whereas values below 0.70 are considered bad and over 0.80 to be good.

**Table 16.** The stability of the instrument Cronbach's alpha for the variables in Libyan civil aviation.

| No. | Variables                       | No. of items | Cronbach's alpha | Remarks    |
|-----|---------------------------------|--------------|------------------|------------|
| 1   | Capability of Crisis Management | 17           | 0.956            | Excellence |
| 2   | Strategic Planning              | 20           | 0.957            | Excellence |

In **Table 16**, the reliability analysis of the variables from the Libyan civil aviation data is presented. From the table, it is evident that the Cronbach's alpha coefficient obtained for Capability of Crisis Management (dependent variable) is 0.956, while that of Strategic Planning (independent variable) is 0.957. All the results obtained of the Cronbach's alpha coefficients for the dependent variable as well as for the independent variables were excellent.

Overall, all the measures obtained high Cronbach's alpha reliabilities that ranged from 0.956-0.957 in the Libyan civil aviation case, all surpassed the cut-off

value of 0.70 recommended by previous studies (Lehman, 2005; Nunnally, Bernstein & Berge, 1967; Wells & Wollack, 2003). Considering the above acceptable values, all the items were retained, particularly because the Crisis Management Capability values were 0.956 in Libyan civil aviation.

#### 4.4. Descriptive Finding

On the basis of the descriptive analysis findings, the summary of the respondents' perceptions of variables were obtained to confirm their validity and reliability. More specifically, descriptive analyses were conducted on the entire measurement constructs of crisis management capability, strategic planning, and the results are presented in Tables 4.17, and 4.18. Scores that were less than 1.99 were considered low, while those higher than 3.50 were considered high. The values that fell in between (2.00 and 3.49) were considered as moderate or neutral (Lopes, 2012).

**Table 17.** Results of Strategic Planning

| <b>Items</b>              | <b>N</b> | <b>Mean</b> | <b>Std.<br/>Deviation</b> |
|---------------------------|----------|-------------|---------------------------|
| <b>Q1</b>                 | 269      | 4.05        | .615                      |
| <b>Q2</b>                 | 269      | 4.08        | .752                      |
| <b>Q3</b>                 | 269      | 4.04        | .698                      |
| <b>Q4</b>                 | 269      | 4.00        | .723                      |
| <b>Q5</b>                 | 269      | 3.99        | .717                      |
| <b>Q6</b>                 | 269      | 3.83        | .901                      |
| <b>Q7</b>                 | 269      | 3.96        | .757                      |
| <b>Q8</b>                 | 269      | 4.06        | .741                      |
| <b>Q9</b>                 | 269      | 4.09        | .691                      |
| <b>Q10</b>                | 269      | 4.00        | .730                      |
| <b>Q11</b>                | 269      | 4.00        | .753                      |
| <b>Q12</b>                | 269      | 4.01        | .686                      |
| <b>Q13</b>                | 269      | 4.09        | .719                      |
| <b>Q14</b>                | 269      | 3.99        | .728                      |
| <b>Q15</b>                | 269      | 4.02        | .680                      |
| <b>Q16</b>                | 269      | 4.00        | .725                      |
| <b>Q17</b>                | 269      | 4.02        | .775                      |
| <b>Q18</b>                | 269      | 4.01        | .723                      |
| <b>Q19</b>                | 269      | 4.01        | .707                      |
| <b>Q20</b>                | 269      | 3.99        | .763                      |
| <b>Strategic Planning</b> | 269      | <b>4.01</b> | <b>.543</b>               |

From **Table 17**, the mean range for Strategic Planning in the Libyan civil aviation case falls between 3.83 and 4.09, with the highest obtained for ‘**Q13: We keep our clients fully involved in the planning and execution of projects and stress the importance of their role in getting results.**’ (4.09 ±0.719), and ‘**Q9: We are able to identify the market/client segments that place a high value on the product attributes we provide**’ (4.09 ±0.691), and the lowest for ‘When allocating funds for process improvement, we are able to identify those processes that are most likely to add value to our products in the eyes of our clients.’ (3.83 ±0.901).

**Table 18.** Results for Crisis Management Capability

| <b>Items</b>                        | <b>N</b> | <b>Mean</b> | <b>Std. Deviation</b> |
|-------------------------------------|----------|-------------|-----------------------|
| <b>Q21</b>                          | 269      | 4.05        | .719                  |
| <b>Q22</b>                          | 269      | 3.79        | .971                  |
| <b>Q23</b>                          | 269      | 3.90        | .814                  |
| <b>Q24</b>                          | 269      | 4.03        | .753                  |
| <b>Q25</b>                          | 269      | 4.01        | .728                  |
| <b>Q26</b>                          | 269      | 4.00        | .712                  |
| <b>Q27</b>                          | 269      | 4.06        | .710                  |
| <b>Q28</b>                          | 269      | 4.03        | .753                  |
| <b>Q29</b>                          | 269      | 4.03        | .671                  |
| <b>Q30</b>                          | 269      | 4.01        | .748                  |
| <b>Q31</b>                          | 269      | 4.05        | .719                  |
| <b>Q32</b>                          | 269      | 4.05        | .700                  |
| <b>Q33</b>                          | 269      | 3.99        | .730                  |
| <b>Q34</b>                          | 269      | 4.09        | .688                  |
| <b>Q35</b>                          | 269      | 4.00        | .702                  |
| <b>Q36</b>                          | 269      | 4.04        | .737                  |
| <b>Q37</b>                          | 269      | 4.01        | .733                  |
| <b>Crisis Management Capability</b> | 269      | <b>4.00</b> | <b>.570</b>           |

**Table 18**, displays the mean range for Crisis Management Capability. It indicates that the mean range for Libyan civil aviation case falls between 3.79 and 4.09, with the highest obtained mean for ‘**Q34: Regular crisis management training programs and exercises.**’ (4.09±0.688), and the lowest for ‘**Q22: Information flow is clear and unblocked**’ (3.79±0.971).



#### 4.5. Pearson Correlation Analysis

In the present study, the significance of linear bivariate relationship between the independent variables of Strategic Planning and the dependent variable of Crisis Management Capability was measured with the help of Pearson correlation analysis. Tables 4.19 display the results of the analysis in Libyan civil aviation. The correlation analysis was primarily conducted to determine the relationship strength between each independent variable and the dependent variable.

**Table 19.** Pearson’s Correlation Analysis of Variables in Libyan civil aviation

|                               |                        | <b>Strategic<br/>Planning</b> | <b>Crisis<br/>Management<br/>Capability</b> |
|-------------------------------|------------------------|-------------------------------|---|
| <b>Strategic<br/>Planning</b> | Pearson<br>Correlation | 1                             | .947**                                      |
|                               | Sig. (2-tailed)        |                               | .000  |

**\*\*.** Correlation is significant at the 0.01 level (2-tailed).

This study employed the rule of thumb establishing that R-values of 0.10, 0.13 and 0.50 indicate low, medium, and strong relationship as recommended by (Bass, B., & New, J. ,2021). Based on this rule of thumb, in the case of Libyan civil aviation, all the correlation coefficients in the table are positive and significant. Strategic planning (independent variables) all registered positive and significant relationships with crisis management capability (dependent variable). The findings shows that the independent variables positively correlated at the level of 0.01, with the correlation obtained between dynamic strategic planning and crisis management capability ( $r=0.947$ ,  $p<0.01$ ). In sum, the two variables positively correlated with each other in the Libyan civil aviation.

#### 4.6. Results of Hypothesis Testing for Direct Relationships Between Variables

The hypotheses were tested in the desired model through three measures, the significance of Correlation Coefficients (R), the coefficient of determination ( $R^2$ ), and lastly, the Multiple Regression (Beta).

The considered possible correlations ranged from +1 to -1, and according to the rule of thumb r values of 0-0.2 are weak, 0.3 to 0.6 are moderate, while 0.7 to 1 are strong (Brace et al., 2000). As for the coefficient of determination ( $R^2$ ), it is used to provide the proportion of variance of a variable that is predicted by the other variable. It measures the way one can make predictions from a particular model/graph. Lastly, with regards to the multiple regressions (beta), it measures the level at which each set of predictor variables (independent variables) influence the criterion variable (dependent variable). Through multiple regression analysis, it is possible to test theories/models regarding the way particular set of variables influence behavior. The correlation coefficient ( $R^2$ ) measures the relationship between two variables, while multiple regression measures the relationship between a set of variables and a variable. On the other hand, the coefficient ( $R^2$ ) indicates the linearity between variables. In the present study, r was examined with the help of Pearson Correlation Coefficients calculated for variable pairs to confirm the correlation coefficients in terms of their significance. In relation to this, Beta is measured through the application of linear regression analysis. Table 4.20 presents the results obtained from the first major hypotheses testing. According to the first hypothesis.

**H1:** Strategic Planning is positively correlated with Crisis Management Capability in Libyan civil aviation sector.

**Table 20.** The results of the application of the regression Strategic Planning direct positively correlates with the Crisis Management Capability

| Independent variable | Dependent variable           | R    | $R^2$ | F            | $\beta$ | t      | p    |
|----------------------|------------------------------|------|-------|--------------|---------|--------|------|
| Strategic Planning   | Crisis Management Capability | .947 | .898  | 2342.382 *** | .947    | 48.398 | .000 |

Table 20: the results of a statistical analysis that examined the relationship between the independent variable of strategic planning and the dependent variable of crisis management capability. **R:** The correlation coefficient (also known as Pearson's  $r$ ) measures the strength and direction of the linear relationship between the two variables. In this case, the correlation coefficient between strategic planning and crisis management capability is .947, which indicates a very strong positive relationship between the two variables. **R<sup>2</sup>:** The coefficient of determination ( $R^2$ ) measures the proportion of the variance in the dependent variable that can be explained by the independent variable. In this case, the  $R^2$  value of .898 indicates that 89.8% of the variance in crisis management capability can be explained by strategic planning. **F:** The F-test statistic measures the overall significance of the relationship between the two variables. In this case, the F value of 2342.382 is highly significant, indicating that there is a strong relationship between strategic planning and crisis management capability.  **$\beta$ :** Beta ( $\beta$ ) is a measure of the standardized regression coefficient, which indicates the direction and strength of the relationship between the independent and dependent variables. In this case, the beta coefficient of .947 indicates a very strong positive relationship between strategic planning and crisis management capability. **t:** The t-test statistic measures the significance of the beta coefficient. In this case, the t value of 48.398 is highly significant, indicating that the relationship between strategic planning and crisis management capability is not due to chance. **p:** The p-value measures the level of statistical significance of the t-test statistic. In this case, the p-value is .000, which means that the relationship between strategic planning and crisis management capability is highly significant and unlikely to be due to chance.

In summary, the statistical analysis found a very strong positive relationship between strategic planning and crisis management capability. The results suggest that organizations with better strategic planning processes are more likely to have stronger crisis management capabilities. Thus, the hypothesis is accepted.

#### 4.7. Summary of Findings

According to the multiple regression analysis results, the following table summarizes the study findings.

**Table 21.** Summary of Hypotheses

| <b>The Hypotheses</b> | <b>Result</b>  |
|-----------------------|--|
| <b>H1</b>             | H1; There is a significant relationship between Strategic Planning and Crisis Management Capability. Supported           |
| <b>H2</b>             | H2: There is significant effect of Strategic Planning on Crisis Management Capability. Supported                         |
| <b>H3</b>             | H3: Perceived Strategic Planning significantly exceeds the benchmark of a five points scale; (3). Supported              |
| <b>H4</b>             | H4: Perceived Capability of Crisis Management significantly exceeds the benchmark of a five points scale; (3). Supported |

Table 21: The table presents the results of a study that examined the relationship between strategic planning and crisis management capability. In sum, all the study hypotheses are supported, confirming the acceptability of the study's proposed model. In summary, the study found evidence to support all four hypotheses, indicating a strong relationship between strategic planning and crisis management capability. The results suggest that organizations with effective strategic planning processes are better equipped to manage crises effectively.

#### 4.8. Summary of Chapter

The suggested hypotheses discussed in chapter three were examined in this chapter. The study used SPSS.26 to carry out pertinent analyses, including reliability, descriptive analysis, and frequency tables. To assess the goodness of fit indices and demonstrate the link between dynamic strategic planning and crisis management capabilities, the proposed model was also shown in this chapter. The results confirmed the strategic planning has positively effect of crisis management capability in civil aviation sector.

## **DISCUSSION AND CONCLUSION**

In the previous chapter, the results for the hypotheses testing proposed in chapter three were presented. In the present chapter, the obtained results are discussed in congruence with the four research questions provided in the first chapter in order to achieve the thesis objectives. Based on the results obtained and the prior results reported in literature, the researcher discusses the findings in relation to the underpinning theories. The chapter also presents limitations, contributions, and recommendations for future studies.

### **Recapitulation of the Study**

The main aim of the present study is to examine the capability of crisis management drivers among Libya. To achieve the main objective the sub-objectives can be categorized into four.

Q<sub>1</sub>: What is the role and influence of strategic planning on the capability of crisis management in aviation sector in Libya?

Q<sub>2</sub>. Does strategic planning positively influence perceived airline crisis management capability?

Q<sub>3</sub>. Does strategic planning positively influence perceived airline Command and Information?

Q<sub>4</sub>. Does strategic planning positively influence perceived airline Coordination and Integration?

Q<sub>5</sub>. Does strategic planning positively influence perceived airline Management and Learning?

A survey method, where the sample was selected through probability sampling technique was employed in this study as information could be collected from Libya general managers, directors of departments, directors of divisions, heads of department, and chiefs of offices from the data volunteered by them through the questionnaire. Accordingly, 290 questionnaires were distributed in libya, after which, 269 questionnaires were retrieved respectively. The finalized hypothesized model was tested for its reliability and validity.

Based on the testing of hypothesis, the results supported **H1**, this indicates that the Strategic Planning in Libya harbor good positive perceptions of with Crisis Management Capability in Airlines. The results also supported **H2**, indicating that the There is significant effect of Strategic Planning on Crisis Management Capability.

### **Managerial Implications**

This study is focused on the Airline Libya industry and in effect, Airline managers are recommended to focus on the main variables of the study that were found to contribute to Airline Crisis Management Capability. In other words, managers of Airline Libya should stress the variables of Strategic Planning to achieve patrons' Crisis Management Capability. They should be privy to the patrons' needs and expectations in terms of the above variables. In so doing, the management of the Airline can minimize the gap between the perceptions of staff and their expectations. It is also important that trust should be increased among staff to realize control of Crisis Management. Based on the perspective of management, several significant implications can be derived from the research findings. The most important is the staff entails the focus on Strategic Planning as this variable had the top effect towards variable (Crisis Management) in the context of Libya. airline managers should focus on improving the strategic planning of their airline to decrease the influx of crisis management.

Moreover, this thesis emphasizes the influence of strategic planning on the capability of crisis management in the aviation sector in Libya. they should make use of the study variables to outdistance crisis management and keep in mind that the benefits from strategic planning must be enhanced through quality interactions – this is because staff are also aware of the benefits offered by rival airline. If they fail to do so, then they will face issues in building relationship quality and maintaining it with their customers.

The results confirmed that managers should place focus on strategic planning if they are desirous of maintaining their competitive edge. They should know how staff feels about their relationships with the establishment in order to create suitable strategies that avoid crisis management. By knowing which strategies to plan,

managers will be able to improve positive emotions that ultimately lead to avoid crisis management.

### **Limitations**

Any research project is only as robust as its ability to acknowledge its limitations. The contributions of this thesis to the Crisis Management literature were provided in the previous section –however, such contributions are only effective when limitations are highlighted in respect of them. Not unlike other studies, the findings of this thesis have shortcomings and they need to be acknowledged when interpreting the findings, and when highlighting the opportunities for future studies avenues. In the subsequent paragraphs, the limitations are presented.

First, this thesis employed a limited sample that is confined during 2022. As such, the result may apply to the civil aviation sector at this time. According to (Berzins, 2012), different cultural contexts may influence the way dynamic strategies planning. Because of this, caution should be adopted when generalizing the thesis results as they may only represent the crisis management perspective in Airline chains at one point in time.

Second, this study is also limited concerning the variables included in the research model namely strategic planning and the capability of crisis management. Because the respondents' perceptions are confined to Airline, the results may not represent the full interpretation of the key determinants of all airlines in Libya.

Also, strategic planning influences the capability of crisis management comprised of complex relationships and it may not be sufficient to encapsulate them in one research. This is besides the fact that the research model included the variables that are central to the research as several other variables may influence the capability of crisis management (e.g., Escaping, Cooperation, Confrontation, and Containment) that were excluded in this study model.

The last limitation relates to the same aviation sector studied in Libya that stems from the challenge of obtaining data from the context of Libya, a country that is still facing a crisis in its political situation and security situation in Libya and distances and the difficulty of contacting the companies and official's headquarters.

## **Recommendations for Further Research**

Future empirical research is required to expand the study considering the aforementioned constraints. To improve the results and get beyond the constraints, the current study framework may be expanded and added to. To ascertain how the research factors affect crisis management in various industries, including hospitals, restaurants, and hotels. By using a new technique, future studies could potentially deepen our comprehension of the concepts in the thesis. Future research, for instance, may look at how trust functions in other service contexts to see whether the findings can be applied to other premium service providers.

Additionally, the results could be different when compared to those of other cultural groups. Future studies should perform cross-cultural research to ascertain whether employees behave uniformly throughout the world or whether Libyan employees behave differently owing to their culture (Sotirios & Nikolaos, 2016) draw attention to an expansion of the preceding advice They gave specific phrases for the pleasant feelings devoted customers had when staying at five-star hotels. Exploring the good feelings that consumers experience is important because it will help us understand the quantity, nature, and intensity of negative emotions in relationship quality and help us answer questions about fine-grained emotion categories. Since the use of closed-ended questions in the questionnaire is one of the study's weaknesses, future research might incorporate open-ended questions that provide participants a chance to freely express their thoughts and suggestions to enhance the findings. To deliver top-notch surveys for future research, respondents may also offer their comments in the questionnaire's last section. To explore the moderating effects between the factors, it is also advised that future research include the direct and indirect impacts between the variables. Future research, for instance, may be exploring the connection between leadership philosophies and crisis management, examining the ways that organizational and environmental elements, such as organizational culture, geographic locations, and crisis kinds, affect the differences between crisis planning and strategic planning processes. Investigating the internal and external variables that affect crisis planning intents and actions, researching destination image recovery and post-crisis destination marketing techniques, Investigating the obstacles and challenges facing tourist industry executives while creating crisis management strategies and plans, studying how information, communication, and media relations techniques



affect crisis management, and researching crisis learning feedback as one of the key ways that businesses may combine strategy and crisis planning. A clearer comprehension of the links between the variables would result from this.

### **Conclusion**

In conclusion, this study's suggested main hypothesis was confirmed that Strategic Planning is positively correlated with Crisis Management Capability in Libyan civil aviation sector. The findings notably showed that strategic planning has a good impact on crisis management, showing that worker loyalty to an airline would increase if they had a positive perception of the airline. The study's findings are deemed rational given that managers who actively practice strategic planning are less likely to be able to flee and are better equipped to handle crises through collaboration, conflict, or containment. The airline manager is better able to face crises head-on, reap the benefits of them in the future, and avoid avoiding them by having a clear vision, accurately identifying the airline's mission and objectives, analyzing the internal environment to know the strengths to strengths and weaknesses to address, as well as analyzing the external environment to know the opportunities available to exploit well. To help the civil aviation sector, survive and grow during a crisis, this study supports the link between strategic planning and crisis management. Strategic planning is viewed in the research as the cornerstone of crisis management. It helps avoid the crisis and eliminate the element of surprise. Additionally, it gives the crisis management team the chance to approach the situation systematically and methodically rather than haphazardly. Strategic planning enables time and resources to be fully utilized and invested to deal with any potential crises.

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## **APPENDIX**

### **Questionnaire**

The present research is carried out to fulfill the partial fulfillment of a PhD Degree thesis. I am currently conducting a survey for my thesis study, entitled “The influence of strategic planning on the capability of crisis management in Libyan civil aviation sector ”. Furthermore, you are cordially invited to take part in this research study of the Libyan aviation sector. Moreover, your participation is a great importance to help us depict a valid representation of the Civil Aviation Organization authority and subsidiaries based on the influence of strategic planning on the capability of crisis management in aviation sector in libya .

This survey should take less than 10 minutes to be completed. In addition, thank you for your time and effort.

### **F1: Demographical Factors**

#### **1. Gender**

Male

Female

#### **2. Age**

25-29

30-39

40-49

50 and above

#### **3. Education level:**

Non-educated

Preparatory school

Secondary

High school

Bachelor

- Master degree
- Doctoral degree

**4. Years of work experience?**

- Less than 5 years
- From 5 to less than 10
- From 10 to less than 15 years
- 15 years and above

**Second: Study Factors**

**Section Two: Independent variable: strategic planning (DYNAMIC STRATEGIC PLANNING ) q1 to q20 in Ojha. et al 2020.**

**The first dimension : CLARITY OF VISION**

**Please respond to items 1–4 with respect to the clarity of vision in your business unit.**

**1-We are proud of what we are trying to achieve as a business unit.**

- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly disagree

**2 .We have a clear sense of purpose and use it to guide our decisions in running the business.**

- Strongly agree
- Agree
- Neutral
- Disagree



Strongly disagree

**3 .We find it easy to explain our overall goals and their importance clearly and effectively to others.**

Strongly agree

Agree

Neutral

Disagree

Strongly disagree

**4 .We have a high level of agreement about the principles that should guide our behavior in conducting our business unit's operations.**

Strongly agree

Agree

Neutral

Disagree

Strongly disagree

**Second dimension: UNDERSTANDING OF CORE CAPABILITIES**

**Please respond to items 5–8 with respect to the understanding of core capabilities in your business unit.**

**5. We can describe the special skills, knowledge, and know-how that comprise our greatest strengths and that we rely on to maintain our competitive advantage.**

Strongly agree

Agree

Neutral

Disagree

Strongly disagree

**6. When allocating funds for process improvement, we are able to identify those processes that are most likely to add value to our products in the eyes of our clients.**

- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly disagree

**7 .We have a good understanding of which skills and knowledge are most critical to providing results that are important to our clients.**

- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly disagree

**8 .We are well aware of our business unit's reputation among our clients and what we are best known for in the marketplace.**

- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly disagree

### **Third Dimension : SELECTION OF STRATEGIC TARGETS**

**Please respond to items 9–12 with respect to the selection of strategic targets in your business unit.**

**9 .We are able to identify the market/client segments that place a high value on the product attributes we provide.**

- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly disagree

**10 .We know which of our business unit's core capabilities are most important in creating value for existing or new market/client segments.**

- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly disagree

**11 .We know which competencies and processes we need to enhance or develop to better serve our targeted client segments.**

- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly disagree

**12. We have in place the processes for identifying and developing products that provide a good match-up between our firm's capabilities and market opportunities.**

- Strongly agree
- Agree
- Neutral

- Disagree
- Strongly disagree

**Fourth Dimension : SHARED RESPONSIBILITY**

**Please respond to items 13–16 with respect to the sharing of responsibility in your business unit.**

**13 .We keep our clients fully involved in the planning and execution of projects and stress the importance of their role in getting results.**

- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly disagree

**14 .We ask people on our project teams to treat mistakes as opportunities for learning and improving rather than as occasions for placing blame.**

- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly disagree

**15 .We provide easy access to information of interest to our clients and to the people we work with.**

- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly disagree

**16. We encourage people on our project teams, including the client and his or her staff, to behave as though each of us is responsible for the final results of the total project, rather than just for the part we have been assigned.**

- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly disagree

**Fifth Dimension : TAKING ACTION**

**Please respond to items 17–20 with respect to the action orientation of your business unit.**

**17 .We frequently discuss with the people we work with the kinds of actions needed to best carry out the business unit’s strategy.**

- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly disagree

**18. We make sure the people we work with are familiar with our strategy and its purpose.**

- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly disagree

**19 .We are able to adapt our strategy to fit changing circumstances without losing sight of the strategy’s overall purpose.**

- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly disagree

**20. We involve the key people we work with in discussions of our strategies and solicit their thoughts on the best way to implement them.**

- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly disagree

**Section Three: Dependent variable: crisis management ( Airline Crisis Management Capability) 21 to 37 in Kao et al 2020.**

**First dimension : Command and Information**

**Please respond to items 21–25 with respect to Command and Information in your business unit.**

**21. Clear lines of authority and sufficient authorization from top management**

- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly disagree

**22. Information flow is clear and unblocked**

- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly disagree

**23. Information disclosed is transparent, complete, accurate and consistent.**

- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly disagree

**24. Responsibilities and accountabilities of top managers and crisis response management team.**

- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly disagree

**25. Prompt and timely disclosure of information.**

- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly disagree

**Second dimension: Coordination and Integration**

**Please respond to items 26–31 with respect to Coordination and Integration in your business unit**

**26. Internal coordination for emergency management.**

- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly disagree

**27. Feedback and review on plan**

- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly disagree

**28. Timely communication with relevant parties.**

- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly disagree

**29. Coordination with government agencies.**

- Strongly agree
- Agree
- Neutral
- Disagree



Strongly disagree

**30. Coordination with company partners.**

Strongly agree

Agree

Neutral

Disagree

Strongly disagree

**31. Communication with the media.**

Strongly agree

Agree

Neutral

Disagree

Strongly disagree

**Third Dimension : Management and Learning**

**Please respond to items 32–37 with respect to Management and Learning in your business unit**

**32. Keep complete crisis management related data for further implications.**

Strongly agree

Agree

Neutral

Disagree

Strongly disagree

**33. Learning and improving from the crisis experience.**

Strongly agree

Agree

- Neutral
- Disagree
- Strongly disagree

**34. Regular crisis management training programs and exercises.**

- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly disagree

**35. Referring to similar crisis from other airlines, learning and improving for a better crisis management capability.**

- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly disagree

**36. Personnel scheduling and logistic support.**

- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly disagree

**37. Response and action under complicated situations, governmental pressure and partners.**

- Strongly agree
- Agree

**O Neutral**

**O Disagree**

**O Strongly disagree**

**Suggestions**

.....

.....

.....

**Thank You Very Much for Your Participation**

**The Researcher**

## LIST OF TABLES

|  |     |
|--|-----|
| <b>Table 1.</b> Number of questionnaires distributed, number of questionnaires retrieved and percentage of refund .....                                      | 90  |
| <b>Table 2.</b> Factor Analysis for Strategic Planning Scale .....   | 91  |
| <b>Table 3.</b> Factor Analysis for Crisis Management Capability Scale .....   | 92  |
| <b>Table 4.</b> Reliability Statistics of Variables .....  | 93  |
| <b>Table 5.</b> Descriptive statistics of Variables .....  | 94  |
| <b>Table 6.</b> The Model Summary .....  | 96  |
| <b>Table 7.</b> ANOVA .....  | 97  |
| <b>Table 8.</b> Coefficient .....  | 97  |
| <b>Table 9.</b> Correlation between strategic planning and crisis management capability...   | 99  |
| <b>Table 10.</b> Summary of regression analysis .....  | 102 |
| <b>Table 11.</b> One-Sample Statistics .....   | 102 |
| <b>Table 12.</b> One-Sample Test .....   | 102 |
| <b>Table 13.</b> A summary of hypothesis and results .....   | 103 |
| <b>Table 14.</b> Summary of questionnaires distributed.....  | 105 |
| <b>Table 15.</b> Frequency and percentage of demographic information.....  | 106 |
| <b>Table 16.</b> The stability of the instrument Cronbach's alpha for the variables in Libyan civil aviation.....  | 108 |
| <b>Table 17.</b> Results of Strategic Planning .....   | 109 |
| <b>Table 18.</b> Results for Crisis Management Capability .....  | 110 |
| <b>Table 19.</b> Pearson's Correlation Analysis of Variables in Libyan civil aviation.....   | 111 |
| <b>Table 20.</b> The results of the application of the regression Strategic Planning direct positively correlates with the Crisis Management Capability..... | 112 |
| <b>Table 21.</b> Summary of Hypotheses .....   | 114 |

## LIST OF FIGURES

|  |     |
|--|-----|
| <b>Figure 1.</b> The levels of strategic planning at the departmental level. ....                    | 38  |
| <b>Figure 2.</b> The DIKW pyramid.....   | 53  |
| <b>Figure 3.</b> Stages of crisis management .....   | 59  |
| <b>Figure 4.</b> The hypothetical theoretical model of the study .....                               | 89  |
| <b>Figure 5.</b> Scree Plot of Strategic Planning data .....   | 90  |
| <b>Figure 6.</b> Scree Plot of Crisis Management Capability data.....                                | 92  |
| <b>Figure 7.</b> Strategic Planning Scale (First Order Model) .....                                  | 96  |
| <b>Figure 8.</b> Crisis Management Capability Scale (First Order Model).....                         | 96  |
| <b>Figure 9.</b> Path diagram regressing SP on ACMC .....  | 98  |
| <b>Figure 10.</b> Shows Simple scatter of crisis management capability by strategic<br>planning..... | 98  |
| <b>Figure 11.</b> Normal p-p plot of regression standardized residuals. ....                         | 101 |
| <b>Figure 12.</b> Scatterplot of the standardized residuals .....                                    | 101 |
| <b>Figure 13.</b> A comparison of the respondents' gender of the survey .....                        | 106 |
| <b>Figure 14.</b> A comparison of the respondents' ages.....   | 107 |
| <b>Figure 15.</b> A comparison of the respondents' education level.....                              | 107 |
| <b>Figure 16.</b> A comparison of the respondents' Experience .....                                  | 108 |

## **CURRICULUM VITAE**

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