

The Impact of Strategic Planning on the Methods of Crises Management in The Jordanian Ministry of Health

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This study aimed to assess the relationship between strategic planning and the methods used in crises management, along with the impact strategic planning has on such methods within the framework of the Jordanian Ministry of Health. In order to achieve the objective of the study, a descriptive approach was adopted. A questionnaire was distributed to the sample of the study consisting of 70 employees in the Jordanian Ministry of Health. The results found were as follows:

1. There is a high level of strategic planning and crises management in the Jordanian Ministry of Health.
2. There is a significant relationship at the level of significance (α 0.05 0.05) between the implementation of strategic planning processes and crises management methods in the Jordanian Ministry of Health.
3. There is a significant effect at the level of significance (α 0.05 0.05) for strategic planning in the degree of use of crises management methods from the perspective of administrators working in the Jordanian Ministry of Health.

Key words: *Strategic Planning, Crisis Management, Health*

Introduction

Due to the changes in the political, economic and many other fields, today's world has become a world of crises. Hence, business organizations have been striving to overcome such crises. One of the modern approaches adopted by business organizations is strategic

planning, which not only has become the character of the modern era, but is also now considered one of the strategic management axes and has been a widespread concern since the 1970s in response to environmental pressures and influences that organizations need to cope with during their management.

The importance of strategic planning for any organization is evident as it is a tool in the hands of any organization's senior management enabling it to face any changes and developments which may obstruct the organization's ability to achieve its goals. Strategic planning also constitutes the base line that the administration adopts in its dealings with the distant future and is also key when making decisions related to the performance of the organization along with its continuity, success and efficiency (Al-Qurashi, 2015).

On the other hand, a number of unexpected changes; both internal and/or external, may occur in the work environment. Having an administration that is not properly equipped with opportunities to combat these changes (which may rise to be future crisis), and lacking the effective adaptation would be the only possible solution to avoid/and or limit the negative impact of the crisis on the institution, while the inability of those in charge may very well lead to a dire situation (Jafar, 2017).

Furthermore, strategic planning helps organizations achieve long-term goals by translating strategic plans and goals into detailed plans, programs, and implementable budgets, as well as helping increase competitiveness, as strategic planning focuses on the constant studying of environmental factors and taking the necessary measures.

Strategic planning also helps managers set priorities to deal with key issues facing the organization, provides the organization with better performance appraisal system, and also leads to rational decision-making.

This study identified the concept of strategic planning, the methods of crises management, and their relationship to one another, not to mention the impact of the earlier on the latter in the framework of the Jordanian Ministry of Health.

The Problem and Questions of the Study:

Strategic planning and crises management are more often than not considered distinct from each other. As such, crises that generally pose threat to an organization including wastage of opportunities are managed individually. Whereas crises management emphasizes opportunities, strategic planning focusses on threats, leading to misapplication of the limited resources which ultimately results in creating a major threat to the organization. As such, the problem of the study is raised by answering the main question: (What methods of crises management are being implemented in the Jordanian Ministry of Health and how is it associated with strategic planning?).

This question is divided into the following sub-questions:

- 1- To what degree are the administrators working in the Jordanian Ministry of Health using methods of crises management (cooperation, confrontation, flight, containment)?
- 2- To what degree are the administrators working in the Jordanian Ministry of Health using strategic planning processes?
- 3- Is there a statistically significant correlation between the degree of using each of the crises management methods and the degree of using strategic planning processes?
- 4- Is there a statistically significant effect of the degree of using strategic planning on the degree of using crises management methods?

Objectives of the study

This study aimed to study the relationship between strategic planning and the methods used in crises management along with the impact strategic planning has on such methods within the framework of the Jordanian Ministry of Health through achieving the following:

- 1- Evaluating the degree of using crises management methods (cooperation, confrontation, withdrawal and containment) from the point of view of the administrators working in the Jordanian Ministry of Health.
- 2- Evaluating the level of using strategic planning processes from the perspective of the administrators working in the Jordanian Ministry of Health.
- 3- Evaluating the relationship between the degree of using policy management and strategic planning processes.
- 4- Evaluating the impact of strategic planning processes on crises management methods.

Study hypotheses:

The first main hypothesis: There is a correlation between strategic planning processes and crises management patterns (cooperation, confrontation, withdrawal and containment). Consequently, the null and alternative hypothesis are:

- H₀: There is no statistically significant correlation at the significance level ($\alpha \leq 0.05$) between the degree of using crises management methods and strategic planning processes from the perspective of administrators working in the Jordanian Ministry of Health.

- H1: There is a statistically significant correlation at significance level ($\alpha \leq 0.05$) between the degree of using crises management methods and strategic planning processes from the perspective of administrators working in the Jordanian Ministry of Health.

The second main hypothesis: Strategic planning operations affect the methods of crises management (cooperation, confrontation, withdrawal, and containment). Consequently, the null and alternative hypothesis are:

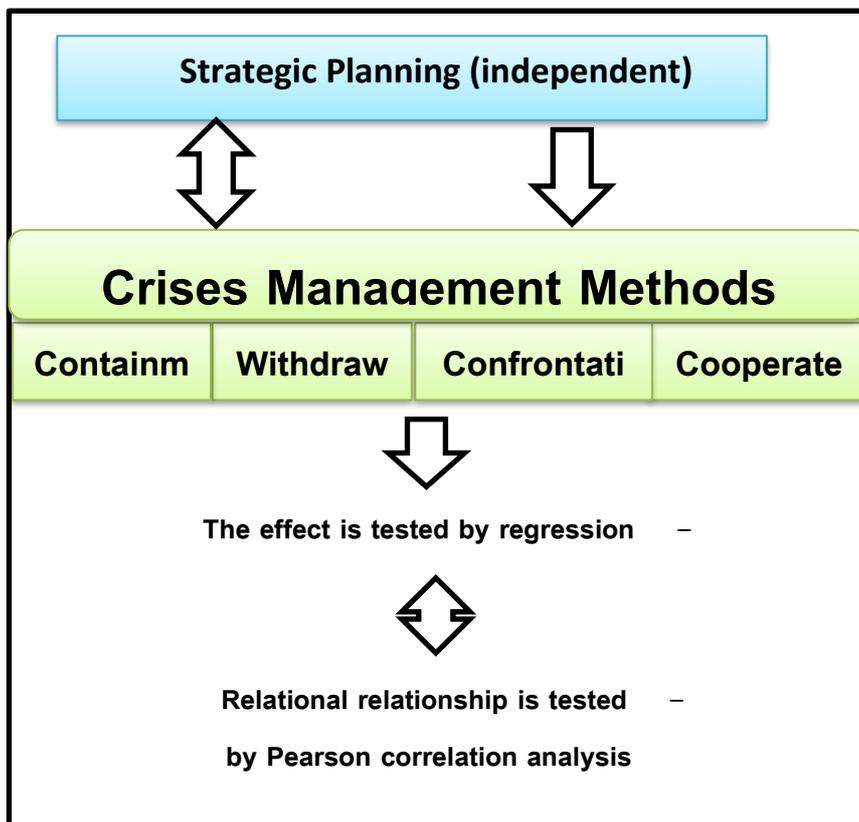
- H0: There is no statistically significant effect at the significance level ($\alpha \leq 0.05$) for strategic planning in the degree of using crises management methods from the perspective of the administrators working in the Jordanian Ministry of Health.

- H1: There is no statistically significant effect at the significance level ($\alpha \leq 0.05$) of strategic planning in the degree of using crises management methods from the point of view of the administrators working in the Jordanian Ministry of Health.

Study model

After reviewing the theoretical literature and previous studies related to the subject, a study model was built as in Figure No. 1

Figure No. 1: Study Model





Strategic Planning

Strategic planning has become the character of the modern era, as it is no longer limited to economic, social and political levels, but rather considered one of the axes of strategic management, which has been receiving widespread attention for the last five decades in response to the pressure and environmental influences that organizations are faced with while trying to perform their managerial tasks.

Strategic planning helps organizations achieve long-term goals by translating strategic plans and goals into detailed plans, programs, and implementable budgets, as well as helping to increase competitiveness; as strategic planning focuses on constantly studying environmental factors and taking the necessary measures (Hamami and Sheikh, 2010).

Strategic planning also helps managers set priorities to deal with key issues facing the organization, provides the organization with a better performance appraisal system and also leads to rational decision-making within a system (Al-Mulhim, 2012).

Lenner (2013) emphasizes the importance of applying strategic planning in business organizations in order to help create a framework that defines its orientation towards the future, providing a framework through which these organizations determine the competitive advantage and allowing their units to participate and work together towards achieving common goals. He further stresses enhancing the vision of participants in planning and creative thinking towards the strategic direction of the organization, allowing dialogue among the participants to form an understanding and a sense of belonging to its vision, and to further acquire strategic planning skills.

Garner (2015) holds that the essence of the strategic planning process lies in a number of questions such as: Where is the organization now? Where does it want to be? How will it get there? How can it measure progress? The answers to these questions could very well enable the organization to confront the changes that occur from time to time due to the rapid changes witnessed in the world today; most notably technological, economic and political changes.

Rudolf & Richard (2010) claim that strategic planning emerged in the early seventies in the economic and then administrative fields and flourished under an umbrella governed by the rational thinking theory and quickly spread due to its ability to contribute to enhancing the ability to study variables that surround the various institutions and organizations thereby helping achieve their goals.

Strategic planning has also been defined as the process of setting organizational goals and determining comprehensive programs of actions that help achieve these goals (Hassan, 2013). Policastro (2010) defines it as the appropriate way to define long-term goals and direct the organization to achieve these goals.



Assairafe (2014) highlights the two concepts comprising strategic planning; the first relating to the strategy itself and the objective goals of the organization whereas the second to the processes by which the strategy is being developed.

Stages of Strategic Planning

Strategic planning is an ongoing process that sets a vision for the future of the organization and is influenced by both internal and external factors. It is organized and managed on a sequential and understandable base, starting with the formulation of goals, strategies and policies, then detailed or procedural plans leading up to the implementation of the actual strategy that ultimately achieves the set goals. Consequently, it represents a process through which the following are determined: The type of planning effort required, duration and implementation mechanism, the individual or entity that will oversee the implementation process and the handling of the final results. Such a process is based on solid foundations (Maher, 2014).

The strategic planning process passes through a set of interrelated stages and steps, each stage forms a base for understanding the role expected to be played by senior management and the various administrative levels in the organization as well as all workers and stakeholders allowing the planning team to clarify, document, communicate, and define priorities for the implementation of the process (LeDoux, et.al, 2010).

First stage: Plan to plan

One of the common mistakes in the strategic planning process is the lack of interest and responsiveness during the stage prior to that of the actual planning. There are a number of steps that need to be taken, and this is usually referred to as the plan to plan, which is the first stage in the path to a good strategy. The better and more consistent the preparations are with the institution's mission, goals and policy, the more affiliated the resulting strategies are with the work climate supported by the management of the organization. Lack of effective prior planning may result in the failure of the strategic planning process (Wilkinson, et.al. 2016).

Plan to Plan: "An agreement that reflects decisions on how to conduct and execute a plan. It aims to prepare the institution to start the planning process by directing collective thinking processes and organizational efforts among a set of strategies, goals and objectives within a framework that provides clear guidance to the participants, with which misunderstanding is eliminated and prioritization becomes the concern of all stakeholders in the organization (Dolence, 2010).



The second stage: Strategic Analysis

Institutions do not operate in isolation from their surrounding environment, from which they obtain their input, and provide their outputs. Further, being aware of the surrounding environment and whether it constitutes a threat to the institution's interests and cause problems that hinder the conduct of their business, or provide golden opportunities, goals can be achieved faster and competitors surpassed. Henceforth, learning about and analyzing the current status of the institution and what it is expected to address in the future, are key for the strategic planning process. Therefore, it is necessary to gather as much information as possible on the environment and analyze it in order for the institutions to determine their strategic position, and further develop and choose the appropriate strategies (Maher, 2012).

The aim of the strategic analysis is to form a clear vision about the strategic position of the institution, and about the basic factors that will impact the organization in both the short as well as the term. Choosing the appropriate strategy in gathering information from several sources requires accuracy to ensure its authenticity, and this requires those in charge of the analysis process to have expertise, know-how and foresight, in order for their analysis to be authentic (Hariri, 2015).

The Third Stage: Strategic Direction

In the two previous phases, the strategic planning process is prepared, the strengths and weaknesses within the organization along with the surrounding prospects and potential threats are all identified in order for the strategic direction phase to begin.

There is disagreement over the starting point of this stage. While some see the need to start with the message, others do not on the premise that the mission statement expresses the current status of the institution, and this does not move the planning process to the future, but there is another statement that is a vision and a road map for the aspired future, which is what the planning process should begin with (Wilkinson, et.al. 2016).

Despite this lack of consensus over the starting point of this stage, the majority agree that the strategic directions of the institutions consist of the vision, mission and strategic goals:

First: Vision

While most definitions of the term vision emphasize the mental image of the desired and preferred future of the institution (Levin, 2010), there is no agreement on a single definition. Strategic vision is a commonly used term in the field of strategic thought. It was also known as a brief statement that expresses the image that the institution aspires to reach in the future during a specific period (Farrah, Felix, & Greenstein, 2011).



Second: Mission

Mission is the outcome of analyzing past experiences, the current situation, and future conditions; all of which reflect the philosophy of senior management, the priorities of the institution, its primary areas and its future image. It serves as an identity card for the institution that identifies its basic characteristics and orientations that distinguish it from institutions that are alike or in ways similar. (LeDoux, et.al, 2010).

Third: Goals

Once the clear message and guiding vision are created, the planning team is now ready to set the goals to be accomplished. However, the means by which these goals are to be achieved is left for the planning team.

Most researchers have provided a set of similar definitions for goals; the end results that the institution seeks to achieve. Wheelen & Hunger (2010) defined it as "the final results of the planned activity, whose achievement is in the interest of accomplishing the mission of the institution."

The Fourth Stage: Strategic Formation

Once the strategic analysis and direction stages are completed, the formulation stage which is considered the stepping stone to implementing the strategic choice later on. These choices cannot be executed unless they are specific and straightforward. The strategic formulation also helps in defining roles and coordination among various levels of administration, as well as the allocation and resource mobilization within the framework of a clearly defined strategic plan (Moroccan and Western, 2010).

Tactics are part of strategic planning, and they express a path, chosen from among several for the sake of achieving the goals and mission in order for the organization to continue in the direction that it has sought for itself, (Tawfiq, 2014).

The intriguing part regarding strategy lies in the sense of venture and uncertainty surrounding it, especially in that it is mainly based on assumptions and specific information about what the planning work team expects from competitors, i.e., it is based on the anticipated reactions of all those in connection with the institution; hence, it cannot be drawn in isolation from what they do. As such, it is the duty of the planning team to determine the degree of risk and work towards mitigating it and gathering ample information to help make sound decisions. (Acorn, 2012).

Fifth Stage: Preparation for Implementation and Follow Up

In the previous stages of the strategic planning process, planning was prepared, both internal and external environments were thoroughly studied, and the vision, mission, and goals were all identified, not to mention several strategic alternatives were formulated and appropriate strategies were chosen. In the present stage however, and in light of alternative strategies, preparing for implementation and follow up will take place.

Despite the difference in theory between the stages of strategic formulation and that of implementation, the comprehensive and complementary approaches indicate that these two stages correlate with regards to impact, preciseness and accuracy. The best theoretically formulated strategies can lead to a complete failure if not supported by effective implementation. There may be a relative weakness in the drafting process due to the inability to foresee the future accurately, thereof making strategies that were formulated inaccurately meaningless. As such, effective implementation is required to compensate for any deficiencies in the strategic formulation stage. This can be achieved via making some necessary changes which include; preparing the appropriate structure, developing the necessary operating plans, and motivating workers to commit to and effectively implement them. Unfortunately, poor implementation was always the culprit behind various types of strategic failure (2015, Cowburn).

Sixth stage: Endorsement and Implementation of the Plan

Upon completing the preparation for execution and follow-up, the strategic plan needs to be formalized into writing. This is done in two ways; endorsing and implanting the plan.

First: Writing and approving the plan

This stage begins with assigning a few people to write up the initial draft of the plan, with the aim of documenting the actions and activities that the strategic planning process has gone through, in an attempt to form a unified jargon among the stakeholders. At this point, the strategic plan is in its preliminary format, but this in no way means that it has been approved by all those involved in the planning process. The second stage begins by publishing and distributing the initial draft of the plan for feedback through extensive discussions conducted via open forums and/or focused meetings in order to facilitate interaction information access. (2016 Wilkinson, et.al.,).

It should be borne in mind that stakeholders such as members of the board of directors and managers in the institution are required to obtain the complete strategic planning document including the annexes, whereas the entire plan is distributed or summarized to all employees of the institution, or published on the internal networks of the Foundation, and / or given details about in the Foundation's newsletter or through local media. Copies of the plan should



also be distributed to key stakeholders, such as funders, investors, unions, trade unions, potential collaborators, and others. dissemination of the plan as widely as possible contributes to obtaining feedback. This is equal to a preliminary evaluation of the plan, and thus needs to be reviewed once again. (Lenner, 2013)

Second: Implementation of the plan

The logical stage that must follow the approval of the plan is putting the strategy into action. In this stage, the leadership is transferred from the planning team to the executors of this plan who assign individuals and sub-organizational entities to different roles in the strategic planning. Despite the management's success in formulating the institution's mission and determining its strategic goals or its accuracy in analyzing the internal and external environments and the use of models and tools for strategic analysis for the process of selecting and formulating the appropriate strategy, all of the steps are meaningless unless placed in an appropriate organizational context and translated into actual steps (Ibn Habtoor, 2014).

The process of implementing the strategy is of great significance; it takes the formulated strategies and the productive options to the ground, and into targeted results, so that the drafting processes do not remain on paper. The implementation processes reveal the commitment of workers and management not only to the goals in the plans, but also to how they can be achieved. they further show the effective utilization of administrative and human resources in the light of their position within the approved implementation mechanisms, not to mention helping to develop the institution's degree of competition with other institutions and enabling it to address gaps and setbacks resulting from the strategic formulation stage in a judicious manner (Tawfiq, 2014).

The seventh stage: follow-up and evaluation.

The follow-up and evaluation process is considered the last and most important of the strategic planning stages. The implementation of the strategy does not mean that it was successfully completed. it is hence necessary to ensure that the instructions laid down during the strategic planning process were followed, by measuring the actual performance of the various activities and processes against the actual performance with the goals Pre-defined strategy, checking for consistency, detecting deviations, and taking quick measures to remedy them (Maher, 2014).

The follow-up and evaluation process may impact the planning process with all its components or certain elements thereof, or steps for some elements. This process is necessary and requires regular follow up for a number of reasons: Firstly, the need for human contact to do the work makes it more susceptible to error and deviation, add to that the existence of a time interval between the stages and steps of the planning process, and the changes entailed



by any internal and/or external work factors resulting in an inconsistency between targeted and actual performance. This therefore requires the follow up team to identify the discrepancies and address them in a properly manner. (Ballout, 2012).

Crises Management

The whole concept of crisis is of great significance as it intervenes in various aspects of our daily life, which makes it difficult to be comprehensively defined even by renowned researchers in the field including Charles McClelland, who indicated that the difficulty of arriving at a comprehensive concept of crises lies in the proliferation of research that endeavored to address the concept of the crises from various angles.

The lexical term crisis is defined as intensity or abstinence, and the word itself is derived from za'mm or rapid death. In the abstract sense, it means the critical point or the point of decisiveness and is described as decisive because it directly intervenes either negatively or positively in both future and existing developments. (Al-Mahdi and Wahiba, 2012).

The term crisis is seen as a state of tension and a critical point that requires a resolution that creates new attitudes with both positive and negative impacts on the various aspects involved. (El Sayed, 2011).

Al-Kubaisi (2013) defines crisis from an economic perspective as a temporary economic circumstance that affects achieving the goals and is a consequence of an external or internal economic situation that requires enhancement of efforts to be combatted.

Stages of crises management:

Different organizations seek to identify the current stage of the crises they face in order for an early diagnoses and a proper resolution before the situation escalates any further and eventually causes an outbreak of the crisis leading to loss and the responsibility for diagnosing and dealing with workers at the higher levels of management is vested in that. However, in the event of this happening, it could come at a much higher cost for the organization as a result of the lengthy and exhausting stages of the resolution scheme. (Al-Hamlawi, 2010).

Ahmed (2013) indicated that the resolution scheme passes through five stages: the early warning stage, preparation and prevention stage, damage control stage, recovery stage, and finally the utilizing and learning stage.

Crises management requirements

Unless an organization is capable of handling the different challenges, the main goals of an organization may be jeopardized by organizational crises. The survival of the organization is guaranteed by a number of points that have been addressed by researchers. They are as follows.

1- Crises Record: Al-Hamalawi (2010) indicated that it is the “record of documented situations that the organization considers a crisis, i.e., those that pose a threat to the organization’s existence and its continuity. Such record is equal to a flash memory for the organization.”

2- The Crises Management Team: Those entrusted with the responsibility to address the crisis and carry out the necessary work, by defining the actions and tasks assigned to them. (El Hamalawy, 2010).

Abu Fara (2009) also pointed out that the organization's supreme authority is manifested in the crises management team who is capable of performing unconventional actions while under pressure and in a very short period of time. This method of crises management is one of the most commonly used.

3- Scientific plans and scenarios: The method of in advance plans and scenarios for crises management is used; whereby preconceptions of the crisis are developed and solutions are proposed based on a set of assumptions related to the crisis. Such scenarios are used as training methods for workers, where worst case scenarios are assumed and training is done accordingly. (El Hamalawy, 2010).

4- A system of effective communication: This system is of utmost importance in providing information and detecting early warnings of the crisis. An effective internal and external communication system helps decision-makers utilize the data available in order to predict potential crisis.

5- Preventive Forecast: It is one of the basic requirements in the managing crisis and helps in formulating preventive programs to face the crises (Bin Abdullah, 2013).

Strategic planning and its relationship to crises management

Planning to address crises is one of the most important challenges that stand in the way of crises management, as it is difficult to predict the dimensions of the crises and make speculation about the time of its occurrence and realize its true impact and the accompanying effects, hence planning is key to effective crises management. Planning is not only used as a preventive measure but can also help the administration prepare for any upcoming crisis and/or bring back the organization to its original pre crises state. (El Sayed, 2011).

Strategic planning is the basis and a major requirement for crises management, as it facilitates the planning process through preparing schedules and ensuring that plans established by management are parallel and credible. Strategic planning further requires setting up plans A and B to address various problems and provide managers with constant advice through detecting and interpreting early warnings. In addition, it should be noted that due to managerial incompetence in predicting potential crisis or its outcomes for that matter, strategic planning is required for studying the environmental conditions surrounding the organization, forecasting it, and identifying its current as well as future impacts, especially since it relies mainly on planning and monitoring information to assess the organization's strategies, which in turn contributes to improving the quality of the decisions made. Finally, strategic planning works towards making the climate of the organization ready for changes resulting from the strategic decision with the help of an organizational specialist to work on proposing the required organizational adjustments (Al-Azzawi, 2014). HERE.

Other researchers highlighted the importance of planning in crises management. Al-Hamlawi (2010) stated that the lack of a clear plan for crisis management will backfire on the organization itself. Likewise, Neubauer (2007) reveals the significance of planning for crisis management. He indicated that organizations with Crises management plans were able to anticipate approximately 90% of the actual crises, as they had already been recognized as potential crises for those administrations.

Crises management planning objectives

Despite the emergence of planning as one of the most important challenges facing the science of crises management, this science has numerous goals that will eventually lead the organization to safety. There are also a set of goals for the planning process; the most important of which are: -

- 1 - Avoiding any elements of surprise associated with crises, by following up on the risk factors and sensing early warnings and communicating them head on to decision makers.
- 2- Creating a list of the anticipated risks and threats, and working closely to evaluate and prioritize them in the order of their impact on the work of the organization.
- 3- Utilizing the time available to confront the crises by preparing for the crises and making good use of the resources available in the organization and directing them as quickly as possible towards managing the crises.

Related Literature:

A number of studies were conducted on the relationship between crises management and strategic planning in different frameworks.

One study conducted by (Abdel Qader, 2014), entitled "Crises Management and its Relationship to Strategic Planning from the Point of View of Administrators and Finance experts at Istiklal University - Palestine" which highlighted the strategic plans developed by the administration of Istiqlal University to reduce the effects of administrative and financial crises, and to further clarify the relationship between strategic planning and crises management. A descriptive approach was used to suit the nature of the stud as a questionnaire to collect data from the study sample of fifty employees at the university. The findings of the study were very significant: Rumors were widely spread during crises, roles of the different managerial authorities were ambiguous especially in the time of crisis; resorting to bureaucracy for decision making, concealing important facts related to crises, lacking a clear strategic planning for confronting crises especially with petty cash and recruitment.

Another study conducted by (Samana and Al-Khaddam, 2016) entitled "Crises Management Methods and their Relationship to Strategic Planning in the Jordanian Ministry of Interior" This study aimed to identify the methods of crises management and their relationship to strategic planning in the Jordanian Ministry of Interior. To achieve this goal, a questionnaire was prepared and tailored for the purpose of the study and was distributed to a sample of (310) administrative employees. To achieve the study objectives, descriptive statistics, contrast analysis method, T test, and F test were all used. Both quantitative as well as qualitative approaches were used.

The study concluded that there is an obvious interest on the part of administrators working in the Ministry of Interior with regards to the methods used for containing crisis and strategic planning operations. In addition, noticeable differences in the administrators 'estimates in the Ministry of Interior of the crises management methods were attributed to the gender variable (in favor of male employees, whereas there were no differences in the estimates of the administrators in the Ministry of Interior for the methods of crises management attributed to the educational degree or the years of service variables. Further, there were also differences in the estimates of the administrators in the Ministry of Interior for strategic planning operations due to the gender variable (in favor of males). In contrast, there were no differences in the estimates of the administrators in the Ministry of Interior for the strategic planning operations, they were attributed to the variable of the educational degree and the years of service variables.

Moreover, (Jafar, 2017) conducted a study entitled "The Impact of Strategic Planning in Crises Management an Empirical Study on Public Institutions in the Jerusalem Suburbs District".

The study aimed to identify the impact of strategic planning in reducing the crises that employees face in public institutions, and to also understand not only the importance of strategic planning and its dimensions but also the elements of effective strategic planning factors that must be considered by management and that help in mitigating the effects of



crises, In order to reduce the risks and crises facing public institutions in the West Bank, the descriptive analytical method was used and data was collected through a questionnaire distributed to the study population; (850) employees of the public sector in Jerusalem's suburban area. The results of the study showed that strategic planning in public institutions contributes to reducing potential problems, while the absence of articulating the issues to employees reduces the effectiveness of crises management. The lack of staff involvement in strategic planning stands as an obstacle; however, it does reveal the strengths and weaknesses of the organization. In addition, strategic planning provides information useful in making decisions and solving problems and enhances the employees' visibility of crises management. The results of the study also reveal that the application of strategic planning requires academically qualified employees with expertise in the field of strategic planning.

Other studies involved financial institutions. One example was the study by (Jadallah, 2015), entitled: "The Impact of Strategic Planning on the Performance of Personnel Applied to the Export Development Bank, Nyala Branch 2008-2014"

This study aimed to reveal the impact of strategic planning on the performance of employees at the Bank of Nyala in Sudan. The importance this study lies in the key role strategic planning plays in directing the activities of employees in the bank in order to achieve the desired goals. A questionnaire was distributed to a sample of (50) employees and data was collected. The results of the study revealed a direct relationship between strategic planning and the performance of employees in the bank, which contributed to the development of financial resources and the increase in the volume of banking investments. The study also confirmed that the weak economic investment activity resulted from lack of strategic planning.

Al-Mutari (2015) has conducted a similar study. His study entitled "The Impact of the Use of Business Intelligence on Crises Management in the Kuwaiti Banking Sector," aimed to identify the effect of applying the dimensions of business intelligence on crises management in the Kuwaiti banking sector. The study was an attempt to answer the question regarding the impact of using business intelligence on crises management in the Kuwaiti banking sector? To achieve the objectives of the study, an analytical descriptive approach was used throughout with a sample consisting of (319) workers in the middle and upper levels in three Islamic banks.

The results of the study revealed an increase in the degree of the use of business intelligence on crises management as well as an increase in the level crises management in the Kuwaiti Islamic banking sector.

A similar study was conducted by (Khalifa, 2018) titled "The Impact of Strategic Planning on Crises Management in Commercial Banks in Libya. It aimed to identify the impact of strategic planning on crises management in Libyan commercial banks, by answering the main



question: What is the effect of applying strategic planning on crises management in Libyan commercial banks?

The study sample included (160) employees in (10) commercial banks in Libya, and a questionnaire consisting of (34) items was developed, where (160) questionnaires were distributed to the members of the sample, while (148) questionnaires were retrieved to achieve the study goals, using SPSS to analyze the responses of the sample.

The most significant findings were the high level of strategic planning and crises management for commercial banks in Libya. One of the recommendations of the study was to focus attention on strategic planning through setting appropriate and achievable anti-crisis policies and plans.

Furthermore, in a study by Karam (2018) titled: "The Impact of Strategic Planning on Crises Management Techniques in Five-Star Hotels" methods of crises management (escape, confrontation, cooperation and containment) and their relationship to strategic planning processes in five-star hotels were examined. Descriptive analytical approach with qualitative and quantitative approaches were used. 190 self-managed email questionnaires were sent to the general managers of the five-star Egyptian hotels. The results indicated a statistically significant correlation between strategic planning processes and crises management methods, but were negative between strategic planning and flight, and positive between strategic planning, confrontation, cooperation and containment. The results indicated the importance of strategic planning in enhancing the ability of hotels to survive and thrive during crises. A manager who actively practices strategic planning is less likely to escape and more likely to manage a crisis using collaboration, confrontation, or containment.

Other studies focused on finding solutions for crisis management. For example, Harwati's Study (2013) entitled: "Crises Management: Defining Specific Strategies and Leadership Style for Effective Results" aimed to explain the nature of crisis and to develop a general model for crises management that provides the theoretical framework for understanding the course of action that should be taken in the event of crises to help organizations manage crises effectively and efficiently in different organizational settings. The approach used in the study was an extensive review of previous studies.

Lusia (2013) conducted a similar study titled: "Crises Management: Defining Specific Strategies and Leadership Style for Impacts" aimed to discuss how organizations handle crises and confront them accordingly, and to further develop a general model that is can be used to identify the elements that need to be taken into consideration when managing crises. Historical research methodology from previous studies and methods of managing previous crises were used in this study. It was concluded that crises are divided into two main types: natural and human-made crises. In order to effectively manage crises, members of organizations need to understand the steps involved in the process and develop appropriate

strategies and leadership models. Organizations should also evaluate existing strategies before building new ones.

Study Approach

The descriptive analytical approach was used, as it is appropriate to the nature of the study, its goals and questions. Data sources were derived from two sources:

- Secondary sources: It is represented by the literature of the study using scientific reference, research and previous studies that are relevant to the subject of the study and the articles published in magazines and periodicals in order to identify the proper methods in writing scientific research and to stop on the latest developments relevant to the subject of the study.
- Resources, books, and scientific materials researched in strategic planning and crises management methods.
- Master's and doctoral theses and studies that have been researched in strategic planning and crises management.
- Primary sources: represented by the use of primary sources to collect data, which are the sources that lead researchers to direct data on the subject matter, through designing a questionnaire that covers all the variables of the study and answers its questions and distributes them to the sample of the study in order to collect the appropriate data.

The Sample of the Study

The study population consisted of employees in the Jordanian Ministry of Health in Amman from whom a simple random sample was chosen. The sample comprised (75) employees in the middle and higher administrative levels and questionnaires were distributed to them, but the actual sample whose questionnaires was retrieved for the purposes of statistical analysis were only (70).

Study sample description

1- Sex

Table (1): Distribution of respondents by sex

Sex	repetition	Ratio
Male	60	%85.7
Female	10	%14.3
Total	70	%100

The results of the previous table indicate that most of the sample members were males (60) constituting (85.7%), while females were (10) constituting (14.3%).

2- Academic qualifications

Table (2): Distribution of the sample population according to the Educational Degree

Qualification	Repetition	Ratio
Diploma or below	7	%10.0
Bachelor	45	%64.3
M.A.	15	%21.4
Ph.D.	3	%4.3
Total	70	%100

Through the previous table, it is clear that most of the sample members hold a bachelor's degrees, (45), constituting (64.3%), followed by holders of master's degrees constituting (21.4%), followed by holders of a diplomas or less, constituting (10.0%), followed by PhD holders, accounting for (4.3%) of the sample population.

3- Experience in the work field

Table (3): Distribution of sample individuals according to work experience

Work experience	repetition	Ratio
Less than 3 years	15	%21.4
3 to 5 years	42	%60.0
6-10 years	8	%11.4
More than 10 years	5	%7.1
Total	70	%100

From the previous table it is clear that most of the sample members were within the category of intermediate experience (from 3-5 years), accounting for (60.0%), followed by those with low experience (less than 3 years) accounting for (21.4%), followed by (6 to 10 years) experience accounting for (11.4%), followed by (more than 10 years) experience and accounting for (7.1%) of the sample population.

Tools of the Study:

The process of developing the study tool (the questionnaire) involved several steps. These steps are summarized as follows:

1. Upon reviewing the literature related to the concept of crises management methods and the factors associated with it (33) paragraphs were divided into four dimensions, based on the theoretical frameworks that the researchers and academics concluded with.

2. Upon reviewing the literature related to the concept of strategic planning and its relationship to some variables and most of the factors associated with it, (32) items were identified, based on the theoretical frameworks that researchers and academics concluded with.

3. upon the approval of the two axes of the study (Crises Management Methods - Strategic Planning), the questions were tabulated and reviewed to ensure their comprehensiveness of the main aspects of the study.

4. upon the construction of the questionnaire which was originally derived from previous studies, it was presented to the supervisor after linguistically modifying the terms and reformulating some elements to facilitate understanding on the part of the subjects used for the study.

5. The elements of the questionnaire were rearranged, and in using the answer to the two axes of the questionnaire, the five-year scale was used (strongly agree, agree, neutral, disagree and strongly disagree). The questionnaire consists of two parts:

Part One: This part included four dimensions that measure the extent of crises management methods used in the Jordanian Ministry of Health.

- Part Two: This section included 32 items that measure strategic planning operations in the Jordanian Ministry of Health.

Each of the above phrases has been given a score to be statistically processed as follows:

Strongly agree = 5 Agree = 4 Neutral = 3

Strongly Disagree = 2 Strongly Disagree = 1

The following measure was adopted to judge the averages for the evaluation level accordingly.

First: (Less than 2.33) low.

Second: (from 2.33 - less than 3.67) medium degree.

Third: (from 3.67 - 5) a high degree.

Validity and reliability of the study tool

1. Face Validity:

It is the process of ensuring that the expressions used in the study tool can lead to accurate data collection. To achieve this, it was presented to the supervisor and modified as directed.

2. Content Validity:

Validity refers to the extent to which the paragraphs of each of the study variables expresses the variable to which it belongs. Attention was given to ensuring the study variables are accurately represented with a set of paragraphs or phrases in an appropriate way and that these paragraphs actually measure this variable, and the reliability of the content of the questionnaire was measured. By measuring the relationship within each paragraph and the axis to which it belongs excluding the paragraphs whose correlation coefficient is weak depending on the correlation relationships that exceed (95%) and its statistical significance is important at the level ($\alpha = 0.05$), as shown in the following tables:

Table (4) Content Credibility for Part I Dimensions (Crises Management Techniques)

Phrase	Correlation coefficient	level of significance
1 st dimension: the withdrawal pattern	0.88	**0.000
2 nd dimension: confrontational style	0.87	**0.000
3 rd dimension: cooperation mode	0.93	**0.000
4 th dimension: containment pattern	0.86	**0.000

** Statistically significant at (0.01)

Table 1 shows a correlation coefficient for the dimensions of the first part ranged between (0.86) and (0.93), which is statistically significant at the level (0.000), and this indicates a strong internal consistency for the dimensions of the first part of the study tool.

Table (5) Validate the content for the second part (strategic planning)

Phrase	Correlation coefficient	Significance level
Questionnaire paragraphs	0.90	**0.000

** Statistically significant at (0.01)

Table 2 shows a correlation coefficient for the second part paragraphs reached (0.90), which is statistically significant at the level (0.00), and this indicates a strong internal consistency of the second part paragraphs of the study tool.

3. Reliability:

Stability for the dimensions of the study tool was measured separately, and was later measured for each tool according to (Cronbach-Alpha) coefficient as shown in Table (6):

Table (6) The stability of the axes of the study instrument using the Cronbach alpha factor (n = 120)

The axis	Number of phrases	Alpha Cronbach coefficient
Part one - Crises management methods		
1st dimension: the withdrawal pattern	9	0.891
2 nd dimension: confrontational style	8	0.916
3 rd dimension: cooperation mode	8	0.901
4 th dimension: containment pattern	8	0.889
1st axis as a whole	33	0.972
Part Two - Strategic Planning		
Strategic planning operations	32	0.921
axes of the questionnaire as a whole	65	0.978

The results of Table 3 show Cronbach alpha coefficient of (0.978) for all paragraphs of the study tool, which is an indication of the stability of the study tool, and the coefficient of stability is greater than (0.70) is acceptable, as the Cronbach alpha coefficients for the dimensions of the study tool separately were high, and this is what Indicates the stability of the study instrument.

Study procedures

To achieve the aims of the study, the following procedures were followed:

- The study population and sample members were identified.
- The study tool was formed by reviewing previous studies regarding methods of crises management and strategic planning.
- The validity and reliability of the study tool were verified.

- The study tool (the questionnaire) was distributed to the study sample individuals represented by the employees at the Jordanian Ministry of Health.
- The data collected from the respondents were analyzed using the study tool.
- The results of the study were presented.

This part includes the presentation of the study results according to the arithmetic averages and the standard deviations that represent the level of approval of the study sample individuals on the paragraphs of each of the strategic planning axes and the methods of crises management in its dimensions. The results were as follows:

Results related to the independent variable (strategic planning).

To answer the second question of the study, arithmetic averages and standard deviations for the responses of the study sample individuals were calculated on the paragraphs of the extent of applying strategic planning operations as shown in the following table:

Table (7) Arithmetic averages and standard deviations of the responses of the sample to the items of the independent variable (strategic planning processes).

No.	Paragraph	Arithmetic mean	standard deviation	rank
1	Setting a clear vision of planning processes with the participation of employees within the ministry	3.68	0.88	High
2	Seeing a scenario for the future of work in the ministry, taking into account the current situation in the ministry.	3.88	0.89	High
3	Laying out a vision that unites internal and external efforts for a better future work in the ministry.	3.92	0.85	High
4	Putting out the vision that emphasizes the principle of team unity.	3.78	0.82	High
5	Putting out a vision that enables identifying strengths	3.66	0.92	Average
6	Developing and designing the mission clearly and accurately.	3.45	0.93	Average
7	Explaining in the mission the main purpose of the ministry's work and defining the long-term business goals	3.33	0.74	Average
8	Considering the task applicability, taking into account challenges and confrontation, and maximizing the use of available capabilities and resources.	3.89	0.77	High
9	Describing the tasks and goals of the ministry as well as the methods of achieving them to the audience.	4.01	0.87	High
10	Taking into account organization's mission, community philosophy, standards, values, beliefs and traditions.	3.85	0.98	High



No.	Paragraph	Arithmetic mean	standard deviation	rank
11	The Ministry takes into account its mission, community philosophy, standards, values, beliefs and traditions.	4.02	0.88	High
12	The Ministry determines in its mission the relationship between the external environment and itself.	4.00	0.86	High
13	The Ministry works in developing various methods and plans to meet future challenges.	4.21	0.78	High
14	The Ministry sets specific goals that are accurate, measurable, and achievable with the participation of staff.	3.98	0.76	High
15	The Ministry sets equally clear goals for all its employees.	3.44	0.74	Average
16	the Ministry sets both flexible as well as resilient goals for unexpected changes.	3.68	0.79	High
17	The Ministry identifies the strengths and weaknesses within its internal environment.	3.58	0.89	Average
18	The Ministry is working to improve the material and human resources available.	3.69	0.82	High
19	The Ministry determines the training needs of employees.	3.66	0.80	Average
20	The Ministry is concerned with the psychological and social needs of its workers.	3.22	0.83	Average
21	The ministry ranks its competitive position among other ministries.	3.89	0.77	High
22	The Ministry constantly monitors the efficiency of its buildings, furniture and equipment.	3.55	0.79	Average
23	The Ministry seeks to resolve any issues facing those involved.	3.97	0.89	High
24	The Ministry identifies external environment opportunities.	3.80	0.93	High
25	The Ministry has sufficient understanding of threats in the external environment to prevent or limit its impact.	3.78	0.78	High
No.	Paragraph	Arithmetic mean	standard deviation	rank
26	The Ministry carefully examines the strengths and weakness its internal environment.	3.58	0.88	Average
27	The Ministry is considering the use of local community institutions and the extent of benefiting from these institutions.	3.68	0.83	High
28	The Ministry carefully studies importance of media in helping spreading awareness about the activities and services the ministry offers.	3.89	0.82	High

29	The Ministry recognizes the rapid technological changes and their potential impact.	3.99	0.88	High
30	The Ministry has developed a clear vision for itself.	3.92	0.93	High
31	The Ministry has defined goals tailored to the needs of society.	3.91	0.81	High
32	The Ministry allows all employees to actively participate in formulating goals.	3.87	0.83	High
Overall average		3.77	0.84	High

The above table illustrates a range between (3.22) with an average level and (4.21) with a high level in the arithmetic averages of the degree of application of strategic planning operations and the estimates of the sample individuals from the administrators working in the ministry.

Paragraph No. (13) Which states: "Specific goals that are accurate, measurable, and achievable with the participation of employees in the Ministry" obtained the highest arithmetic average of (4.21) with a high level, while Paragraph No. (20) which states: "The ministry ranks high among other ministries," with a minimum average score of (3.22) with an average level.

Through the average of the arithmetic mean for the estimates of the sample individuals from those working in administration, which is (3.77), it can be concluded that the degree of implementation of strategic planning operations in the ministry was high.

Results related to the dependent variable (Crises Management)

To answer the second question of the study, arithmetic averages and standard deviations were calculated for the responses of the study sample individuals from those working in administration about the paragraphs of the methods of crises management with its dimensions: (cooperation, confrontation, withdrawal, containment) as is shown in the following table:

Table (8) Arithmetic averages and standard deviations of the responses of the sample members on the dimensions of the second axis (crises management)

No.	Dimension	Arithmetic mean	standard deviation	Rank
1	Collaboration style	3.81	0.37	High
2	Confrontational style	4.02	0.51	High
3	Withdrawal method	3.84	0.57	High
4	Containment method	4.00	0.62	High
Overall average		3.92	0.32	High

The previous table shows that the arithmetic averages of the estimates of the sample individuals from the administrators on the methods of crises management applied in the ministry indicate a high degree of application, where the arithmetic averages ranged between (3.81 - 4.02). It can be concluded that the confrontational method in Crises management is the most applied from the point of view of the sample, with a mean average of (4.02) indicating a high degree.

Study hypotheses test

To answer questions 3 and 4 of the study, the hypotheses were tested as follows:

The first main hypothesis:

- H0: There is no statistically significant correlation at the significance level ($\alpha \leq 0.05$) between the degree of use of crises management methods and strategic planning processes from the viewpoint of those working in the administration.
- H1: There is a statistically significant correlation at the level of significance ($\alpha \leq 0.05$) between the degree of use of crises management methods and strategic planning processes from the viewpoint of administrators working in the ministry.

To test this hypothesis, a Pearson correlation test was used to identify the extent of the correlation between the independent variable (strategic planning) and the dependent variable (Crises Management Methods) and Table (9) shows the results of this test.

Table (9) Pearson Correlation for the Relationship between Strategic Planning and Crises Management Methods

	Crises Management Methods	
	Correlation value	Significance level
Strategic Planning	0.749	0.000

The above table indicates a high positive correlation relationship in the value between the two variables reaching (0.749); this indicates a statistically significant level (0.00), which is less than the statistically acceptable error, indicating that the higher the degree of application Strategic planning operations, the higher the degree of application of crises management in the Jordanian Ministry of Health.

Based on this result, it is possible to reject the first major zero hypothesis, and accept the alternative hypothesis that states: (There is a correlation relationship with statistical significance at the level of significance ($\alpha \leq 0.05$) between the degree of use of crises management methods and strategic planning processes from the viewpoint of administrators working in the Ministry of Health Jordanian)

The second main hypothesis

- H0: There is no statistically significant effect at the significance level ($\alpha \leq 0.05$) for strategic planning in the degree of using crises management methods from the point of view of the administrators working in the Jordanian Ministry of Health.

- H1: There is a statistically significant effect at the significance level ($\alpha \leq 0.05$) of strategic planning in the degree of using crises management methods from the point of view of the administrators working in the Jordanian Ministry of Health.

To test this main hypothesis, the Simple Regression test was used for the effect of the independent variable (strategic planning processes) on the dependent variable (crises management methods) at a confidence level of at least 95%, and an error rate of no more than 5%, as shown In Table (10).

Table (10): Results of applying the regression equation for the impact of strategic planning operations on crises management methods.

dimension	β	T	Statistical significance	R	R ²	F	Statistical significance
Crises management methods	0.249	3.123	0.002	0.487	0.350	8.459	0.000

The above table indicates that there is a statistically significant effect at the level of significance ($\alpha \leq 0.05$) for strategic planning operations on crises management methods, as the value of the correlation coefficient (R) (0.487) is a statistically significant value and indicates the degree of statistically significant correlation between the independent variable (Strategic planning operations) and the dependent variable (Crises management methods), and the value of the interpretation factor (R²) (0.350), which is a statistically significant value that explains the degree of impact of strategic planning operations has on crises management methods; meaning that the application of strategic planning operations explains its ratio (35.0%) from the change in crises management methods.

Further, the value of (F) was (8.459), which is a statistically significant at (0.000) and indicates that there is a variation in the ability of the independent variable (strategic planning operations) to influence crises management methods as a dependent variable, and thus reject the nihilism second hypothesis, and accept the true hypothesis that There is a statistically significant effect at the level of significance ($\alpha \leq 0.05$) of strategic planning in the degree of use of crises management methods from the point of view of administrators working in the ministry.

Discuss the results

1. There is a high degree of strategic planning operations in the Jordanian Ministry of Health; indicating the ministry's interest in implementing these operations, especially with regard to setting specific goals that are accurate, measurable and achievable with the participation of employees in the ministry, and an interest in setting different methods and plans to meet future challenges.
2. There is a high level of crises management methods at the Jordanian Ministry of Health where the confrontational method was mostly applied through the use of a set of tools to overcome, contain, and/or mitigate as much damage as possible. This emerges as a result of the ministry's awareness of the role crisis play not only in restraining its work efficiency but also in limiting its performance.
3. There is a statistically significant relationship at the level of significance ($\alpha \leq 0.05$) between the application of strategic planning processes and crises management methods in the Jordanian Ministry of Health.
4. There is a statistically significant effect at the level of significance ($\alpha \leq 0.05$) of strategic planning in the degree of using crises management methods from the viewpoint of administrators working in the Jordanian Ministry of Health.

Recommendations

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

1. Consideration should be given to the application of strategic planning operations as a result of its significance in management in general, and crises management methods in particular.
2. Highly qualified human cadres should be provided in organizations to implement strategic planning operations and develop precautionary plans in advance to crises in the Ministry of Health.
3. Developing and applying modern policies and procedures in the field of crises management methods, in addition to setting up unified and comprehensive planning programs at all job levels for the purpose of improving the efficiency of dealing with crises.



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