

Review Article

The Effect of Strategic Planning on Crises Management in Jordanian Food Industries Companies

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Abstract - The study aimed to test the impact of strategic planning on crisis management in Jordanian food industry companies. The strategic planning measurement was based on a scale consisting of five dimensions: vision, mission, objectives, strategies, and policies, while crisis management was measured through five stages: warning signals discovery, preparedness, and prevention, damage containment, restoring activity, and learning. The study was conducted on a sample of (137) managers. The study used descriptive and analytical statistical methods to test the data, including simple and multiple linear regressions. The study found medium levels in the application of strategic planning dimensions, and similar companies dealt with the stages of crisis management at medium levels. The results also indicated a significant effect of strategic planning on crisis management in Jordanian food industries.

Keywords - Strategic Planning, Crises Management, Food Industries, Jordan.

I. INTRODUCTION

Strategic planning is the cornerstone of any organization, as planning has developed as a scientific and conscious practical method for managing the organization's resources to achieve its goals. This development has reached modern concepts of strategic planning. Strategic planning is an important and basic factor. The only and main way for organizations to achieve their goals is to know the extent of their current and future capabilities and provide their requirements and stability. Planning works to link it with the environment in which it operates, and this matter helps it to its optimal choice of strategies to deal with the surrounding variables and their complexities that represent opportunities and threats. The optimal planning is to exploit strengths and avoid weaknesses in the internal environment.

Strategic planning is one of the elements of strategic management. It determines the future direction of the

organization, and how to achieve this direction. It is the process by which senior management members can develop a vision for the organization's future direction and then determine the plan, policies, procedures, and working methods of that vision and put it into practice. Strategic planning is the best solution to all problems facing organizations.

Crises have become a basic feature in organizations, as every organization does not escape the impact of the crises. The matter has increased the interest in the strategic planning process because it is the main element to confront these crises and adapt to sudden changes that are challenged without prior warning, so strategic planning to confront these crises requires It is for the organizations to work hard to create a means to discover their future opportunities, and to avoid risks and crises, whether at the level of the organization or the state and through that we can define crisis management planning as an organized, continuous process subject to codified controls that take place early before the perceived timing of potential crises.

Crisis management has become one of the most important areas of knowledge that has witnessed a great expansion. These studies have expanded to include several aspects, the most important of which are crisis planning and crisis prediction. Crisis management is, in its essence, a mixture of skills that a crisis leader must possess to Avoiding their occurrence and planning to situations that cannot be avoided, and this is considered manage a system applied to deal with sudden cases that may occur to control the negative consequences and consequences that may result from them in the organization.

II. STUDY PROBLEM AND QUESTIONS

The problem of the study is represented in the effect of strategic planning on crises management faced by food companies in Jordan, and to identify the basic role which is the importance of strategic planning and its dimensions, in



addition to the elements of effective strategic planning, to reduce the risks and crises that these companies face. The study problem with the following question:

1. What is the effect of strategic planning on crisis management in Jordanian food companies?
2. What is the important level of strategic planning in Jordanian food companies?
3. What is the important level of crisis management in Jordanian food companies?

III. STUDY IMPORTANCE

This study has dealt with strategic planning and its impact on crisis management. These two variables are considered modern concepts in management literature and have received great attention from researchers. They are in a state of continuous development. This study contributed, even if something simple, to the theoretical side of these concepts, especially those related to strategic planning. Where the researcher tries to address what has been written about this concept to be used by researchers.

The study subject deals with verifying the extent of strategic planning effect on crisis management in an important sector of Jordanian economy, which is the Jordanian food companies' sector. The researchers believe that the results that can be reached through this study will draw officials' attention in the administrations of food companies to the issue of strategic planning and defining crisis management. The importance of the study is also represented in the recommendations it makes for this important economic sector.

IV. STUDY OBJECTIVES

1. Identify the important level of strategic planning in Jordanian food companies.
2. Recognizing the importance level of crisis management in Jordanian food companies.
3. Knowing the effect of strategic planning on crisis management in Jordanian food companies.

V. THEORETICAL FRAMEWORK

A. Strategic Planning

Most organizations recognize the importance of strategic planning, which plays the main role in its long-term survival and growth. From this matter, planning is a phased mechanism for management. It is considered any administrative process carried out by the organization, as strategic planning helps organizations do better work and direct their energies. It can be said that strategic planning means a process in which the method of the organization's access to what it is seeking is determined, and at the same time, the process of determining what the organization will do to accomplish its goals and achieve them (Al-Ghalabi & Idris, 2015, 64, 101). Strategic planning and the resulting long-term goals, and the medium and short-term goals that follow, transforming them into programs, policies, activities, and implementation plans, which constitute the basic role in

the life of competitive organizations, and this matter requires organizations to analyze all the prevailing local and international situations. They must study the changing needs of the organization's work continuously, which is represented in studying the opportunities and threats it faces during carrying out its work, knowing its internal capabilities and capabilities, and identifying the organization's internal strengths and weaknesses. After that, the organization seeks to develop appropriate strategies to adapt to the available data, such as exploiting available opportunities and overcoming all threats it faces to maintain its continuity.

The importance of strategic planning has increased in the era of globalization and technological progress, the changes that occur in the business environment, the successive changes, and intense competition in the business environment. For all this, the organization is concerned more than ever before to be aware of everything outside its borders, including international economic changes and data. Strategic planning is the best solution for the organization's achievement of its goals, its acquisition of administrative differentiation, the strength of competition, its stability, survival and growth, and its ability to face various environmental challenges, which are trying to weaken its ability or miss environmental opportunities (Al-Gharyri, 2018, 41).

Most researchers and writers in the administration agree that there are five main and important components of the strategic plan, which are the vision, mission, goals, and environmental analysis, which works on analyzing the external environment to identify the most important challenges and obstacles facing the organization, and internal analysis to identify the strengths and weaknesses of the organization (Sheikhly, 2013; Al-Aqili, 2011, 316; Al-Janabi, 2014).

According to Al-Zoubi (2012), another component of the strategic plan is represented in the option, which acts as a reference in the sequential process related to the steps in which strategic alternatives are presented to face certain situations. In this study, the researcher adopted the five main strategic planning components, which will be dealt with in some detail.

a) Vision: at this stage, a vision and perceptions of the organization are set for what it hopes to achieve in the future, or what the situation will be in the future, and it can be said that looking at these perceptions as aspirations and dreams for what is hoped to be achieved, and this matter requires concentrating efforts to reach. From here, the first step that begins the processes of developing strategic and tactical plans (Al-Sakarnah, 2010, 134). The importance of the vision is that it is the cornerstone of building a successful organization's strategy because it defines its visions and clear and accurate mental developments so that you can see the long-term goals that the organization is supposed to pursue. And what will you do in the future (Al-Karkhi, 2010, 78)?

b) Mission: they are the sentences and phrases that define the organization's mission to know that it is in existence. It is considered the main goal point towards which all the organization's strategies must be directed, as the organization's mission clarifies the organization's products and who are the beneficiaries of these products. The message should be clear. It should clarify the organization's goals, especially those related to continuity and growth, and carry within it the philosophy that guides decision-making processes (Al-Sakarnah, 2010, 137). As for Al-Karkhi (2009), he says that the letter is a short phrase with few paragraphs easy to remember, explaining the reason for the existence of the organization, depicting its goals and objectives, and guiding management and employees when making critical decisions related to the direction of the organization and its activities in the future.

c) Objectives: setting goals for any activity is one of the important issues in planning, as it is the path that shows the steps that will be taken by the organization, and it helps it to know what is required to be achieved in the future. Setting goals is one of the types of confrontation with the challenges that arise with all individuals and organizations. This matter reflects the required levels of due achievement to achieve the success of the organization's mission. When all the goals drawn by the organization are achieved, this indicates that the organization has successfully achieved its mission. From this standpoint, the relationship between goals and mission must be tight to express the organization's real needs. From here, the goals must be viewed as a short word taken from the message that has been expanded to express what the mission wants to achieve, and with it, the message becomes concrete and realistic (Al-Karkhi, 2010, 242.)

d) Strategies: when the organization decides to establish new business units, it must also determine the mix of units and their relationship to them, and these and other issues are considered important issues and fall within the interest of the so-called strategy as a single entity, and this means that the strategy focuses on choosing the general course, which is important, especially for a company that includes several business units, including one that consists of one business unit. In addition to defining the strategy towards competitors, you need to define the strategy for the direction of the organization's growth as an integrated entity and the method of achieving growth. The organization's higher strategy is concerned with determining the business group that the organization works in or out of it. Thus it determines the general direction of the organization (Dorra & Jaradat, 2014, 172).

e) Policies: it is the set of principles and rules that govern the workflow of the organization, which are defined by the management, and they are guided by workers at all different levels when making decisions and actions related to achieving goals, and there is a difference between policy and

goal, so the goal is what it wants to achieve. As for politics, it is the only guide for choosing the path that helps to reach the goal. Policies are considered as a guide for individuals in their actions and decisions within the organization, as they express the management's tendencies in determining the type of behavior required by individuals during their performance of work, and it is very important that strategic planning is linked to the policy (Al-Masry, 2015, 71).

B. CRISIS MANAGEMENT

Crisis management is one of the modern and renewable terms in the science of management, and it means the continuous administrative process, which is concerned with predicting potential crises that may occur through sensing and monitoring changes in the internal and external environment, and working to mobilize available resources and capabilities for the purpose of preventing the occurrence of the crisis, or preparing to deal with crises with the greatest possible efficiencies and effectiveness, and in a way that achieves the least possible damage to organizations, businesses, the environment and workers, with the need to return to normal conditions as soon as possible, with the least losses, and in the event of a crisis, leaders, decision-makers, and those in charge of crisis management must work to reformulate mental images of previous pre-crisis situations, where if the crisis is successfully resolved, success continues with a new mental image of the situation, drawing on previous lessons, avoiding mistakes that occurred in the past, and working on full preparedness to face crises (Maher, 2006, 21). Faikheimer and Heide (2010) defined crisis management as a set of functions or processes based on identifying, studying, and forecasting the crisis's issue.

Haji (2005, 429) defined it as the science that cares about forecasting and expectations, building capacity to face what might happen or working to reduce risks, benefit from lessons and remove symptoms and causes. Crisis management was defined as the application of design strategies that work to assist the organization in which a negative imbalance occurred, and suddenly as a result of an unpredictable event, or an unexpected consequence of some event that was a potential risk, which requires that decisions be taken quickly to limit the damage caused. It has joined the organization while working to determine the leader to be fully responsible in the event of a crisis (Margaret, 2013, 3). Writers and researchers almost collect on the stages of crisis management (Goda, 2017; Penuel, Statler & Hagen, 2013), which are as follows:

a) Warning signals discovery: the crisis often sends warning signals early before it occurs, and if the organization's management is interested in these repeated signals, this will help the organization to manage the crisis well, with attention to the difference in these signals according to the type of crisis and the surrounding circumstances. Early warning systems are tools that give indications of the likelihood of an imbalance that could develop and turn into a crisis, and many

signs and signals can predict the crisis, including technological changes, political changes, legislation, economic changes, and delegation of authorities without internal control. The failure to keep pace with the environment changes, the lack of administrative competencies, and the ineffectiveness of the strategic plans put in place (Goda, 2017, 166-167).

b) Preparedness and prevention: preparedness and prevention by developing plans and scenarios to prevent the crisis or reduce its risks. This action is carried out through the higher management's efforts in developing plans and strategies that contribute to confronting the crisis, addressing it, and reducing its severity. One of the stages of preparation is providing the material and human capabilities necessary to avoid the occurrence of the crisis, developing a set of scenarios to face its effects, in addition to working on forming new relationships within the external environment, and continuing interest in the communication process, which has an active role in helping the organization out of the crisis with the simplest possible losses and work on setting appropriate plans, developing the infrastructure, and preserving all these means, thus reducing the losses of the crisis (Penuei et al., 2013, 65-68).

c) Damage containment: this stage comes after the crisis's actual occurrence and the occurrence of damages, where the organization tries to reduce the losses. The efficiency of this stage depends largely on the stage of preparation and preparation to avoid the occurrence of the crisis. This matter is related to counting the negative effects of the crisis after its occurrence due to the failure of all plans drawn for it. At this stage, the level of competencies and information greatly impacts how to exploit the situation (Goda, 2017, 166-167).

d) Restoring activity: the organization at this stage returns the conditions and levels of activity to what they were before the crisis, where the focus is on restoring what happened because of the crisis and its repercussions, in addition to intensifying the existing plans for crisis management by studying the situations and events in that crisis and making use of them in the process. Preparing plans, programs, and internal organization in the organization leads to an increase in the organization's ability to restore its activities and not fall into them in the future. (Penuel et al., 2013, 65-68).

e) Learning: it is the post-crisis stage, where the organization studies and analyzes the events that coincided with its passage in the crisis and benefits from lessons and how to use this experience to improve its capabilities to face future crises. At this stage, the organization is required to employ the experiences developed during the previous crisis to predict and treat any future crises. It is known that every crisis produces some lessons and experiences that should be used in the process of treatment, reform, and development (Penuel et al., 2013, 65-68).

VI. LITERATURE REVIEW

The concept of crisis management has received researchers' attention, and the relationship between strategic planning and crisis management has received many studies. The study conducted by Dhani (2018) aimed at measuring the impact of strategic planning in managing the crisis. The results indicated a relationship between strategic planning and crisis management, where strategic planning can be viewed as a first mechanism and crisis management. Jafar's study (2017) showed that strategic planning affects reducing the crises that employees face in public institutions and an impact of strategic planning in crisis management. In the same context, the study conducted by Abdul Qadir (2017) concluded that there was a large spread of rumors at the time of the crisis, and the ambiguity of the role of the concerned party in managing the crisis, with a centralized decision-making method, and the absence of clear strategic planning to face the crisis. As for the study of Samana and the servants (2017), its results indicated a clear interest in the processes related to strategic planning in dealing with crises, and there are differences in the assessment of employees due to the gender variable favor of males. The study also found no differences according to employee estimates of crisis management methods due to the variable of age and educational level. In another study conducted by the Al-Grala (2016), its results showed the existence of an effect of strategic planning in crisis management and the existence of significant differences in the responses of the study sample towards the level of application of strategic planning to crisis management due to the scientific qualification variable. The study of Al-Kubaisi and Hussein (2012) showed that employing strategic planning with all its indicators in managing the crisis reduces the losses resulting from it, and the contribution of the change in strategic planning creates more positive changes in the effectiveness of crisis management and increases if it is done through the stages of crisis management. Ghazi's study (2017) also indicated a significant correlation and influence between strategic planning processes and crisis management methods. The relationship was negative between strategic planning and the escape method and positive between strategic planning and the style of confrontation, cooperation, and containment. The study of Al Shobaki, Abu Amuna, and Abu Naser (2016) indicated top management provides the necessary human resources for strategic planning but without financial support. There are shortcomings in the way the organization manages crises before and after their occurrence. The study also found that crisis management is practiced only during a crisis. As for the study of Zulkarnaini, Sarip, and Rajab (2019), it was concluded that human resource development should act as a central player in helping organizations understand the importance of human resource development interventions in strengthening crisis management in organizations.

VII. STUDY HYPOTHESES

- H1: There is a significant effect of strategic planning on crisis management in Jordanian food companies.
- H2: There is a significant effect of strategic planning on warning signals discovery in Jordanian food companies.
- H3: There is a significant effect of strategic planning on preparedness and prevention in Jordanian food companies.
- H4: There is a significant effect of strategic planning on damage containment in Jordanian food companies.
- H5: There is a significant effect of strategic planning in restoring activity in Jordanian food companies.
- H6: There is a significant effect of strategic planning on learning in Jordanian food companies.

VIII. METHODOLOGY

A. Sample And Data Collection

The study population was represented by (291) managers in the Jordanian food industries companies registered in the Amman Stock Exchange. A simple random sample of (165) managers was selected, and the questionnaire prepared to collect data was distributed through direct visits to these companies. After the distribution process, (137) valid questionnaires were retrieved for analysis.

B. Measurements

To measure strategic planning, the study relied on the scale used by Al-Zoubi (2012) and consisting of (24) phrases. To measure crisis management, the scale presented in the study Penuei et al. (2013) consisting of (20) statements was used. Table (1) refers to testing the reliability of the two scales using the Cronbach Alpha coefficient. The results indicate that all values exceeded (0.70) as the lowest reliability value that can be adopted for the validity of data analysis (Sekaran & Bougie, 2012, 325).

IX. RESULTS

Table (1) shows the results of the descriptive analysis of the study data, as it showed that there are medium levels of strategic planning dimensions, preceded by the objectives with a mean of (3.24) and a standard deviation (0.69), and the lowest for the mission with a mean (3.06) and a standard deviation (0.71). The damage containment phase was the most important for crisis management, with a mean (3.19) and a medium level, and the least important for learning, with a mean (2.88) and a medium level.

Table 1. descriptive results

Variable	items	alpha	mean	std.
Vision	5	0.82	3.20	0.62
Mission	5	0.77	3.06	0.53
Objectives	5	0.85	3.24	0.75
Strategies	5	0.78	3.17	0.66
Policies	4	0.88	3.12	0.60
Warning signals discovery	4	0.84	2.87	0.57
Preparedness and	4	0.86	2.92	0.95

prevention				
Damage containment	4	0.82	3.19	0.74
Restoring activity	4	0.89	2.88	0.67
Learning	4	0.81	2.91	0.93

H1: There is a significant effect of strategic planning on crisis management in Jordanian food companies. Table (2) shows the effect of strategic planning on crisis management using multiple linear stepwise regressions. The results in the first model indicate that there is an impact of policies on crisis management, as it reached a value of ($R^2=0.12$), a value of ($F=38.85$), and a significant level of ($Sig.=0.00$). The value of ($B=0.27$) and the value of ($T=6.07$) had a significance level of ($Sig.=0.00$). In the second model, after adding strategies to policies, the impact increased to become ($R^2=0.18$) and reached a value of ($F=27.90$) and a significant level of ($Sig.=0.00$). In the third model, after adding the objectives to the policies and strategies, the impact increased to become ($R^2=0.20$) and the value of ($F=21.34$) and the level of significance ($Sig.=0.00$). Concerning the vision and mission, it was found that they have no significant impact on crisis management.

Table 2. effect of strategic planning on crisis management

mod el	Dimensio ns	B	T	Sig	R ²	F	Sig
1	Informati on availability	0.27	6.07	0.00	0.12	38.85	0.00
2	Informati on availability	0.25	5.72	0.00	0.18	27.90	0.00
	Knowled ge possession	0.24	4.08	0.00			
3	Informati on availability	0.22	4.71	0.00	0.20	21.34	0.00
	Knowled ge possession	0.20	3.26	0.00			
	Resource mobilizati on	0.16	2.64	0.00			

H2: There is a significant effect of strategic planning on warning signals discovery in Jordanian food companies. Table (3) indicates the impact of strategic planning on warning signals discovery using simple linear regression. It was found that there is a significant relationship between strategic planning on warning signals discovery, the

correlation value was ($r=0.46$) and the value ($r^2=0.21$), meaning that strategic planning explains a percentage (21%) of the variance in warning signals discovery, amounting to ($f=71.71$) and the level of significance ($sig.=0.00$).

Table 3. effect of strategic planning on warning signals discovery

r	r ²	b	f	sig.
0.46	0.21	0.49	71.71	0.00

H3: There is a significant effect of strategic planning on preparedness and prevention in Jordanian food companies. Table (4) indicates the effect of strategic planning on preparedness and prevention using simple linear regression. It was found that there is a significant relationship to strategic planning in warning signals discovery, the correlation value was ($r=0.32$) and the value ($r^2=0.11$), meaning that strategic planning explains (11%) of the variance in preparedness and prevention, amounting to ($f = 30.91$) and a significant level ($sig.=0.00$).

Table 4. effect of strategic planning on preparedness and prevention

r	r ²	b	f	sig.
0.32	0.11	0.25	30.91	0.00

H4: There is a significant effect of strategic planning on damage containment in Jordanian food companies. Table (5) shows the effect of strategic planning in containing damage using simple linear regression. It was found that there is a significant relationship for strategic planning in warning signals, the value of the correlation was ($r=0.35$) and the value ($r^2=0.12$), meaning that strategic planning explains a percentage (12%) of the variance in the containment of damages, amounting to ($f=36.85$) and a significant level ($sig.=0.00$).

Table 5. effect of strategic planning on damage containment

r	r ²	b	f	sig.
0.35	0.12	0.27	36.85	0.00

H5: There is a significant effect of strategic planning on restoring activity in Jordanian food companies. Table (6) presents the effect of strategic planning on recovering activity using simple linear regression. It was found that there is a significant relationship to strategic planning in the warning signals, the correlation value was ($r=0.30$) and the value ($r^2=0.09$), meaning that strategic planning explains a percentage (9%) of the variance in the recovery of activity ($f=25.47$) and the level of significance ($sig.=0.00$).

Table 6. effect of strategic planning on restoring activity

r	r ²	b	f	sig.
0.30	0.09	0.27	25.47	0.00

H6: There is a significant effect of strategic planning on learning in Jordanian food companies. Table (7) indicates the effect of strategic planning on learning using simple linear regression. It was found that there is a significant relationship to strategic planning in the warning signals, the correlation value was ($r=0.53$) and the

value ($r^2=0.28$), meaning that strategic planning explains a percentage (28%) of the variance in learning ($f=100.67$) and the level of significance ($sig.=0.00$).

Table 7. effect of strategic planning on learning

r	r ²	b	f	sig.
0.53	0.28	0.49	100.67	0.00

X. DISCUSSION

The study tried to examine the effect of strategic planning on crisis management in Jordanian food industry companies. After conducting a descriptive and analytical analysis, the researchers found that there are levels of medium importance in the Jordanian food industries companies' strategic planning. These companies give the greatest attention to setting objectives. This may be because setting objectives is considered one of the traditional activities of all types of companies compared to the vision and mission. According to the objectives, they have defined the paths the company travels, which helps determine what it wants to achieve in the distant future. Setting and achieving the company's objectives will positively affect the company's achievement of its mission and vision. The results indicated that there are medium levels of company interest in crisis management. The focus was on the phase of damage containment. Companies do not care much about following up warning signals discovery that precedes the crisis's actual occurrence. If they feel that a crisis will occur, their preparedness is not at the required level. Still, it is active in the stage damage containment, after the actual crisis has occurred. The damage has occurred, which results in the crisis achieving its objectives, represented by the great damage that the company is exposed to. Despite all of this, companies do not give proper attention to taking lessons from their experience of going through the crisis. They do not learn from past crises, believing that every crisis they are going through is the last crisis.

The results showed that there is an effect of strategic planning in crisis management, meaning that if the company thinks and prepares for its future, defines it for its vision, mission, and formulates its goals in a way that enables it to achieve the vision and mission and develop its appropriate strategies for its material and human resources, this enables it to face better the crises that can occur. Policies, strategies, and objectives had the largest impact on these companies' ability to manage crises. As for the mission and vision, their effect was not significant. The results also indicated a significant effect of strategic planning in all stages of crisis management, from the stage of warning signals discovery until learning from the negatives and positives of the crisis period. Preparing the company for the future must consider the negative and positive aspects that the company can go through, which enables it to predict the occurrence of crises and determine how to face them.

XI. RECOMMENDATIONS

1. The Jordanian food industry companies must define their general future paths for their growth as an integrated entity defined in that they will enter into the future and the activities that will emerge from them and define the necessary scenarios to accomplish this.
2. The companies should define the principles and rules that govern the conduct of their work and guide the workers at various levels when they need to make decisions or perform actions related to the achievement of goals.
3. Companies must realistically define what they want to achieve, especially concerning quantitative goals, using all past and current information available to them, using information technology that enables management to define its goals with a high accuracy level.
4. Companies must give importance to all stages of crisis management, and most importantly of all, is to learn from past crises, take lessons and gain experiences by studying and analyzing the events that the company went through during the crisis, whether they were positive to benefit from them or negative to avoid them.

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