

The impact of crisis management strategies on organizational health: field study in the banking sector in Assiut Governorate

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Abstract: Organizational health is one of the administrative trends that focus on the organization ability to grow and develop in various work environments and interact with circumstance changes to achieve a better description than competitors. And in order to do this, there must be a system to manage various crisis that organizations may be exposed to, especially in the banking sector, which faces many crises in light of the rapid development in the work environment of this sector. Therefore, this research aims to identify the impact of crisis management strategies on organizational health in the banking sector in Assiut Governorate, and the research problem was represented in the following question: Do crisis management strategies affect organizational health in the banking sector in Assiut Governorate? The research relied on the descriptive analytical method, and the Pearson test was used to measure the correlation between the study variables and the dimensions of each of them. The research also used the regression coefficient to predict the relationship between the independent variable and the dependent variable of the study. The data was collected using a survey list prepared for the purpose of the study, and 286 lists were recovered at a rate of 74%. The study reached several results, the most important of which are: The degree of practicing of both crisis management and organizational health strategies came to a high degree, with the average value for each of them reaching 3.741 and 3.693 in sequence. It was also found that there is a significant impact of all crisis management strategies on organizational health, and the research recommended the need to develop an integrated system for crisis management which is able to deal with crisis, in addition to the need to provide a supportive environment for organizational health.

Keywords: crisis management strategies, organizational health, banking sector.

أثر استراتيجيات إدارة الأزمات على الصحة التنظيمية دراسة ميدانية على العاملين في قطاع البنوك بمحافظة أسيوط

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المستخلص: تعد الصحة التنظيمية أحد الاتجاهات الإدارية التي تركز على قدرة المنظمة على النمو والتطور في بيئات العمل المتنوعة والتفاعل مع التغيرات في الظروف بما يحقق وضعاً أفضل من المنافسين، وحتى تتمكن المنظمة من ذلك فلا بد من وجود نظام لإدارة الأزمات المختلفة التي قد تتعرض لها المنظمات خاصة في القطاع المصرفي الذي يواجه العديد من الأزمات في ظل التطور السريع في بيئة عمل هذا القطاع. وعلى ذلك فإن البحث الحالي يهدف إلى التعرف على أثر استراتيجيات إدارة الأزمات على الصحة التنظيمية في قطاع البنوك بمحافظة أسيوط، وتمثلت مشكلة البحث في التساؤل التالي: هل تؤثر استراتيجيات إدارة الأزمات على الصحة التنظيمية في قطاع البنوك بمحافظة أسيوط. اعتمد البحث على المنهج الوصفي التحليلي، وتم استخدام اختبار بيرسون لقياس علاقات الارتباط بين متغيري الدراسة وأبعاد كل منهما، كما استخدم البحث معامل الانحدار للتنبؤ بالعلاقة بين المتغير المستقل والمتغير التابع للدراسة.

اشتملت عينة البحث على 384 مفردة من العاملين في البنوك في محافظة أسيوط، وقد تم جمع البيانات باستخدام قائمة استقصاء أعدت لغرض الدراسة، وتم استرداد 286 قائمة بنسبة 74%. وتوصلت الدراسة إلى عدة نتائج من أهمها: أن درجة ممارسة كل من استراتيجيات إدارة الأزمات والصحة التنظيمية جاءت بدرجة مرتفعة حيث بلغت قيمة المتوسط لكل منهما 3.741 و3.693 على الترتيب، كما تبين وجود تأثير معنوي لجميع استراتيجيات إدارة الأزمات على الصحة التنظيمية، واستنادا للنتائج أوصت الباحثة بضرورة وضع نظام متكامل لإدارة الأزمات لديه القدرة على التعامل مع الأزمات، بالإضافة إلى ضرورة توفير المناخ الداعم للصحة التنظيمية.

الكلمات المفتاحية: استراتيجيات إدارة الأزمات، الصحة التنظيمية، قطاع البنوك.

1- Introduction:

The banking sector enjoys special importance as one of the main pillars in building the economic structure of any country, and because of its direct impact on the development movement through the support and activation it provides to various economic and social fields. Also, the banking sector is one of the sectors that face the most continuous difficulties and challenges represented in the severe competing (Al- Sayed, 2014: 537- 601) which imposes the organization that belong to that sector the necessity of seeking to apply modern administrative methods that enhance their ability to keep pace with the successive developments in the work environment and support their ability to adapt, survive, compete, and achieve their goals efficiently and effectively, which refers to the organizational health concept (Keller and Price, 2011: 1- 13 ;Hoy and Miksell, 1992: 1- 35). This concept directs the resources and capabilities of the organization to overcome the challenges. It also seeks to provide a positive organizational climate that achieves integration between the goals of the organization and the goals of employees (Al- Subaii, 2016: 325- 380). Administrative thought abounds in many administrative approaches that can support the organizational health of the organization. And the most important approach of these approaches is crisis management strategies as a scientific tool that rely on a set of mechanisms and methodological steps to confront crisis, as it is based on a combination of multiple skills that should be displayed by managers of crisis in order to deal and manage them efficiently and effectively.

2- Research problem

The banking sector faces many problems and challenges that affect its stability and success in performing its role as one of the economic strengths of the state which may affect the banks that belong to this sector making them less able to respond to events, developments and crises that occur in their environment and then affect their efficiency in fulfilling their obligations either towards its customers or its employees. Thus, many studies have indicated that there are problems that the banking sector suffers from, for example:

- There is a defect in the basic role of this sector represented in financial intermediation, so the volume of its production of loans did not increase to meet the growth in its financial resources.

Additionally, most of these resources went to the government sector, excluding other sectors (Metwally, 2019, pp. 117- 154).

- The existence of fluctuations in the financial indicators of Egyptian banks as well as deficiencies in accurately assessing the performance of banks (Ahmed, 2018, pp. 662- 685).

Also, the study of (Muhammad, 2014, pp. 45- 72) pointed to the problems of the high cost of services provided to customers in Egyptian banks and the lack of interest of managers in investing the capabilities and potentials of current employees or exploring new capabilities they have in terms of giving new innovative ideas for the sake of providing new services or developing the current ones.

- The reality confirms that there are some weaknesses in the performance of banks according to global statistics. There are approximately 360 services provided to bank clients at the global level while what the various Egyptian banks provide does not exceed 15% at the most of the volume of banking services worldwide. Decreased technical expertise and skills of some workers in the field of banking services.

Finally, the system followed in banks and the pressure that workers are working under are; indeed, limiting their ability to innovate (Al- Sayed, 2014: 537- 601).

From the above, it is obvious that there is a deep need to adopt a clear methodology and a specific system in order face crisis, a methodology that is based on a set of effective crisis management strategies that ensures the organization access to the level of organizational health in terms of the ability to stay, maintain balance, improve performance and achieve the goals of the organization as well. Studies have confirmed that, generally, the most successful countries in avoiding crisis or rapidly recovering from them are the ones which are most readily countries to diagnose problems, estimate losses and most readily to take actions in order to prevent any crisis from happening and work to alleviate these crisis (Abdullah, 2001: 86) Based on this, the research problem can be formulated in the following question: Do crisis management strategies affect the organizational health in the banking sector in Assiut?

3- Research questions

- 1- What is the level of crisis management practice?
- 2- What is the level of organizational health?
- 3- Does crisis management have impact on organizational health in the banking sector in Assiut?

4- Research hypotheses:

The current research seeks to test the validity of the following hypotheses:

H1: There is a high level of practicing crisis management strategies in the banks in question.

H2: There is a high level of organizational health in the banks in question.

H3: There is a significant impact of crisis management strategies on the organizational health of the banks in question. This hypothesis is divided into the following sub- hypotheses:

- H3 a: There is a significant effect of the stopping growth strategy on organizational health.
 H3 b: There is a significant effect of the confrontation strategy on organizational health.
 H3 c: There is a significant impact of the crisis containment strategy on organizational health.
 H3d: There is a significant effect of the path change strategy on organizational health.

5- Objectives of the research:

The objectives of the study are as follows: 1- Knowing the crisis management strategies used in the banking sector in Assiut Governorate. 2- Knowing the level of organizational health in the banking sector in Assiut Governorate. 3- Evaluating the impact of crisis management strategies on organizational health in the banking sector in Assiut Governorate.

6- Significance of research:

The researcher's motivation to apply the current research was the passion about crisis topic. While the issues of crisis is considered one of the turning points in the remaining of organizations, it has been proven that failing in dealing with crisis may lead to heavy losses borne by the organization. On the other hand, we found that good management of crisis may give the organization the opportunity to change in a better way and strengthening its reputation and position as well. In addition, the distinguished handling of crisis may carry the strengthening of the status of organizational health. It can be said that the significance of the research depends on the following aspects: 1- it is exposed to research one of the most important topics in contemporary management thought, which is crisis management. 2- The current study gains its significance from the importance of the topic of organizational health and the competence of the organization in dealing with changes and support for its ability to grow and continue. 3- The importance of the banking sector as one of the vital and pioneering sectors in the Egyptian economy.

7- Research Methodology

7/1 Research method: The research relied on the descriptive and analytical approach due to its suitability to the nature of the research so that it is based on both the theoretical path that depends on secondary data in addition to the field path where data are collected. The research worked on analyzing these data statistically to reach the results, analyze them and to explain the different dimensions of the phenomenon in question as well.

7/2 Research population and sample: The research community is represented in all bank employees in Assiut governorate, which was about 811 individuals, and a random sample of 384 individuals was selected. The sample size was calculated using the following equation (Naing, Winn, and Rusli, 2006:9- 14):

$$n = z^2 p (1 - p) / d^2$$

Where:

n is the sample size

z = 1.96 for a confidence level of 95%

p = expected prevalence or proportion [expressed as a decimal] is that the probability during this study is about 0.50, (If the value of P is unknown then a value of 0.50 is assumed).

d= margin of error 5% for a confidence level of 95%.

$$n = (1.96)^2 * 0.5(1 - 0.5) / (0.05)^2$$

$$n = 384.16$$

The survey lists were distributed among the sample items and 293 lists were retrieved, 7 of which were not valid for Statistical analysis. Accordingly, the number of lists that were subjected to statistical analysis amounted to 286 lists, approximately 74% of the lists distributed.

7/3 Statistical methods: Data was analyzed using Statistical Package of Social Science (SPSS). For this research, the researcher conducted a descriptive analysis of the data variables in order to investigate the validity of the first and second hypotheses, Pearson correlation was used to measure the strength of association among the variables of this research (crisis management and organizational health) and their dimensions and also the direction of the association. In addition, the researcher used simple regression analysis to test the hypotheses and the relationship of the independent and dependent variables in order to identify whether the crisis management predicts the organizational health of the research.

7/4 Research instrument and Data collection: A survey list was designed as a tool to collect the necessary data for the research. It included 37 statements. The study sample attitudes towards crisis management strategies were measured from statement 1- 37 as follows: items (1- 5) Stopping growth Strategy, items (6- 9) confrontation strategy, items (10- 13), crisis containment strategy, items (14- 17), strategy of path change, and the trends of the study sample towards the organizational health variable were measured through dimensions (clarity of purpose, morale, using resources effectively, creativity, Communications efficiency) based on the scale established by Miles (Hoy & Feldman, 1987: 30, Buluç, 2008: 576- 578, Karagüzel, 2012: 9- 10).

Through items from 18- 37, as follows: items (18- 22) clarity of goals, items (23- 26) morale, items (27- 29) using resources effectively, items (30- 33) creativity, and items (34- 37) efficiency of communication. The research instrument relied on the five- point Likert scale, whereby choosing number (5) indicates (completely agree), while no. (1) Indicates a choice (absolutely disagree).

7/5 Research limits:

Data was collected in the period from the first of March 2021 to the end of April 2021. Furthermore, the study was limited to the following four strategies of crisis management: stopping growth, confrontation, crisis containment, and path change. It also was limited to the following five dimensions of organizational health: clarity of goals, morale, using resources effectively, creativity, communication efficiency.

8- Previous studies

- 1- The study of (Braham, Boujadar and Farah, 2019) aimed to clarify the importance of applying crisis management strategies in economic organizations and to shed light on the most important concepts related to crises, their classifications and their various stages, and also focus on the mechanism of facing crises through the application of the concept of crisis management. Additionally, the study reached a set of results, including that: The mission of the organization does not end with just dealing with crisis and facing it, but goes beyond it to good implementation and effective monitoring of crisis management and adopting an effective strategic approach that makes it more vital in an environment full of threats and weak opportunities. Equally, the crisis response strategies differ according to the type and magnitude of the crisis that facing the organization. The study also recommended the necessity to prepare programs and plans for crisis management in organizations and work to review and develop them regularly.
- 2- Study of (Hilal, Arbab, 2020) aims to clarify the role of organizational innovation as an effective mechanism to find solutions and alternatives to deal with crises facing organizations as well as knowledge of the organization capabilities in finding atypical solutions that contribute to the reduce of the effects of crisis facing the organization in the presence of an unstable environment. The case study method was used where a sample consisting of 70 individuals was selected from the study population. Furthermore, the study reached a number of results, including the existence of a positive relationship between organizational innovation and the increasing in the organization effectiveness in facing crisis. The results also indicated that finding solutions for crisis is a complex matter due to their cause overlaps, which are: (personal, organizational, and uncontrollable causes). It means the necessity of finding various solutions to crises, the study recommended the necessity of caring of innovative workers and allowing them to actively participate in decision- making with their opinions and suggestions.
- 3- Study of (Al- Matari, Al- Rafiq, Al- Ashwal, 2019) aimed to identify the availability of requirements for applying crisis management practices and the factors that limit the application of those practices in Yemeni banks. The descriptive analytical approach was used and a questionnaire was designed to collect primary data. The study used a stratified random sample of 82 items. After analyzing the data, the study concluded that the arithmetic average of the level of availability of requirements for applying crisis management practices in Yemeni banks reached (3.85), which is a relatively high level and is an indication that the study sample believes that the requirements for applying crisis management in Yemeni banks are available. Moreover, the study found that there are many obstacles that limit the application of crisis management practices in Yemeni banks.
- 4- The study of (Al- Dirawi, 2020) aimed to examine the relationship between strategic planning and crisis management. The study was applied using a comprehensive enumeration method for the

administrative leaders working in the Al- Amal Institute in the Gaza Strip where their number reached 20 individuals, and among the most important results presented by the research is the existence of a positive correlation among all the dimensions of strategic planning (strategic vision, strategic mission, strategic objectives, strategic analysis, strategic choice) and crisis management in the organization in question. Furthermore, the research recommended the need to pay attention to continuous training on strategic planning and crisis management, especially for young cadres.

- 5- The study of (Vukajlvić, et al., 2019: 37- 53) aimed to test the impact of information on crisis management and the activities carried out by crisis managers. A questionnaire list was used that included 299 persons working in organizations with various fields of work, and the results were analyzed using a program Spss statistical packages. The results showed that the appropriate methodology enables organizations to manage crisis professionally and to avoid their consequences. In addition to the emergence of qualified crisis managers and professional workers as well as the media aspect and internal communication in the organization. Apart from this, external communication and information sharing in a timely manner and accuracy of information in times of crisis. Moreover, the knowledge and capabilities of workers and managers to use the information. All these dimensions have been found to have a medium to high impact on the quality of crisis management.
- 6- The study of (Al- Saqa, 2019) investigated the impact of organizational health on the strategic performance of insurance companies operating in Palestine, and in order to achieve the objectives of the study, a descriptive and analytical approach was adopted; besides, a comprehensive enumeration method was used for the research community represented by the senior management of 186 individuals. As the result, the study reached that the reality of organizational health in insurance companies operating in Palestine was large, with a weight of 72.37%. Also, the results indicated the existence of a significant positive statistical relationship between the reality of organizational health and strategic performance in the organizations in question. Hence, the study recommended the necessity of providing opportunities for employees to see the goals that the company seeks to achieve as well as attention to encouraging communications in all directions away from routine.
- 7- The study of (Alimehr, 2019: 137- 144) seeks to investigate the relationship between knowledge management and organizational health. The study was applied to a sample of workers at the Health Center at Jundishapur University of Ahwaz for Medical Sciences in Iran, and a random sample of 210 people was selected. Using a questionnaire list that was distributed on the items sampled, and the results found that there is a moral positive relationship between knowledge management and organizational health of the research sample vocabulary. The more efficient knowledge management increases, the more efficient the levels of organizational health. Furthermore, the level of organizational health and its dimensions were higher than the average.

- 8- The study of (Shirali, et al. 2013: 45- 53) aims to investigate the relationship between organizational health and its dimensions with organizational commitment in its three dimensions (emotional commitment, continuous commitment, and normative commitment). Thus the study was applied to a sample of 130 persons of managers in housing sector organizations. Furthermore, the study depended on a questionnaire list that was designed for the purpose of the study, and the results revealed that there is a strong positive moral relationship between organizational health and organizational commitment among the items of the sample under study in Nigeria.
- 9- The study of (Senyang, Kanon and Idsaratt, 2017: 79- 94) aimed at developing a model for the causal relationships between organizational commitment, organizational justice, transformational leadership and organizational health. The study was applied to a random sample of 150 local administration organizations. The results included the presence of a direct moral impact for both organizational commitment and transformational leadership on organizational health, it also showed that organizational commitment mediates the effect of organizational justice on organizational health.
- 10- The study of Farooq (2019: 103- 119) examined the relationship between talent management and organizational transformation as indicators to predict organizational health in universities. The study was applied to a sample of 820 workers in 6 universities in the state of Uganda. The results of the study concluded that talent management and organizational transformation are, indeed, the indicators of organizational health in the organizations in question and that they have a mutual direct and indirect effect on each other. Finally, the mediating influence of academic professors- as one of the variables that predicts the level of organizational health- was a significant effect.

Comment on previous studies:

From the above, it can be said that previous studies on crisis management have focused on the relationship of crisis management to some organizational variables such as organizational innovation as one of the effective approaches in dealing with crisis. The relationship of crisis management with strategic planning and information management has also been studied, in addition to studying the availability of the requirements of applying of crisis management. As for the studies related to organizational health, the relationship of organizational health with strategic performance, knowledge management, talent management and organizational transformation was discussed. It was also noted the interest of many studies in the relationship of organizational health with organizational commitment. The current study has benefited from previous studies: first, in developing the theoretical framework of the study. Second, in determining the background knowledge of the study variables. Third, in determining the methodology of the study and designing the study tool. Forth, in making use of the scientific references contained in those studies. Finally, in comparing the results of those studies with the findings of the current study. Also, the majority of studies related to crisis management were restricted to studying the reality of crisis

management in the organizations in question. And most of these studies examined the relationship of crisis management with other organizational variables used crisis management as a dependent variable. Apart from this, no study has been reached that examines the relationship between crisis management strategies and organizational health. The current study is an extension of the previous studies and it is considered as an attempt to provide a research addition by linking crisis management and organizational health with application to the banking sector as it is one of the most important pillars of the vital economy in any country knowing that crises are the independent variable in the current study.

9- Literature review:

9/1 Crisis management

Ravinuthala (2008, p.20) defined a crisis as an unexpected event that causes stress to the organization or part of the organization as well as may result in confusion in the organization regular work which requires an immediate response to this event. As for crisis management, it was defined by (Abdel-Wahab, 2006, 34) as a comprehensive concept that reflects the vision of the institution as a whole in the procedures and methods it takes in dealing with crises so that all the specializations and activities of the institution participate in it. Furthermore, it was defined by (Adel, 2007, p.94) as an attempt to implement a set of innovative procedures, rules and basis that go beyond the common organizational forms and also familiar routine management methods with the aim of controlling and directing the crisis in accordance with the interest of the organization. Additionally, (Preble, 1997, pp. 769- 791) believes that crisis management expresses the technique that enables the predicting, and identification of critical problems during activities or actions to end any crisis to prevent events from developing in a way that leads to more of those crises while minimizing the effects that may not be prevented. The researcher believes that crisis management refers to the vision adopted by the organization to deal with the crisis situation and to invest it in a way that achieves its goals. Thus, it can be said that crisis management involves allocating and mobilizing the necessary resources and services in order to achieve an appropriate response during periods of crisis and to overcome this stage as well (Vargo and Seville, 2011, pp. 5635- 5691).

Stages of crisis management

- 1- The stage of detection of warning signs: where the warning signs repeatedly appear early enough before the occurrence of the crisis so they must be alerted to in a timely manner. Therefore, there is no doubt that ignoring these signs will lead to the occurrence of the crisis (Heikal, 2006, p.79).
- 2- The stage of mobilization, preparation and prevention: There is a relationship between crisis prediction, preparation and prevention as the prediction is reflected in preparedness plans. Therefore, preparing different scenarios for possible events and testing them is crucial in dealing with the crisis (Salem, 2010, p. 26).

- 3- Damage containment and reduction: This stage expresses the set of elements that reflect the extent of the administration implementation of the established plans and also its preparation of the necessary means to limit the damages.
- 4- Restoration of activity: This stage reflects the role which the organization plays in order to restore its balance and the ability to carry out its normal business. This stage also includes the preparation and implementation of ready-made programs and tests with the aim of trying to recover the tangible and intangible assets lost by the organization (Brahm et al., 2019, p. 310).
- 5- Learning: It expresses the change in the tendency to respond under the influence of acquired experience. In other words, it means that when a person gains more experience and experience, he tends to act and behave in ways that differ from the forms of behavior that he used to do before going through those experiences (Al-Sheikh, 2002, p. 24).

The basic features of the crisis

(Jadallah, 2008, p. 121) believes that there are three features of the crisis which are:

Surprise: The crisis occurs at a surprising time, it is unexpected.

The threat: where the crisis represents a threat to the goals and interests in the present and in the future.

Time: As the time available to decision-makers is a tight and limited time.

In general, the activities of crisis management should be treated as continuous and permanent processes that start with the prevention of the occurrence of crises by the organization and end with organizational learning.

The positive and negative effects of the crisis: The effects of the crisis as described are summarized as follows (Musk, 2011: 21):

Positive effects

- The pressures that accompany crises drive the administration to search for solutions to confront these crises. Some of them are initiatives that can be built upon to develop new policies to get out of crises.
- The crisis represents a challenge to normal behavior and if the administration succeeds in facing the crisis, this helps in creating new unfamiliar methods, habits and behaviors to face the crisis.
- The crisis provides a tremendous amount of expertise that has a deep impact on the organization.
- The crisis provides an opportunity for the emergence of decision maker. And it may also allow some individuals to shift away from traditional business to enter new businesses and to discover the flaws of the style of individual work as well.

As for the negative effects, they are as follows:

- Escaping from facing the crisis, regression and withdrawal, and also underestimating the crisis.

- The possibility of reinforcing some negative behaviors, as some individuals or management may be pushed into unlawful ways to distract attention away from the crisis.
- The large number of information received by the administration may lead to a weakening of the ability to make correct and decisive decisions, because the more information than necessary is equivalent in its negative impact to the lack of information and its insufficiency to make the right decision at the right time.

Types of crisis

Classifications of crises vary in a way that is difficult to enumerate, and among these classifications are what (Abu Bakr, 2012:380) defined as follows:

- 1- In terms of the ability of anticipating and predicting the crisis.
 - Unpredictable crises like including hijackings of aircraft and nuclear leakages.
 - Crises are difficult to predict: Prediction of this kind does not reach the degree of impossibility, but it involves a degree of difficulty, and this may be due to the need for capabilities, equipment and high technique.
 - Crises that are easy to predict: where the available normal capabilities to the administration are sufficient to predict them either shortly before the occurrence of the crisis, such as some types of earthquakes and hurricanes, or long before their occurrence that may allow to limit the damage caused by the crisis.

- 2- In terms of time

Short- term crisis: the continuation of the crisis is a temporary matter that does not last for a long time (such as explosions caused by factories and the radiation leaks).

Long- term crisis: it is the crisis that lasts for a long time, as it requires a lot of time to deal with, which may take months or years.

- 3- In terms of the source

Human- acted crises: their source is human such as explosions, wars and economic crises.

Crises originating from nature: they are crises that occur naturally, with no interference or will for humans such as earthquakes and volcanoes.

- 4- In terms of impact

- Limited impact: its effects are limited and it is easy to deal with by investing the available resources (workers' protests).
- Wide impact: where the effects caused by it are huge and destructive that need additional capabilities to deal with them, such as epidemics and infectious diseases.

9/2 Organizational health

The concept of organizational health has its roots in the sixties of the twentieth century in the United States of America which were introduced by humanities researchers looking at how individuals are treated in business organizations (Argiris, 1985,1964; Herzberg, Mausner, and Snyderman, 1959; Porter and Lawer, 1967. Where they linked the job content with the individual's well- being in the organization's work environment Organizational health can be defined as the ability of an organization to adapt to its environment and to create balance and harmony among its members and to achieve its goals (Korkmaz, 2006: 14- 36; Turingan, 2002).As for (Dess, et al., 2016: 32), they believe that organizational health refers to the ability of an organization to work effectively and adapt appropriately to the environment in order to overcome all problems.(Janice, 2000: 62- 73) believes that organizational health expresses an organization efficiency in adapting to the environment and its ability to respond to environmental changes. Thus, it can be said that organizational health expresses a positive trend that does not mean only the ability of the organization to perform tasks effectively, but also includes the ability of the organization to grow and develop continuously (Lynden and Klinge, 2000: 3- 15). According to (Cemaloglu, 2011: 495- 512), if all the sub- systems in an organization are working efficiently, the organization has good organizational health and is able to achieve its goals. Organizations that have an appropriate level of organizational health are those organizations that not only achieve survival under current environmental conditions, but also are constantly evolving in the long term as well as improving coping and survival skills (Miles, 1969: 378) as they enhance organizational success, the environment, the well- being of individuals and their harmony with the structure of the authority, value systems, rewards and sanctions systems (Karaguzel, 2021: 4).Moreover organizations achieve the appropriate level of organizational health when they reach the point at which they are able to enhance their main strengths to exploit available opportunities, as well as reduce the impact of exposing their weaknesses to potential threats (Mbachu and Frei, 2011: 287- 303). In keeping pace with changes and creativity more quickly and efficiently than competitors, it focuses on adapting to the current situation and shaping the future better and faster than competitors (Keller and Price, 2011: 1- 13).

Levels of organizational health

(Daneshfard, 2007: 34) defined three levels of organizational health as follows:

Morbidity: In the work climate in which the individuals' performance is less than expected, as well as less than the available capabilities in the organization and the prevailing average in the field of the organization's work.

- Normal average level: where the organizational conditions in which the performance of individuals are at the expected levels compared to the prevailing average in the field of the organization's work.

- Excellent health level: where the organizational conditions provide individuals with opportunities to perform higher than expected in order to be better than competitors.

10- Data analysis

10/1 Validity and reliability of the Instrument: The reliability and validity of the study tool were verified. The reliability and validity coefficients were calculated as follows:

- Stability of the scale: The reliability of the scale was calculated using the Cronbach alpha test for the scale as a whole and for the component dimensions of the scale. Furthermore, it was found that the reliability coefficient for each dimension of the study is higher than (0.60) and that the reliability coefficients for the questionnaire list as a whole reached (0.953). Thus, the questionnaire list is distinguished by a high degree stability.
- Validity of the scale: To verify the validity of the study tool, the internal consistency of the items was calculated and it was found that there is an internal consistency validity between the sub-dimensions and the list as a whole using the Pearson correlation coefficient. The questionnaire as a whole reached (0.976), and it was found that all the values are significant at the level of significance 0.01 so the questionnaire list is characterized by a high degree of honesty.

Table No. (1) Shows the values of the reliability and validity coefficients.

Table No. (1): Validity and reliability of the questionnaire list

Item	Number of items	Reliability	Validity
Stopping Growth Strategy	5	0.862	0.928
Confrontation strategy	4	0.855	0.925
Crisis containment strategy	4	0.605	0.778
Path change strategy	4	0.640	0.800
All dimensions of crisis management strategies	17	0.903	0.950
Clarity of goals	5	0.789	0.888
Morale	4	0.871	0.933
Using resources effectively	3	0.765	0.875
Creativity	4	0.845	0.919
Communication efficiency	4	0.806	0.898
All dimensions of organizational health	20	0.941	0.970
The questionnaire as a whole	37	0.953	0.976

Source: The table was prepared by the researcher depending on the results of the Spss statistical analysis program.

10/2 Analysis of Hypotheses

H1: "There is a high level of practicing of crisis management strategies in the banks in question."

To test this hypothesis, a descriptive analysis of the dimensions of crisis management strategies was carried out as follows:

- Analysis the dimension of stopping growth strategy.

Table No. (2): Descriptive analysis of the stopping growth strategy.

N	Item	Mean	S.D.	Relative importance	Arrangement
1	When the crisis occurs, the bank management prepares the employees for the new situation	3.99	1.11	79.79%	1
2	The bank management works on opening discussions and listening to opinions which deal with the crisis.	3.81	1.13	76.15%	4
3	The bank management provides instructions and advice to alleviate individuals 'feelings of crisis.	3.76	1.14	75.10%	5
4	The management of the bank provides the necessary tools to avoid the negative impact of the crisis.	3.83	1.23	76.57%	3
5	The bank management is making the necessary effort to limit the aggravation of the crisis.	3.95	1.13	78.95%	2
Mean of dimension		3.866	0.922	77.34%	

Source: The table was prepared by the researcher depending on the results of the Spss statistical analysis program.

It is clear from the previous table that the highest answers of the sample members came to the paragraph that states that "When the crisis occurs, the bank management prepares the employees for the new situation." This may be due to the bank awareness of the decisive role that some individuals play in dealing with the crisis and thus the starting point is to focus on prepare them to handle the situation. The lowest answers of the sample members came to the paragraph which states that "The bank management provides instructions and advice to alleviate individuals 'feelings of crisis "This result may be attributed to the fact that there are some crises that the administration may not have sufficient knowledge of the elements of the crisis and thus does not possess the ability to provide such advice to individuals. The total score average of the respondents 'answers to the paragraphs related to the dimension of the stopping growth strategy was high, as its arithmetic mean was (3,866) and a standard deviation (0.922).These results indicate the direction of the banks' administrations in question in dealing with some crisis which are forced to accept the fait accompli and try to deal with it, make efforts to prevent a deterioration in the

current situation, take measures to reduce feelings of anger and also to deal cautiously with the causes of the crisis.

- Analysis of the dimension of confrontation strategy.

Table No. (3): Descriptive analysis of the confrontation strategy

Item	Mean	S.D.	Relative importance	Arrangement
The bank management is keen to raise the morale of workers when a crisis occurs.	3.50	1.23	69.93%	4
The bank's management is rushing to put in place a plan to confront the crisis.	3.88	0.88	77.69%	3
The management of the bank is taking strong and decisive decisions to face the crisis.	3.97	1.03	79.44%	1
The bank management is keen to mobilize all capabilities and resources to deal with the crisis.	3.92	1.00	78.39%	2
Mean of dimension	3.818	0.869	76.36%	

Source: The table was prepared by the researcher depending on the results of the Spss statistical analysis program.

It is clear from the previous table that the highest answers of the sample members came to the statement that states that "the bank management is taking strong and decisive decisions to confront the crisis." This may be due to the management perception of the positive impact of dealing decisively and its perception of staying away from the distance from compromise methods that may exacerbate the impact of some crisis and lead to more distress and the consequent losses as well. The lowest answers of the sample members came to the statement that states that "The bank management is keen to mobilize all capabilities and resources to deal with the crisis." This result indicates the need of the bank management to pay attention to the human dimension and also to pay attention to the moral support when dealing with individuals and not just focusing on the material and procedural aspects. The total score average of the respondents' answers to the statement related to the confrontation strategy dimension was high, as its arithmetic mean was (3.818) and a standard deviation (0.869). This result reflects the awareness of the banks management under study of the importance of using the confrontation strategy at times when it is necessary to do so, when the necessary information is available and it becomes clear that it is inevitable to face the crisis and take decisive decisions to control the situation.

- Analysis of the dimension of the crisis containment strategy.

Table No. (4): Descriptive analysis of the containment crisis strategy

N	Item	Mean	S.D.	Relative importance	Arrangement
1	The bank management is keen to stop the spread of rumors about the crisis.	4.10	1.01	82.10%	1
2	The bank management assigns work teams to reduce individuals' feelings of crisis.	3.25	1.24	64.97%	4
3	Emergency measures are being used in order to limit the negative effects of the crisis.	3.69	1.06	73.85%	2
4	The bank management is re- allocating the necessary resources and capabilities to contain the crisis	3.52	1.03	70.42%	3
Mean of dimension		3.642	0.730	72.87%	

Source: The table was prepared by the researcher depending on the results of the Spss statistical analysis program.

It is clear from the previous table that the highest answers of the sample members came to the paragraph that states that "the bank management is keen to stop the spread of rumors about the crisis." This result expresses how the administration perceives the danger of rumors in spreading anxiety and fear among individuals and thus weakening their confidence in their ability to face the crisis. The lowest answers of the sample members came to the paragraph that states that "the bank management assigns work teams to reduce individuals' feelings of crisis." This result indicates the need for the departments of the banks in question to seek the help of work teams as an effective method in dealing with crisis and also training individuals to deal with it successfully. The total score average of the respondents' responses to the paragraphs related to the crisis containment strategy dimension was high, with an arithmetic mean of (3,642) and a standard deviation (0.730). This level of practicing the crisis containment strategy is an indication of the officials' conviction that besieging the crisis and minimizing the impact of its causes and work to limit the spread of rumors that would amplify the size of the crisis- all of this leads to the speedy elimination of it.

- Analysis of the dimension of the path change strategy:

Table No. (5): Descriptive analysis of path change strategy

N	Item	Mean	S.D.	Relative importance	Arrangement
1	The bank management showed interest in the beginning of the crisis occurrence.	3.94	0.82	78.81%	1
2	The bank management is trying to study and	3.87	0.96	77.41%	2

N	Item	Mean	S.D.	Relative importance	Arrangement
	understand the dimensions of the crisis when it occurs.				
3	The management of the organization directs individuals' attention towards other topics not related to the crisis.	3.44	1.06	68.81%	3
4	Individuals feel less about the crisis when other topics are raised and attention is focused on them.	3.30	1.31	65.94%	4
Mean of dimension		3.637	0.728	72.73%	

Source: The table was prepared by the researcher depending on the results of the Spss statistical analysis program.

It is clear from the previous table that the highest answers of the sample members came to the statement that states that "The bank management showed interest in the beginning of the crisis occurrence." This is a natural result because at the beginning of the crisis occurrence, everyone become attentioned towards it. The lowest answers of the sample members came to the statement that states that "individuals feel less about the crisis when other issues are raised and attention is focused on them." This may be due to the fact that the issues raised may not rise to the level that captures individuals' interest and diverts their attention from the crisis. The total score average of the respondents' answers to the statement related to the dimension of the path change strategy was high, as its arithmetic mean was (3.637) and a standard deviation (0.728). This result indicates the importance that this strategy occupies in practical reality, as officials believe that the appropriate method to deal with crisis sometimes lies in diverting attention to more positive matters, thus reducing the individual's feeling of the crisis and avoiding the negative impact of it, which may be adopted by some banks when faced a crisis in one of its activities, as it accelerates offering other alternatives that attract the interest of individuals, whether those dealing with it or individuals from within the bank.

Table No. (6): Mean of Management crisis strategies and its dimensions

Dimension	Stopping growth	Confrontation	Crisis containment	Path change	Management crisis strategies
Mean	3.866	3.818	3.642	3.637	3.741

Source: The table was prepared by the researcher depending on the results of the Spss statistical analysis program.

Through all of the above, the first main hypothesis of the study is accepted, which states that: there is a high level of practicing crisis management strategies.

H2: There is a high level of organizational health in the banks in question. To test this hypothesis, a descriptive analysis of the organizational health dimensions was carried out as follows:

- Analysis of the dimension clarity of objectives.

Table No. (7): Descriptive analysis of clarity of objectives

N	Item	Mean	S.D.	Relative importance	Arrangement
1	The objectives of the bank are clear.	4.55	0.60	90.91%	1
2	The Bank objectives are flexible.	3.97	0.92	79.30%	2
3	I think the bank is setting realistic goals.	3.64	1.21	72.87%	4
4	The bank management is keen to harmonize its goals with the goals of individuals.	3.56	1.19	71.12%	5
5	Individuals are well aware of the bank goals.	3.87	0.94	77.34%	3
Mean of dimension		3.915	0.734	78.32%	

Source: The table was prepared by the researcher depending on the results of the Spss statistical analysis program.

It is clear from the previous table that the highest answers of the respondents came to the statement that states that "The objectives of the bank are clear" This result reflects the concern of bank managers about the importance of goals clarity as a milestone in the organization success. The lowest answers of the sample members came to the statement that states that "the bank management is keen to harmonize its goals with the goals of individuals." This result confirms the managers' need to give more attention to meet the needs of individuals and to provide them with the necessary support to achieve their goals. The total score average of the respondents' answers to the statements related to the dimension of clarity of objectives was high, as its mean was (3.915) and a standard deviation (0.734). This result confirms the extent of awareness of the managers in realizing the importance of purpose clarity for all workers in order to reach the appropriate level of Organizational health.

- Analysis of the dimension of the spirits.

Table No. (8): Descriptive analysis of the spirits

N	Item	Mean	S.D.	Relative importance	Arrangement
1	Individual are having a satisfying salary for their work.	3.43	1.31	68.53%	4
2	There is a climate of good relations between individuals in the bank.	3.79	1.26	75.73%	1
3	I feel safe about my job at the bank.	3.73	1.15	74.69%	3
4	The spirit of cooperation prevails in the bank's work	3.74	1.31	74.83%	2

N	Item	Mean	S.D.	Relative importance	Arrangement
	environment.				
	Mean of dimension	3.672	1.067	73.43%	

Source: The table was prepared by the researcher depending on the results of the Spss statistical analysis program.

The highest answers of the sample members came to the statement that states that "there is a climate of good relations between individuals in the bank." This result reflects the success of officials in the banks in question in creating a friendly work environment among individuals, which is a basic cornerstone in establishing morale for individuals. The lowest answers of the sample members came to the statement that states that "Individual are having a satisfying salary for their work." This result sheds the light on the need to review workers' salaries so that they achieve their ambitions in a way that enhances their morale. The total score average of the respondents' responses to the statements related to the dimension of morale was high, as its mean was (3.672) and a standard deviation (1.067). This result demonstrates the interaction of the components that make up this dimension, as all of them obtained a high average in terms of salaries. And the feeling of safety, good relations and cooperation between individuals.

- Analysis of the dimension of using resources effectively.

Table No. (9): Descriptive analysis of using resources effectively

N	Item	Mean	S.D.	Relative importance	Arrangement
1	The bank management provides the necessary resources to act in a timely manner.	3.59	1.12	71.82%	2
2	The bank management allocates resources appropriately.	3.52	1.27	70.35%	3
3	The bank management resists features of excessive use of resources.	3.81	1.20	76.22%	1
	Mean of dimension	3.639	0.987	72.80%	

Source: The table was prepared by the researcher depending on the results of the Spss statistical analysis program.

It is clear from the previous table that the highest answers of the sample members came to the statement that states that "the bank management resists feature of excessive use of resources." This result indicates that officials in the banks in question have the necessary awareness of the importance of resources and how to preserve them from extravagance and waste. The lowest answers of the sample members came to the statement that states that "The bank management allocates resources appropriately." This obligates officials to use and direct resources and to maximize their utilization. The

total score average of the respondents' responses to the statements related to the effective use of resources dimension was high, with an arithmetic mean of (3,639) and a standard deviation (0.987). This result indicates the officials' pursuit of the optimal investment of these resources.

- Analysis of the dimension of creativity

Table No. (10): Descriptive analysis of creativity

N	Item	Mean	S.D.	Relative importance	Arrangement
1	The bank management encourages creative ideas.	3.62	1.29	72.45%	2
2	The bank management provides the necessary environment to develop creative skills.	3.29	1.13	65.87%	4
3	I strive to present new ideas with the aim of improving the work.	3.61	1.27	72.24%	3
4	The bank management is keen to attract the most distinguished and talented individuals.	3.67	1.15	73.43%	1
Mean of dimension		3.549	0.999	70.98%	

Source: The table was prepared by the researcher depending on the results of the Spss statistical analysis program.

It is clear from the previous table that the highest answers came to the statement that states that "The bank management is keen to attract the most distinguished and talented individuals." This result reflects the prevailing belief among officials that attracting distinguished people is guaranteed to achieve the goals of the organization. The lowest answers of the sample members came to the statement that states that "the bank management provides the necessary climate to develop creative skills." This result reflects a clear deficiency in containing and improving, which may be attributed to an organizational culture that believes that its mission is limited to attract talent without exerting the necessary effort. To constantly 'elevate the level of these talented individuals. The total score average of the respondents' answers to the statements related to the creativity dimension was high, with an arithmetic mean (3.549) and a standard deviation (0.999). This result indicates the officials' awareness of the importance of creativity and distinction in reaching organizational health.

- Analysis of the dimension of Communication efficiency

Table No. (11) Descriptive analysis of Communication efficiency

N	Item	Mean	S.D.	Relative importance	Arrangement
1	Bank management is keen to provide information to employees.	3.97	1.18	79.44%	1

N	Item	Mean	S.D.	Relative importance	Arrangement
2	The bank management is keen to have open two-way communications between employees and management.	3.50	1.21	69.93%	4
3	I can easily convey my opinions to my managers.	3.57	1.17	71.33%	3
4	I can get any information easily.	3.73	1.07	74.69%	2
Mean of dimension		3.692	73.85%	73.85%	

Source: The table was prepared by the researcher depending on the results of the Spss statistical analysis program.

It is clear from the previous table that the highest answers of the sample members came to the statement that states that "the bank management is keen to provide information to the employees." This result reflects the officials' keenness to provide the necessary information support for the individuals' success in accomplishing their tasks. The lowest answers of the sample members came to the statement that states that "the bank management is keen to have open two-way communications between employees and management." This result reflects the traditional administration that does not support two-way communication, however, is content with only issuing instructions and implementing them. The total score average of the respondents' answers to the statements related to the communication efficiency dimension was high, with an arithmetic mean of (3.692) and a standard deviation (0.920). This result indicates the officials' interest in providing the dimension of communication efficiency, even if there is a deficiency in the practical application of some of its dimensions.

Table No. (12): Mean of organizational health and its dimensions

Dimension	Clarity of objectives	Spirits	Using resources effectively	Creativity	Communication efficiency	Organizational health
Mean	3.915	3.672	3.693	3.549	3.692	3.693

Source: The table was prepared by the researcher depending on the results of the Spss statistical analysis program.

Through all of the above, the second main hypothesis of the study is accepted, meaning that: There is a high level of organizational health in the banks in question.

The third major hypothesis tests which states that « There is a significant impact of crisis management strategies on organizational health ». This hypothesis has been divided into the following sub-hypotheses:

Analysis of sub- Hypotheses

H3 a: There is a significant effect of the stopping growth strategy on organizational health. To test this hypothesis, the researcher performed a number of tests, as follows:

Correlation coefficient: The following table shows the coefficient of correlation between the stopping growth strategy as an independent variable and organizational health as the dependent variable.

Table No. (13): The correlation coefficient for the first sub- hypothesis

Item	Test	stopping growth strategy	Organizational health
Stopping growth strategy	Correlation coefficient	1	0.707
	Sig.	0.000	0.000

Source: The table was prepared by the researcher depending on the results of the Spss statistical analysis program.

It is evident from the previous table that there is a statistically significant correlation of 70.7% at a 0.05 level of significance between the strategy of stopping growth and organizational health.

Table No. (14): A simple regression analysis of the relationship between stopping growth strategy and organizational health

Variable	Summary of model				Model variance analysis		Coefficient of the independent variable (B)			Sig.
	R	R ²	Adj. R ²	SE	F	Sig.	Constant	T		
Stopping growth	0.707	0.50	0.498	0.5618	283.778	0.000	9.468	0.608	16.846	0.00

Source: The table was prepared by the researcher depending on the results of the Spss statistical analysis program.

It was found from the table (14) that the value of (T) is 16.846 and is significant at the level of 0.01, which indicates that it is possible to trust this model with a degree of confidence in excess of 99%. Also, confrontation strategy explains about 0.50 of the variation in the organizational health. According to the value of R² (0.378), the value of (F) for the model reached 283.778, which is significant at the level of 0.01, which confirms the validity of the hypothesis.

H3 b: "There is a significant effect of confrontation strategy on organizational health". To test this hypothesis, the researcher performed a number of tests, as follows:

Correlation coefficient: The following table shows the coefficient of correlation between the confrontation strategy as an independent variable and organizational health as the dependent variable.

Table No. (15): the correlation coefficient for the second sub- hypothesis

Item	Test	Confrontation	Organizational health
Confrontation	Correlation coefficient	1	0.615
	Sig.	0.000	0.000

Source: The table was prepared by the researcher depending on the results of the Spss statistical analysis program.

It is evident from the previous table that there is a statistically significant correlation of 61.5% at a 0.05 level of significance between the strategy of stopping growth and organizational health.

Table No. (16): A simple regression analysis of the relationship between confrontation strategy and organizational health

Variable	Summary of model				Model variance analysis		Coefficient			
	R	R ²	Adj. R ²	SE	F	Sig.	Constant	of the independent variable (B)	T	Sig.
Confrontation	0.615	0.378	0.376	0.62648	172.598	0.00	9.373	0.561	13.138	0.000

Source: The table was prepared by the researcher depending on the results of the Spss statistical analysis program.

It was found from the table (16) that the value of (T) is 13.138 and is significant at the level of 0.01, which indicates that it is possible to trust this model with a degree of confidence in excess of 99%. Also, confrontation strategy explains about 0.38 of the variation in the organizational health. According to the value of R² (0.378), the value of (F) for the model reached 172.598, which is significant at the level of 0.01, which confirms the validity of the hypothesis.

H3 c: states that 'There is a significant impact of the crisis containment strategy on organizational health.' To test this hypothesis, the researcher performed a number of tests, as follows:

Correlation coefficient: The following table shows the coefficient of correlation between the containment crisis strategy as an independent variable and organizational health as the dependent variable.

Table No. (17): The correlation coefficient for the third sub- hypothesis

Item	Test	Path change strategy	Organizational health
Crisis Containment	Correlation coefficient	1	0.551
	Sig.	0.000	0.000

Source: The table was prepared by the researcher depending on the results of the Spss statistical analysis program.

It is evident from the previous table that there is a statistically significant correlation of 55.1% at a 0.05 level of significance between the strategy of crisis containment and organizational health.

Table No. (18): A simple regression analysis of the relationship between Crisis Containment strategy and organizational health

Variable	Summary of model				Model variance analysis		Constant	Coefficient the independent variable (B)	T	Sig.
	R	R ²	Adj. R ²	SE	F	Sig.				
Crisis Containment	0.551	0.304	0.302	0.66276	124.089	0.000	7.645	0.599	11.14	0.000

Source: The table was prepared by the researcher depending on the results of the Spss statistical analysis program.

It was found from the table (18) that the value of (T) is 11.14 and is significant at the level of 0.01, which indicates that it is possible to trust this model with a degree of confidence in excess of 99%. Also, crisis containment strategy explains about 0.30 of the variation in the organizational health. According to the value of R² (0.304), the value of (F) for the model reached 124.089, which is significant at the level of 0.01, which confirms the validity of the hypothesis.

H3 d: There is a significant impact of the path change strategy on organizational health. To test this hypothesis, the researcher performed a number of tests, as follows:

Correlation coefficient: The following table shows the coefficient of correlation between the changing path strategy as an independent variable and organizational health as the dependent variable.

Table No. (19): The correlation coefficient for the fourth sub- hypothesis

Item	Test	Path change strategy	Organizational health
Path change strategy	Correlation coefficient	1	0.551
	Sig.	0.000	0.000

Source: The table was prepared by the researcher depending on the results of the Spss statistical analysis program.

It is evident from the previous table that there is a statistically significant correlation of 55.1% at a 0.05 level of significance between the strategy of path change and organizational health.

Table No. (20): A simple regression analysis of the relationship between path change strategy and organizational health

Variable	Summary of model				Model variance analysis		Constant	Coefficient the independent variable (B)	T	Sig.
	R	R ²	Adj. R ²	SE	F	Sig.				
Path change strategy	0.551	0.187	0.184	0.7161	65.383	0.000	9.225	0.741	8.086	0.000

Source: The table was prepared by the researcher depending on the results of the Spss statistical analysis program.

It was found from the table (20) that the value of (T) is 8.086 and is significant at the level of 0.01, which indicates that it is possible to trust this model with a degree of confidence in excess of 99%. Also, path change strategy explains about 0.18 of the variation in the organizational health. According to the value of R^2 (0.187), the value of (F) for the model reached 65.383, which is significant at the level of 0.01, which confirms the validity of the hypothesis.

Through all of the above, it is possible to accept the third main hypothesis of the study, which states that: There is a significant effect of crisis management strategies on organizational health.

11- Discussion:

Discussing the results of the first hypothesis :The current study sought to investigate the impact of crisis management strategies on organizational health. And it was found from the results of **the first hypothesis** test that there is a high level of the use of crisis management strategies, and this result is consistent with the results of the study (Al- Matri, Al- Rafiq, and Al- Ashwal, 2019: 58- 78), which indicated that requirements for implementing crisis management are available in a high degree. Moreover, it also agrees with the results of the study (Al- Shamrani, 2004), where its results reached a high degree of response of administrative workers to deal with crises, while the results of the current study differed with the results of the studies of (Hegazy, 2001: 41- 106), in which it was found that the reality of the practice of crisis management in the Saudi banking sector came to a moderate degree; besides, the results of the study of (Ashour, 2011: 121- 165). In the contrary, our results were different with the findings of the study of (Al- Jadili, 2006), in which it was found that the level of crisis management practices in government hospitals in the Gaza Strip is low. The difference in results may explain the high level of officials' awareness in banks in question of the importance of these strategies in facing crisis and dealing with them. Furthermore, this result can be attributed to the nature of work in the banking sector where potential crises can be predicted, and thus actions are taken and appropriate strategies are adopted to deal with them. **Discussing the results of the second hypothesis:** As for the second hypothesis, the results showed a high level of organizational health in the banks in question, and these results are consistent with the results of the studies of (Abu Jalil, 2018: 53- 79), (Al- Hourani, 2017), (Al- Sharifi, 2013: 145).- 190), (Sarayrah, 2013), (Sarayrah and al- Tayt, 2010: 97- 117), (Meng, et al., 2014: 355- 370), while this result differs with the findings of the studies of (Boumenqar and Wadi, 2017: 269- 288), (Agha, 2017), (Al- Dhalayn, 2012: 214- 262), (Hong, Law, and Toner, 2014: 277- 302), where it was found that there are moderate levels of organizational health in the organizations under study in those studies. This result can be attributed to the management interest in providing organizational health requirements in terms of the management keenness to clearly define goals so that they are understandable and acceptable to drive individuals to feel the possibility of achieving them, in addition to the administration keenness to have an

efficient communication system so that the possibilities of misunderstandings can be avoided, and also the management endeavor to provide means of rapid communications and utilization of modern technologies, which is supported by (Bin Abdullah, 2003: 247- 274) that deficiencies in communication systems are often one of the main causes of the destructive impact of the crisis and its broad scope. Therefore, one of the most important responsibilities of crisis management is to work to develop an efficient and effective system for communication between different levels so that it includes the provision of a qualified human element in addition to the provision of various material requirements in order to transfer information to the beneficiaries in the situation of the crisis appropriately. Hence, the results may also indicate the management interest in providing the necessary support to raise morale and also to install a positive spirit among individuals as well as instill a sense of belonging to the organization, and creating an atmosphere that fosters cooperation and teamwork. Apart from this, the result reflects the management endeavor to optimize the use of resources effectively so as to avoid wasting and extravagance; besides, seeking to invest those resources, whether human or material, so that the organization can maximize the return from those resources. Finally, this result sheds light on the administration interest in supporting creativity and innovative capabilities of individuals, attracting distinguished people and working to develop those capabilities on an ongoing basis as well.

Discussing the results of the third hypothesis: As for this hypothesis, which states “There is a significant effect of crisis management strategies on organizational health,” it was found that there are direct correlations between all crisis management strategies and organizational health in the banks in question, meaning that the more any of these strategies are used, the more level of organizational health increases. The presence of a significant impact of crisis management strategies on organizational health. This result is consistent with the results of some studies that indicated a significant effect of crisis management strategies on some organizational variables. Where the study of (Mahmoud, 2017: 710- 735) found a significant effect of crisis management strategies on the marketing performance of pharmaceutical companies as well as a study of (Al- Naji, 2012) which confirmed the significant effect of modern crisis management strategies on the marketing performance of pharmaceutical companies in Oman. And also the study of Saifan and Al-Tayt, 2009) which indicated the existence of a correlation and impact of crisis management strategies on the institutional performance in the banking sector. Moreover, the study of (Al- Derawi, 2020: 118- 142), whose results revealed the existence of positive correlations between all dimensions of strategic planning and crisis management. On the other hand, the results of the current study differed with the results of the study of (Ahmed, 2009), as it was found that there is no effect of crisis management strategies on both the financial and marketing performance of Palestinian companies, as this was explained by the large number of crises in Palestine. It can explain the morale impact of each of the crisis management strategies on the organizational health of the banks in the current study, as the strategy of stopping growth is resorted to by officials in some crisis in an attempt to prepare individuals to accept the fait accompli and to try to stop the

deterioration in the situation and also prevent an explosion in the crisis while preparing to accept the idea of making some Concessions and to meet demands, which reflect positively on organizational health, support the ability of individuals to focus on the goal and increase the effectiveness of resource use, provide an opportunity for creativity and innovative thinking, and enhances the morale of workers. Likewise, with regard to the confrontation strategy, which the administration uses in the absence of other alternatives (Ahmed, 2012), which forces the administration to clash, and this strategy, including what it entails in terms of resolving the situation and creating a state of conflict between the forces of the crisis so that the elements of their strength are lost, all of this may lead to the satisfaction and reassurance of the organization workers, and thus affects each of the components of organizational health in terms of clarity of purpose, raising the morale of individuals and the possibility of activating the use of resources. As for the crisis containment strategy, the administration attempt to besiege the crisis in a limited range and try to absorb all the pressures resulting from the crisis caused by the crisis, this limitation and absorbing is achieved by understanding the real causes of the crisis and dealing with it in a positive spirit, which leads to the loss of the crisis destructive power and severity, and diverting the momentum of the crisis from the negative to the positive direction in a way that serves the goals of the organization and the goals of stakeholders. This would have a positive impact on the components of the organizational health dimensions, where a climate of reassurance prevails due to the good handling of the crisis and the reduction of its negative effects and the creation of a supportive climate for the organization ability to survive so that it remains able to grow and develop continuously to reach the level of successful performance that meets all expectations on the long- term (U.Senyang, et al., 2017: 81). Finally, the strategy of path change is that strategy that is resorted to in the case of dealing with severe crisis that cannot be stopped, and the appropriate solution is to absorb the consequences of the crisis while transforming the crisis into alternative paths and directions, exporting the crisis outside its scope, and investing the crisis situation to achieve benefits and compensate the organization losses the as a result of the crisis. Thus, the organization can maintain balance, harmony and growth and focus on improving organizational performance by activating the elements of organizational health. Consequently, it can be said that the path change strategy supports organizational health by creating a spirit of challenge and initiative among individuals (Maher, 2006: 99), as the path change strategy is based on transforming the negatives of the crisis into positive elements that encourage and stimulate innovative energies, where the focus is on the quality of communication and supplying necessary information that leads, in turn, to the effective use of resources, which provides an opportunity to encourage creativity, enhance the morale of individuals, and support organizational health. This is consistent with Ayyad's study that the path change strategy is accepted by organizations in general due to its implication in orienting crisis in positive directions (Ayyad, 2015: 101). Based on the foregoing, it can be said that the impact of crisis management strategies on organizational health stems from the ability of these strategies to provide an environment

characterized by organizational health that supports the organization ability to meet the needs of workers, to create the opportunity for individuals to interact with their organizations, and to increase their motivation and morale..

12- Search results and indications

- 1- The current study confirmed the existence of a high level of application of crisis management strategies in the banks in question, which means that the management of these organizations realize the importance of crisis management as one of the ingredients for the success of their organizations.
- 2- The current study confirmed the existence of a high level of organizational health in the banks in question, which indicates the availability of the elements and dimensions of organizational health and the need for more support and development for those ingredients.
- 3- There are positive and significant correlations between the strategy of stopping growth and organizational health.
- 4- There are positive and significant correlations between the confrontation strategy and organizational health.
- 5- There are positive and significant correlations between the crisis containment strategy and organizational health.
- 6- There are positive and significant correlations between path change strategy and organizational health.
- 7- The current study confirmed the existence of a significant impact of crisis management strategies on organizational health in the banks in question, which means that a good awareness of these strategies and how to use and apply them contributes to activating the climate of organizational health and, accordingly, the efficiency of the organization in increasing the ability of workers to adapt to changes and developments, and increase their motivation to work in addition to meeting their needs as well.

13- Conclusion and Recommendations:

The current research aimed to examine the impact of crisis management strategies on organizational health in banking sector in Assuit Governorate. The results revealed that crisis management strategies has a significant and positive impact on organizational health. Moreover, there are positive and significant correlation between all crisis management strategies and organizational health. The research recommended that management in the banking sector should take the following actions:

- 1- Supporting the dimensions of organizational health in banks by clearly defining goals, encouraging teamwork, and developing an effective communication system so that information is provided to support decision- making.

- 2- Providing an encouraging climate for creativity, which ensures the effective investing of resources.
- 3- Establishing an integrated crisis management system able to deal with various crises.
- 4- Training qualified leaders to apply scientific methods to deal with crises.
- 5- Holding courses or training programs concerned with training individuals to apply crisis management methods and strategies.
- 6- Disseminating the culture of readiness to deal with the crisis situation and monitoring its indicators before occurring.
- 7- Training workers to identify the most appropriate strategy, according to what the crisis situation requires.

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