



Do Iraqi CEO Depending On Strategic Planning In The Face Of Crises

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Abstract. *The goal of this article is to find the CEO of Iraqi companies that use strategic planning and determine if they are capable of diagnosing the traits of strategic planning systems that improve these companies' capacity to successfully address crisis-related needs. The capacity of the company to successfully react to crisis needs and demands is enhanced by the use of strategic planning, according to a review of data from 64 enterprises utilizing statistical analysis. Furthermore, top and division or unit managers must be involved and committed for strategic planning to be successful. It also has to be planned with an external orientation and get more than just lip service from top and unit or division level managers. In other words, it must concentrate on how well the business responds to the needs of its crisis and it must recognize and take advantage of any future growth crises. Additionally, a CEO must possess a variety of qualities to engage in good strategic planning. Core Competence Knowledge, Skills, and Abilities are especially important for individuals who will be in charge of carrying out the final plan since it must be compatible with the crisis-management and decision-making approaches. The study's findings suggest that managers of Iraqi businesses should think carefully about the value of strategic planning during times of crisis. also Many CEOs lack knowledge, skills, and talents since they did not complete business universities or practical training programs. Managers must attempt to incorporate crisis management into the strategic planning process for their organizations. The conclusion encourages a firm's strategy approach to include crisis management procedures. This contributes to better performance and increased crisis management efficacy. Additionally, the board of directors must rely on advice from experts who can assist them strategize and prepare throughout a crisis, which improves their capacity to handle one effectively. One way to integrate and improve managers' ability to handle crises is to encourage the use of strategic crisis planning.*

Keywords: *Iraqi CEO Core Competence, Strategic Planning, Crisis facing styles*

Abstrak. Tujuan artikel ini adalah untuk menemukan CEO perusahaan Irak yang menggunakan perencanaan strategis dan menentukan apakah mereka mampu mendiagnosis sifat-sifat sistem perencanaan strategis yang meningkatkan kapasitas perusahaan ini untuk secara efektif menghadapi kebutuhan terkait krisis. Tinjauan data dari 64 perusahaan menggunakan analisis statistik menunjukkan bahwa kapasitas perusahaan untuk merespons kebutuhan dan permintaan krisis dengan sukses ditingkatkan melalui penggunaan perencanaan strategis. Selain itu, manajer puncak dan manajer divisi atau unit harus terlibat dan berkomitmen agar perencanaan strategis berhasil. Perencanaan ini juga harus dilakukan dengan orientasi eksternal dan mendapatkan lebih dari sekadar dukungan formal dari manajer tingkat atas dan unit atau divisi. Dengan kata lain, perencanaan harus fokus pada seberapa baik perusahaan merespons kebutuhan krisis dan harus mengenali serta memanfaatkan setiap potensi krisis pertumbuhan di masa depan. Selain itu, seorang CEO harus memiliki berbagai kualitas untuk terlibat dalam perencanaan strategis yang efektif. Pengetahuan, keterampilan, dan kemampuan inti sangat penting bagi individu yang bertanggung jawab untuk melaksanakan rencana akhir, karena rencana tersebut harus selaras dengan pendekatan manajemen krisis dan pengambilan keputusan. Temuan studi ini menunjukkan bahwa manajer perusahaan Irak harus mempertimbangkan dengan serius pentingnya perencanaan strategis selama masa krisis. Banyak CEO yang kurang pengetahuan, keterampilan, dan bakat karena mereka tidak menyelesaikan pendidikan bisnis atau program pelatihan praktis. Manajer harus berusaha untuk mengintegrasikan manajemen krisis ke dalam proses perencanaan strategis organisasi mereka. Kesimpulannya mendorong pendekatan strategi perusahaan untuk memasukkan prosedur manajemen krisis. Ini berkontribusi pada kinerja yang lebih baik dan meningkatkan efisiensi manajemen krisis. Selain itu, dewan direksi harus mengandalkan nasihat dari para ahli yang dapat membantu mereka merencanakan dan mempersiapkan selama krisis, yang meningkatkan kapasitas

mereka untuk menangani krisis secara efektif. Salah satu cara untuk mengintegrasikan dan meningkatkan kemampuan manajer dalam menangani krisis adalah dengan mendorong penggunaan perencanaan krisis strategis.

Kata Kunci: CEO Irak, Kompetensi Inti, Perencanaan Strategis, Gaya Menghadapi Krisis

1. INTRODUCTION

The primary concern of the strategic planning process seems to be the creation of efficient strategies that allow the company to identify an appropriate condition in the industry environment and deal with crises that are present; it is also for identifying a condition that the company intends to follow in the future. This invasive and anticipatory technique ignores a possible problem that might add to certain organizational difficulties also, that necessity.

The majority of businesses pay insufficient attention to this issue, which results in rivals quickly copying their goods, technological advancements that do not account for worst-case scenarios, and a firm being in a position where it loses its reputation in general. The strategic management process produces strategies that a business may use to compete in the market, but it doesn't give enough thought to appropriate responses to unanticipated and unsuitable situations. The development of these crises might jeopardize an organization's market performance since it will incur excessive costs, lose its reputation and attractiveness, and eventually risk losing its vitality. The possibility of such repercussions might serve as the primary driver for managers to assume that crisis management and strategy are closely related (Behnamiri, 2012).

Some businesses utilize strategic planning as a technique of strategic management due to its effectiveness there as well as their interests in tying their management performance and structure evaluations. Despite these criticisms, a lot of scholars appear to concur that strategic planning is a useful technique for strategic management. Strategic planning and organizational performance and crises were shown to be positively correlated by Miller and Cardinal (1994), who also suggested that methodological issues could be to blame for the inconsistent findings of earlier studies. Hussey (1974) suggested that procedural and design faults might be the reason why strategic planning often fails. He claimed that just because a company uses strategic planning doesn't always indicate this is handled right. Consequently, the issue is which qualities of top management are connected to the efficiency of strategic planning. These traits represent the organizational environment crises (contextual) for which strategic planning is executed, as well as how strategic planning is developed and put into practice, depending on Ramanujam, et al., (1986). Top management commitment to and engagement in strategic planning, as well

as the strategic planning process itself, are added by Ugboro (1985, 1991) to the traits of successful strategic planning.

2 LITERATURE REVIEW

CEO

Given their positions of authority and income, CEOs probably have a significant impact on the ability of the companies they govern to survive. While there have been several studies on CEO pay and its links to business success, there was very little research in management and economics on how CEO core competencies impact firm behavior. Bertrand and Schoar (2003) are one prominent exception, who believe that a CEO's style has a major impact on a company's decision-making. They research managers who switch companies and discover data that suggests managers have diverse styles, behaviors, and performances. However, Bertrand and Schoar don't explicitly state or speculate on what distinguishes the various styles and traits. This research offers fresh data on the specific qualities and skills of CEOs that are related to choices and business success in times of crisis. We use in-depth evaluations of over 34 CEO candidates for jobs in businesses to do this. The evaluations are depending on structured interviews conducted between September and October 2018. The standard evaluation is a document that gives the CEO's whole biographical history. The material includes evaluations of a broad variety of personal abilities and qualities and also qualitative and quantitative details on every manager's educational background and career experience. Managers require a system, a process, and a technique to monitor and respond to the environment in unpredictable times. That technique is strategic planning. It is crucial to keep in mind that strategic planning is a process rather than an end result. It lasts forever and never ends (Carter, 1999). Actually, strategic planning is often conducted as a reasonable endeavor to lessen the uncertainty of the organizations' performance via trade-off judgments from contentious alternatives (Karnani, 2006). It chooses how to acquire resources, distribute them, and manage them in order to accomplish set objectives.

CEO Core Competence

You may use this research to examine which scenarios could point to a CEO core competency. However, there are four key traits—execution competence, overall ability, charm, and strategic talent—that may each independently forecast a CEO. In a recent research conducted by Morten Sorensen at Copenhagen Business School and Steven N. Kaplan at the University of Chicago Booth School of Business (2013), Kaplan claimed that universal ability

is essentially skills as flexible. The second, or Execution Skill, is what motivates you to do tasks. It should be very effective, active, and willpower-based, but Charm is another quality that has passion and persuasion. Strategic skills are undoubtedly on big-picture thinking and inventiveness. While COO candidates were in the center, CEO candidates might just get high ratings for all four traits by the second rank. Nevertheless, depending on the results for all four criteria, CFO candidates currently rank third. Following the poll, further research revealed that all candidates for supervisory positions other than CEO were eventually recruited for CEO positions throughout the next five to ten years. One particular conclusion is particularly intriguing since CEO interviewees scored poorly on interpersonal ability. KSA statements have been used to characterize the CEO Core Competencies in this research. A skill statement has been made reference to as the "manual, verbal, or mental manipulation of things" (Ritzhaupt et al., 2013) or "the proficient application of knowledge and process to a task" (Ritzhaupt et al., 2013, p. 2). Knowledge can be defined as "an organized body of information and refers to identifications, strategies, classifications, principles, operations, and processes" (Butler, 1978; Lysaght & Altschuld, 2000, p. 96).

A final definition of an ability statement is "the ability to do an action" (Ritzhaupt et al., 2013, p. 2). Three words that may be taken action upon combine and overlap KSA statements. The overlap between the knowledge, skill, and ability assertions may be seen as intentional according to Ritzhaupt et al. (2010) since "skills depend upon knowledge, and abilities rest upon skills" (p. 427). For instance, the suggested ability statement "Ability to generate successful educational materials" requires a variety of knowledge and abilities. The capability may call for expertise in documentation, graphic design, and printing in addition to understanding of instructional design theory, curriculum and teaching, and learning theory. Lysaght and Altschuld's (2000) study on Norman's "Know-Can-Do" hierarchy provides more insight into why overlapping KSA statements are suitable. As stated in a knowledge statement, according to Lysaght and Altschuld (2000), the "knowledge" level entails having understanding of a relevant field or method. The "Can" level denotes "the capacity to perform in a controlled environment while being observed" (Lysaght & Altschuld, 2000, p. 96). The "Do" level, which relates to "do[ing] something in everyday practice while unobserved," is seen to be the greatest degree of proficiency (Lysaght & Altschuld, 2000, p. 96). In this instance, the ability to "Do" relies on the proficiency of both "Knowing" and "Could." Without the knowledge and ability level, a single practice of the "Do" level cannot be carried out. Similar to this, KSA statements cannot be described as a simple sentence; rather, it is appropriate and essential to overlap KSA statements in order to convey the suggested

conceptual framework. Numerous studies have discussed how competences are defined in respect to KSA assertions (Conn, 2003; Ley & Albert, 2003; Lysaght & Altschuld, 2000; Sanchez & Levine, 2009).

Ley and Albert (2003) defined KSA statements as a collection of human qualities and referred to them as competences. Conn (2003) and Lysaght and Altschuld (2000), on the other hand, saw competences in relation to professions and professionals. Competencies, for example, are "the sorts of knowledge, skills, and abilities required by experts in a certain subject," according to Conn (2003). They were similarly defined as "the extent to which people could apply the skills and knowledge connected with a profession to the whole range of circumstances that come within the realm of that specific profession" by Kane (1992) and Queeny (1996). (as cited in Lysaght and Altschuld, 2000, p. 95).

Strategic Planning

Strategic planning was the process of establishing and maintaining alignment between an organization's core objectives, assets, and changing customer expectations (Grant 2014). The strategic planning process, generally, consists of corporate objectives, a vision, and a detailed plan to carry out the concept and meet the objectives (Dole 2013; Mintzberg 1994). In order for businesses to prepare a proper course of action based on this knowledge, the strategic planning process also comprises a scan of their external environments (Saunders 2015). Inquisitive inquiries about the institution's goals, its existing condition, its path to those goals, and any changes or shifts which will happen naturally around the establishment are critical components of strategic planning techniques.

A series of underlying procedures that aim to create or alter a scenario in order to improve the result for a business make up the concept of strategic planning (Akinyele and Fasogbon) (2010). Strategic planning is the act of developing, implementing, and managing a strategy while officially documenting organizational expectations utilizing methodical criteria and thorough analysis (Higgins and Vincze, 1993; Mintzberg, 1994; Pearce and Robinson, 1994). Strategic planning is a method for determining the ideal future for your firm and the best route to get there, in the researcher's opinion.

Strategic planning is "an organized process thru which the CEO of the organization might very well make decisions regarding this institution's future and development, as well as following up on the necessary measures and procedure towards attaining the intended future, and having found methods for measuring the success of these operations' execution" (Al-Zboon and Hasan 2011). It is a give purpose (comprehensive, continuous, and cooperative) that assists

an organization in making deliberate decisions about what it does now, how it would do it in the future, and how it could respond in times of crisis. It also allows the management decide whether to engage in specific activities and how it will achieve its objectives. The basis of strategic planning include things like mission, vision, corporate magnitudes, and objectives. A method for structuring the existing based on predictions about the desired future was strategic planning. Simple, concise, and depending on the actual present circumstances, a strategic plan should also allow for adequate time for it to settle (Mashhadi et al., 2008). To put it another way, strategic planning seems to be a road map that shows an organization how to cope with opportunities and crises. Nevertheless, for the sake of this research, the aspects to be explored will be limited to those listed in the following.

Table 1: Prior Studies On Characteristics Of Strategic Planning.

Strategic Planning Characteristics	Previous Studies
Comprehensive	Steiner (1979), Wood and Laforge (1981), Kraus et al., (2006); O'Regan and Ghobadian (2002); Dibrel, Craig and Neubaum (2014).
Continuous	Suklev and Debarliev (2012); Kargar and Parnell (1996) Ugboro (1991)
Cooperative	Veetil (2008); Abdalkrim (2013) Ramanujam, Venkatraman and Camillus (1986)

From The Importance of Strategic Planning For CEO, core CEO To create and implement a strategic strategy, competence is essential. It serves as a connection between the institution's body and its soul. The CEO's commitment to fostering institutional success rests on his or her ability to make wise choices that result in the development and implementation of strategic plans. Great planning ideas lose their significance if they are not executed perfectly. Planning Due to a shortage of CEO skills, strategies that were developed with less than 50percent of the required precision are implemented. CEOs provide guidance on how to go with performance and how to carry it out. In general, the CEO of an institution is responsible for providing the vision. He also uses methods to reflect, develop plans, and supervise operational activities. Additionally, he tries to tailor his organization to the requirements of the situation. The employees' spirits and morale are raised by leaders who promote energizing activities.

CEOs have a variety of functions in strategic planning. It sets up the conditions for transformation. Thirdly, it formulates the vision and plan with the aid of a visionary process that clarifies the strategy for comprehension of the whole business. Secondly, it builds the leadership team by choosing important members from the organization and dismantling the present hierarchy (Moesia, 2007). The CEO then develops a system of assessment that assesses strategic planning at every level of the organization's operations. Eventually, it aids with

cultural transformation, which makes strategic planning easier (Venohr & Meyer, 2007). There are several distinguishable behaviors that identify a strategic CEO that may contribute favorably to an efficient crisis management, and these include the following:

- Establishing balanced organizational mentorship.
- Identifying strategic direction, managing the organization's financial portfolio.
- Sustaining a successful company culture.
- Emphasizing ethical business practices are all important.

Concept of Crisis

Crisis may be as unanticipated particular occurrences that are outside of present organizational processes, that creates a high degree of unreliability and jeopardizes the achievement of objectives as well as the organization's knowledge and detection measures (Lucero M. et al.; 2009; p. 236). It's preferable to distinguish between a crisis and an unfavorable incident when defining one (disaster). The distinction made by Brent (2003) was this: "Disaster tends to mean that company is facing with an unpredictable or unexpected disastrous modification about which there is little control; so although crisis explains a situation wherein phenomenon roots could be issues and concerns such as improper management frameworks and actions or failure in conformance with adapting to a modification" (Brent; 2003). An organizational crisis could indeed take many different forms, including being stolen, rackets core rumors, being bribed, strike, product boycott, supportive service defacement, product defamation and bribed, hostile conflict, natural disaster to products' devastation, damage to organizational system or information network of another company. An organizational crisis was not just a catastrophe, like an airplane crash, economic recession, or limiting companies that also relates to mass casualties or severe environmental damages (Behnamiri, 2012). Pochant and Mitraf provide the following succinct and clear definition of crisis:

The presence of the mind and its crucial fulcrum are threatened by disruption that physically impacts an entire system and fundamental presumptions. There seems to be a criticism of this concept since it only considers interests of the organization in times of crisis and ignores the interests of other beneficiaries such as people and organizational groupings. This argument has been used to support the description that follows, which seeks to fix its flaws:

- Individuals, communities, and organizations may experience a crisis yet are unable to address it using generally accepted protocols.
- The nature of these situations has a role in how excessive stress brought on by unexpected change manifests itself (Both and Simon; 1993).

The comment made by Dayton in 2004 accurately captures the idea of a crisis. Chaos reigns. There are hardly any signs for the many types of organizations and groups throughout the globe, and there is no warning before it occurs. It doesn't matter how large or little a crisis is. The contemporary business environment's complexity and erratic nature may lead to crises that have an effect on firms and their stakeholders. Organizational leaders must comprehend the causes of crisis situations. It also is crucial to comprehend how and if a crisis will arise, what could be done to address it, and the degree to which it may be avoided or have as little of an influence as possible. CEOs need to be geared toward the strategic planning of crises so as to better grasp them. Additionally, they should always be prepared to modify their management philosophies, choices, and deeds as they are ready to handle crisis circumstances in a socially acceptable manner.

Facing of Crises

One could frequently find quotations about natural disasters, numerous conflicts, business challenges of smaller and larger ratios influencing companies, specific industries, and even countries that are, in one way or another, connected to crises in everyday publications, variety of professional research, entrepreneurial and corporate publications. A crisis refers to a very broad range of natural, social, economic, and mental processes. It is a phrase that is frequently utilized to describe difficult, hazardous, and future crucial events (for example, middle-age crisis, health crisis, magnitudes crisis, art crisis, moral crisis, environmental crisis, oil crisis, financial crisis, economic crisis, political crisis, etc.). Since it is associated with so many different unpleasant events and challenges, the word "crisis" has a mostly negative meaning in everyday speech. In our discussion, we are particularly interested in corporate or organizational crises, which may affect profit- or loss-making businesses as well as industrial or service companies.

When discussing a corporate crisis, a crisis was described as a brief, undesirable, unfavorable, and critical situation that has arisen from both internally and externally reasons and that poses a direct threat to the organization's continued existence and development (Dubrovski 2004b; Barnett and Pratt 2000). The nature of the crisis being faced is one of the

crucial aspects affecting stakeholders' perspectives (Coombs, 2007). People classify crises into kinds as part of a "heuristic simplification process in which assessors instinctively blend prior experiences and expectations to compress the complicated nature of a crisis into easier-to-understand cognitive schemas," according to Bundy and Pfarrer (2015: 351). Similar to how response strategies have evolved, this recognition has led to the development of numerous typologies that concentrate on the situational aspects of the crisis, such as how controllable, severe, undesirable, and intentional it is perceived to be (Brown et al., 2016; Bundy & Pfarrer, 2015;). For instance, the SCCT divides crises into three groups related to the perceived crisis accountability: crises involving victims (weak crisis responsibility), crises involving accidents (medium crisis responsibility), and crises involving avoidable events (strong crisis responsibility). These sorts of assessments are made by stakeholders, according to empirical research (Coombs & Holladay, 2004).

In general, there are many different ways to handle emergencies, includes reactive and proactive methods. Planning choices are made in a proactive manner prior to a catastrophe. Through vulnerability evaluations, decision-makers have previously foreseen a variety of crises and have created preparations to address their likelihood. Planning choices are made in the reactive position both throughout and after the crisis occurrence. Containing the harm and quickly restoring the status quo are the major goals [35,36]. There are four distinct ways to handle emergencies.

1. The escape style is a bad style when the organization's boss entirely ignores the issue and its effects while admitting that the staff's performance is poor because of their incapacity to handle it.
2. The contained style, in which a crisis is managed by limiting its spread and effects. The crisis is constricting and freezing at the point at which it has shown itself, working to absorb the pressures that it has produced before being destroyed by its corrosive force.
3. The cooperative model, in which every member of the crisis team works together to address the problem and is assigned a particular task.
4. The confronting style: This is where the organization manager, with the assistance of his staff, approaches the crisis in a methodical manner depending on accurate foresight and the recognition of roles and functions, moving swiftly through each stage of the emergency to minimize its bad impacts and restore the organization to the previous level of stability.

3. METHODOLOGY

Problem of study

The overall research issue is that, when they haven't already been completed, CEO, strategic planning, and crisis management are frequently handled independently. Nevertheless, each crisis often presents serious risks along with sizable possibilities. These risks and opportunities are typically addressed using two distinct disciplines rather than a single specialty: crisis management and strategic planning. Although crisis management places more emphasis on opportunities than strategic planning does on threats, the CEO plays a crucial role in both. This might result in the abuse of scarce resources and put the organization in danger.

The particular issue is that there is a study vacuum in the literature about the relationship between strategic planning, the need for emergency preparedness, and CEO Core Competencies. There is no experimental observation on the connection between the CEO Core Competence and emergency preparedness, despite the promotion of this integration in certain literature [3,19–27]. Particularly, there is a dearth of empirical research looking at the connection between crisis management and strategic planning in Iraqi enterprises as a whole. This research fills this vacuum by looking at the CEO Core Competencies, crisis-facing approaches, and their connections to the processes of strategic planning from the perspective of company management. Consequently, the following primary question and its related sub questions may be used to define the study problem: What are the crisis management philosophies of Iraqi CEOs and how do they relate to long-term planning?

- What level of crisis management techniques (containment, escaping, confrontation, and cooperation) are used by the firm's managers?
- What do business managers use their company's strategic planning procedures when a crisis arises?
- What does the CEO use strategic planning when a crisis arises?
- Is there a statistically significant association between the degree to which crisis management approaches and strategic planning procedures are used?
- Would there be a statistically meaningful association between the level of strategic planning use and the level of crisis management?

Objectives of study

The goal of this research was to investigate the connection between the CEO, strategic planning, and crisis management coping strategies and the influence of strategic planning on these coping mechanisms from the perspective of company managers. The precise goals are to:

1. Would the Iraqi manager possess key skills that had an impact on strategic planning?
2. Do managers of Iraqi companies employ strategic planning when dealing with crises?
3. Determine if the degree to which crisis management approaches are used and strategic planning procedures are related.
4. Evaluate how strategic planning procedures affect how people approach crises.
5. Evaluate the connection between strategic planning and the CEO Core Competence.

Measurement Scales

In developing scales dimensions of assess CEO Core Competence we used measures from Ritzhaupt et al.(2013), Lysaght & Altschuld, (2000), Ugboro (1991) Conn (2003)to determined CEO Core Competence (knowledge ,Skill and ability), strategic planning we used item statements from Steiner (1979), Wood and Laforge (1981), Ugboro (1991) and Ramanujam, Venkatraman and Camillus (1986). We assess strategic planning characteristics comprehensive, continuous and cooperative, measures usability of crisis facing styles Mitroff (1993) , Hiba (2002) and Abd-Elaal (2008), representing four styles; (containment, cooperation, confrontation, and escape). Utilizing a five-point Likert category, respondents have been asked to express their agreement or disagreement with each statement in each magnitude: 0- Not Applicable, 1- Strongly Disagree, 2- Disagree, 3- Agree and 4- Strongly Agree.

Theory and Hypotheses

Figure 1 depicts the fundamental framework of our study. Measuring the direct impact of CEO traits on crisis management philosophies and examining if strategic planning has an impact on this connection are helpful. The next portion of this page describes the model's ideas in detail. They have been chosen depending on their theoretical engagement and participation in earlier research that might assist putting the findings of this study into context with those of earlier research.

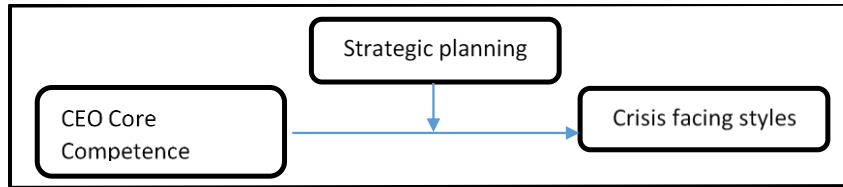


Figure 1. The hypothesis mode .

Hypothesis

Based on the extant literature highlighted, there are inconclusive and conflicting results on the relationship between CEO and crisis facing style with the mediate role of strategic planning Based on the presented literature review, *The main hypothesis of the research work is CEO Iraqi Companies which use strategic planning will get better results in facing crisis.*

And the subsequent sub-hypotheses:

- H1: CEO Core Competence has positive relationship with strategic planning characteristics.
- H2 CEO Core Competence has positive relationship with crisis facing styles.
- H3: strategic planning characteristics have positive relationship with crisis facing styles.
- H4: strategic planning characteristics mediate the relationship between CEO Core Competence and crisis facing styles.

Sample

Managers from Iraqi firms in various were selected for participation. 67 questions were administered to patricide in person to conduct the research, and 64 of them have been filled up and returned.

4. METHOD OF ANALYSIS

Findings

The participants' demographic data is shown in this section. In all, 64 managers took part in the survey. Table 2 lists the demographic breakdowns of the study questionnaires and their characteristics.

Table2: Descriptive Statistics Regarding Research Sample

Specifications		N	%	Specifications		N	%
Gender	Male	56	84	Education	High School	2	4
	Female	8	16		Bachelor	53	82
	Total	64	100		Master	9	14
Age	26 - 35	8	14		Phd	0	0

	36 - 45	12	18	Service Period	Total	64	100
	46 -55	15	23		6 - 10	6	9
	56+	29	45		11- 15	12	19
	Total	64	100		21 And Above	46	72
	Yes	29	45		Total	64	100
Business Education	No	35	55				
	Total	64	100				

Once the participants' demographics have been examined, as shown in Table I, the majority of them have been man (84 percent), and the majority of those aged between 26 and 35 were determined to be 14 years old. Then it was discovered that 18 percent of people between the ages of 36 and 45. Examining the participants' educational backgrounds, it was discovered that 4 percent had graduated from high school, 82 percent had earned a bachelor's degree, and none had a PhD. Once participants' service in their companies was looked at, those who had worked 21 and more came out on top, followed by those with 11 to 15 years of service. A little more than half of the participants claimed to have business education.

SPSS 19.0 (Statistical Package for Social Sciences) and Microsoft Excel 2010 were utilized in the data analysis. The main statistical technique used was non-parametric statistical testing utilizing person correlations, regression analysis, and descriptive statistics. Descriptive statistics were used to accomplish goals 1 and 2. By using person correlation analysis, objective 3 and hypotheses H1, H2, and H3 have been met. Regression analysis was successful in achieving objective 4 and hypothesis 4. Last but not least, the data were interpreted at a level of significance of 5 percent, in which a magnitude of $p < 0.05$ is regarded as substantial and $p < 0.01$ as very substantial.

Table 3 Shows The Correlations Of The Variables Used In This Study

Variables	Mean	SD	1	2	3
CEO Core Competence	3.47	0.6	1	0.43	0.58
Crisis Facing Styles	3.67	0.7	0.43	1	0.24
Strategic Planning	3.51	0.9	0.58	0.24	1

The positive and substantial associations between the dependent, mediator, and independent parameters are confirmed by the correlation coefficients. The findings in table 2 supported the correlation between Crisis confronting styles and CEO Core Competence ($r = 0.58$; $p < 0.01$), as well as the correlation between Crisis Facing Styles and Strategic Planning ($r = 0.20$; $p < 0.01$). Consequently, in light of these findings, it is possible to study the mediating function of strategic planning in the link between Crisis confronting styles and CEO Core Competence.

Causal Steps Approach

To evaluate the research hypotheses and establish the mediation impact of strategic planning between CEO Core Competence and Crisis confronting styles, the Baron and Kenny technique, also described as the causal stages approach, was used. The outcomes of the technique using causal stages are shown in Tables 3 and 4. The CEO Core Competence and strategic planning findings reported in table-3 were significant (CEO Core Competence $\beta = 0.43$, $t = 7.00$, p less than 0.00). As a result, research hypothesis 1 is accepted. CEO Core Competence and Crisis confronting approaches are shown to have significant outcomes in Table 3 (CEO Core Competence $\beta = 0.59$, $t = 10.57$, p less than 0.00). As a result, research hypothesis 2 is accepted. The findings of formula 3 of the model were similarly significant because they link crisis-facing approaches to strategic planning (strategic planning = 0.56, $t = 9.86$, $p = 0.00$). Therefore, research supports research hypothesis 3. These basic regression findings support the three processes of mediation outlined by Baron and Kenny. Table 4 also displays the outcomes of multiple regressions that have been utilized to investigate the mediation role of strategic planning in the link between CEO Core Competencies and Crisis Facing Personalities and to support the usage of Step Four in the Mediation Process.

Table 4. Regression Results

Independent factors	Strategic planning			Crisis facing styles		
	B	t- magnitude	Sig.	B	t- magnitude	Sig.
CEO Core Competence	0.43	7.00	0.00	0.59	10.57	0.00
Strategic planning (M)	-	-	-	0.56	9.86	0.00

Note: Separate Regressions Have Been Run For Each Dependent, Mediator, and Independent Parameters.

The findings of several regressions are shown in Table 4 that supports the indirect impact step-4 stated by Baron and Kenny. Once CEO Core Competence is included into the model, the findings are significant ($\beta = 0.02$, $t = 0.32$, $p = 0.75$). Since the fourth phase of the mediation process proposed by Baron and Kenny has been completed, the findings of model-1 supported the hypothesis that strategic planning influences the link between CEO Core Competence and Crisis confronting styles. Based on these results, research hypothesis 4 seems to have been confirmed.

Table 5. Results Of Indirect Effect.

Model	Factor	R ²	F	S. Error	β	t-magnitude	Sig.
1	CEO CC	0.31	48.52	0.06	0.02	0.32	0.75
	Strategic Planning			0.07	0.55	9.16	0.00

In summary, the findings indicated that CEO Core Competence indirectly influences crisis-facing strategies. Strategic planning and crisis-facing approaches were both positively and substantially correlated with CEO Core Competencies.

5. DISCUSSION AND CONCLUSION

The present study verifies all of the research hypotheses based on the results. Strategic planning, crisis-facing approaches, and CEO Core Competencies all have a favorable association. Whereas, crisis-facing styles and CEO core competencies are mediated by strategic planning. This research supports CEO Core's ability to increase the link between crisis-facing approaches and strategic planning. Strategic planning and CEO core competencies have a favorable association, demonstrating how CEO core competencies support crisis-facing methods. The inclusion of the mediating function of strategic planning on the association between CEO Core Competence and Crisis confronting styles in the present research considerably adds to the literature on Strategic planning and f Iraqi businesses business. The fact that we created a model and experimentally looked at the mediating influence on the Crisis confronting styles is our most significant contribution. Prior research has mostly focused on the connections between crises management and strategic planning. In order to bridge the gap between a new environment, crisis-facing styles, and the indirect influence of the CEO Core Competence—strategic planning—this research developed a model. The research also examined the mediating functions of strategic planning. The findings of this study provide credence to the claim that, when businesses are able to reorganize and distribute their resources, the impacts of strategic planning on crisis management behaviors become more pronounced. The relationship between CEO Core Competencies and Crisis-Facing Styles would be more favorable as available resources and mechanisms for their appropriate usage increase.

6. RECOMMENDATIONS AND IMPLICATIONS

One of the first research to link CEO key capabilities to strategic planning procedures and crisis management approaches in both Iraqi and Iraqi currency markets firms. This essay made a contribution to the practical and theoretical analysis of corporate strategic crisis management. It offers insightful guidance to business managers, organizations, and scholars that study strategic researches. The research makes the following suggestions:

1. The study's primary application is that business managers must think about the importance of strategic planning during crises and how it relates to different emergency preparedness philosophies. Managers must attempt to incorporate crisis management into their overall strategic planning process. The report encourages firms to include crisis management procedures in their strategy-making process. This enhances the strategic performance and helps manage crises more effectively.

2. The capacity of businesses to think strategically and plan amid a crisis is increased by taking into account and preparing for both at the same time. One way to merge the two disciplines may be to encourage managers to embrace strategic crisis planning, which improves their ability to cope with crises.
3. It is vital to provide managerial staff and workers of businesses with training on strategic planning and its significance function in enhancing educating and hiring competent human resources managers to create future preemptive crises management techniques and emergency preparedness situations.
4. Establishing a department dedicated to emergency preparedness on the Iraqi currency market and integrating it with the crisis management teams inside every company.
5. Establishing and encouraging a partnership communications structure that ensures information was quickly available for crisis management.
6. Studies and researches connected to strategy emergency preparedness ought to be the primary emphasis of the Ministry of Higher Education and Research as well as other academic researched institutes (more intention and care). organizing yearly conferences on the topic of emergency preparedness and how it relates to strategic planning. having to teach programs in strategy development and emergency preparedness.

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