

## Evaluating the Impact of Crisis Management Leadership on Business Continuity from An Islamic Perspective

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**To Link this Article:** <http://dx.doi.org/10.6007/IJARBSS/v12-i9/14743> DOI:10.6007/IJARBSS/v12-i9/14743

**Published Date:** 03 September 2022

### Abstract

This article aimed to shed light on contemporary administrative thought and Islamic administrative thought that relate to crisis leadership and the continuity of service provision. The leader must have some characteristics in order to face the crisis, and this is what Islamic and contemporary thoughts discuss: that one should have advance planning, efficiency, experience and the necessary skills, but Islam added that he must be patient and have honesty in leading the crisis to achieve effective management. Major limitations of this study are the time and geographical limitations required to conduct this study. The researcher seeks to make his study a new addition in the field of public administration.

**Keywords:** Leadership, Crises, Crisis Leadership, Business Continuity.

### Introduction

Crisis and disaster management is one of the most important strategies that countries follow in facing their crises in their various forms. Crisis and disaster management is a science and an art, as it is a science in the sense of having a curriculum that has its origins and rules, and it is also an art, in the sense that its practice depends on the creative ability and creative skills of decision-makers and their assistants, as well as on individuals who are distinguished by special abilities and skills, including the ability to creativity, imagination and sound appreciation during Managing crises of all kinds and levels, including the use of military force or through the diplomatic process (Ziyadah, 2016).

Crisis management means dealing with its elements in a way that enables us to reach the best possible results under the available circumstances in order to achieve the higher interests of the state or the existing political system in crisis management (Hassan, 2003: 22), that crisis management is a set of measures taken since the outbreak of the crisis Through the availability of sufficient information, and the evaluation of this information, the process of linking the successive situations and events with an attempt to predict the most accurate

available, through decision-making and formulating the final scenario of the crisis, that is, it is a process of employing all state resources to influence the course of the crisis after its occurrence. There is a similarity and confusion between the disaster and the crisis, as there is a great connection between the two concepts. A disaster is an accident or defect that affects society at a certain time, and results in heavy losses in human or material resources. Often a disaster leads to a crisis or crises, and the opposite may result. On the aggravation of the crisis to Haritha (Gorsuch, 1995, 12-23).

Natural disasters are defined as events that cause a serious disruption in the functional community environment, and cause large-scale human, material and environmental losses that exceed the ability of the affected communities to deal with them depending on their own available resources (Al-Haditi, 2018). As for the Center for Research and Epidemiology of Disasters, based in Brussels, the natural disaster is defined as a situation or event that exceeds the local ability to confront it and requires the request for national and international assistance (World Bank, 2003, 40), and the International Organization for Civil Protection defines a disaster as an accident that results in large losses of life and property and may be They are natural or technical and require intervention at the national or international levels to address their effects (Al-Zubair, 2012).

By informing the researcher of previous studies, it was found that there is a relationship between crisis leadership and business management in organizations. The study (El-Din, 2021) and the study (Ali, 2020) indicated that there is a role for crisis management on the business continuity process during pandemics and crises. The speed of decision-making and its effective implementation, which achieves the organization's continuity in completing its work, as the study of Al-Sam'aan (2015) indicated that in order to overcome the challenges facing institutions in crises, it is to activate the remote work system for the continuity of work using artificial intelligence tools. (Al-Tayyib, 2020), and a study conducted by Fadhil (2021) demonstrated that the electronic transformation of services during the Covid 19 crisis has a positive impact on the continuation of services in an optimal manner and also achieving the best performance. Contemporary, researchers and scientists have used neuroscientific techniques to study the conscious and unconscious of human behaviours toward the crisis management and how they influence the individuals' reactions (Alsharif et al., 2021a, 2021b, 2022a, 2022b). In addition, researchers and scientists have studied the obstacles and challenges (Alsharif et al., 2022).

Alkhrabsheh (2022) have investigated the effect of various crises on the development of the Business Continuity Management (BCM) process in Jordanian hospitals, and the study results showed that the hospitals in Jordan were eager to maintain security and stability in the case of a crisis. Additional statistical tests presented evidence regarding the positive effect of different factors (such as external/ internal crises, natural disasters, operational and strategic risks, and the probability of recurrence of a crisis) on BCM development in Jordanian hospitals. Alkhrabsheh (2022) mentioned that the researchers have attempted to offer insights and knowledge to help practitioners, academicians and policymakers. Subhani (2016) reported that Business Continuity (BC) is happen to be a new term for development countries. On the other hand, Crisis management (CM) is commonly coined term which is well understood. Both the terms converge for a bigger perspective. BC process ensures a resilient and secure business environment capable of enabling a quick and effective response to a

crisis. Also, Subhani (2016) mentioned that BC Management is defined by the Business Continuity Institute (BCI) of UK as 'holistic management process that identifies potential impacts capable of threatening an organization's integrity and providing a framework for nurturing resilience and the capability for an effective response that protects the interests of its key stakeholders, reputation, brand and value creating activities.

### **Methodology**

The approach adopted during this study is the descriptive approach and the comparative curriculum, by describing the impact of crisis management leadership on business continuity from an Islamic perspective, by referring to the previous literature, analysing it objectively, expressing an opinion and commenting on it. As for the comparative approach, by comparing contemporary administrative thought with Islamic administrative thought on the impact of crisis management leadership on business continuity.

Descriptive research aims to accurately and systematically describe a population, situation or phenomenon. It can answer what, where, when and how questions, but not why questions. A descriptive research design can use a wide variety of research methods to investigate one or more variables. Also, the descriptive research is usually defined as a type of quantitative research, though qualitative research can also be used for descriptive purposes.

### **Data Analysis and Discussion**

#### *The concept of leadership*

Leadership represents the most important element of the basic management elements, as it works to exert various efforts in directing employees within a specific scope or a specific work environment to achieve its goals. In various developing countries even put it on the state refineries. The study of Qasimia (2020) defined leadership as a management process that prepares the leadership position so that the various members of the team, including the leader, can achieve the goals of the organization with maximum productivity and the lowest cost in time and work, as defined by the study (Kamash, 2021) that leadership represents An activity that involves influencing the behavior of individuals in the organization on the behavior of other employees or their subordinates in a way to solve multiple problems.

The study (Othman and Issa, 2021) also showed that leadership is a pattern or method that the leader adopts in order to obtain the goals of the organization, and it also represents the ability and skills that the leader possesses to influence his employees so that they want to accomplish the tasks determined by the leader himself. Abdel-Fattah and Gabriel (2020) that leadership is the process carried out by an individual who possesses a set of characteristics that allow him to influence the change of group behavior within the organization, which contributes to achieving the general goals of this organization and this is reflected in social life and the work environment itself.

While the study (Qamini, 2020) also defined leadership as the process of influencing the activities of individuals for the purpose of achieving the general goals of the organization in specific circumstances, as it also indicated that leadership is working with others and influencing their behavior to achieve the goals set through the planning process, that is, it is the ability Effective linking the ambitions, goals, objectives, and value of the future

organization with practices that contribute to achieving these goals and help create an atmosphere that achieves harmony for subordinates among them, which is positively reflected on the institution.

Commenting on these definitions, as mentioned in previous studies, the researcher believes that leadership is represented in the leader's authority to direct and supervise through influencing the behavior of employees, which enhances employees with an appropriate atmosphere that works to plan for these individuals to implement jobs better, and leadership means capabilities. And the behaviors enjoyed by the individual leader and the behaviors and capabilities that he has through which he can influence the behavior of the group in order to urge them to cooperate with the aim of achieving work goals within the organization as it is a means to achieve organizational goals within the institution.

This trend is represented by the findings of the study Lowati (2021), which showed that leadership means the individual's ability to think, work and influence others in the work environment in ways that can stimulate the competitive advantage of the organization, and hence leadership does not leave the nature of work to the nature of another work. Because leadership ultimately represents influencing the behavior of others in the work environment, but this leadership must have a clear future vision that ultimately makes it affect the culture of the organization and directs others through its decisions to work within an innovative creative environment.

The study of Tafer and Mujerk (2019) also showed that leadership represents the leader's ability to provide individuals with the necessary information in order to perform their duties optimally in order to enable them to implement and achieve the best desired results. It also showed that administrative leadership in its entirety is the activity that a person practices from In order to perform his duties by directing the subordinates to perform an effective work that benefits the administrative organization in the organization itself.

The researcher does not agree with this definition completely, because leadership is qualities that the leader enjoys in carrying out the tasks of the organization effectively. As for the process of providing information to employees to achieve the goal, it does not represent the concept of leadership, while it is represented in the methods through which the leader can work to give more incentives for its employees.

The researcher also sees through the above that administrative leadership differs from leadership in general, because leadership derives its strength from the personal qualities that the leader enjoys. As for administrative leadership, it depends mostly on the official authority granted by the organization to the leader first and then the personal traits and capabilities of the leader in addition In addition, it can be concluded that the administrative leadership is a representation of the process through which the influence on others is carried out, according to an organizational entity with specific features, activities and competencies. For this reason, the researcher agrees with the study (Noor, 2017), which extracted a general concept of leadership represented in the following:

- Leadership represents directing the activities of employees to achieve the general goals of the organization.

- Leadership represents the process of pushing the work team to accomplish their tasks in a way that achieves the goals set.
- Leadership is also considered a process of paying subordinates according to the drawn plans.
- In the latter, leadership represents the use of various administrative methods to influence employees through the personal characteristics of the leader or his position within the organization.

### ***Leadership in Islam***

The study of Ali (2018) found that leadership in Islam is of great importance and necessity, as Islamic societies must lead an organization for themselves through justice and fairness. It is permissible for three people to be in the land of the wilderness, unless they order one of them against them." (Narrated by Muslim Hadith No. 6647). Where Abu Dharr says (I said, O Messenger of God, will you not use me), he said, so he hit my shoulder with his hand, then said, "O Abu Dharr, you are weak, and it is a trust, and on the Day of Resurrection it will be disgrace and regret, except for the one who took it by its right and fulfilled the one who owed it." (Reported by Muslim, 1825).

The study of Al-Zayan (2005) showed that leadership in Islam means the behavior of the occupant of the caliphate, and the researcher believes in this definition that this concept is limited to a type of leadership, which is the supreme leadership represented by the study of the caliphate, but leadership in Islamic thought carries More than one meaning, including leadership, emirate, state or patronage. The study of Ali (2018) also showed that leadership in Islam represents the Islamic leader's progress on the Qur'anic approach in his leadership, as he complements this with the Sunnah of the Prophet.

The researcher believes that leadership in Islam is represented by the presence of a group of people, including a person who is able to positively influence their behavior as he works to achieve common goals. A concept can be developed through the foregoing, which is that leadership in Islam is the trust of guidance and role model that the Muslim bears in its position is to achieve the goals of the religious and worldly community of Muslims issued by the explanation of God.

Many studies have concluded the importance of leadership in Islam because the Islamic religion, through the statement of the Holy Qur'an and the Sunnah of the Prophet, has many tasks that manifest leadership, and the most important of these studies are the following:

- The study of Ali (2018); Al-Ghamdi (2019); Issa (2009) agreed with it on the importance of leadership in Islam, as it indicated that leadership has great importance in Islam, through achieving succession on earth, and this is what the Almighty said And [mention, O Muhammad], when your Lord said to the angels, "Indeed, I will make upon the earth a successive authority." They said, "Will You place upon it one who causes corruption therein and sheds blood, while we declare Your praise and sanctify You?" Allah said, "Indeed, I know that which you do not know."

What is meant by this verse is the Caliph, who must be obeyed and listened to, as the word must meet, the general meaning of the Caliph is the leader who must be followed by all individuals, and the importance of leadership in implementing the rulings of God Almighty through establishing His limits, taking care of the rights of individuals and protecting their

interests The fact that leadership is necessary in human life so that this life can be better organized, and this helps to achieve and establish justice, which prevents it from eating the weak forces because leadership in its Islamic basis is balance. (Abu Sen (2009), and it represents the link represented in the power that flows to direct energies in a coherent manner that contributes to ensuring the work of workers between the organized plans and their current and future perceptions (Ahmed, 2009). A noble goal and help to keep pace with the surrounding changes and use them to serve the religion and the community.

- The study of Abu-Ghazaleh (2017); Al-Shatti (2006) disagreed that there is a set of self-leadership components that must be available in the leader in order for the leadership to achieve its content and be in line with the Islamic religion, which are as follows:

- Faith: Faith is one of the most important components that an Islamic leader must possess so that his behavior always conforms to the requirements of his faith.

- Knowledge: It is a given that knowledge is a key to its owner and a light and perfection to its owner. Is one who worships devoutly during the hour of the night prostrating himself or standing (in adoration), who takes heed of the Hereafter, and who places his hope in the Mercy of his Lord - (like one who does not)? Say: "Are those equal, those who know and those who do not know? It is those who are endued with understanding that receive admonition. (Al-Zumar, Verse:9)

- Eloquence and eloquence: Eloquence is one of the most important qualities that a leader possesses in Islam. On the authority of Abu Hurayrah, may God be pleased with him, he said: The Messenger of God, may God bless him and grant him peace, said, "I was given an air with words" (Narrated by Muslim: 523).

It is clear from the foregoing that leadership in Islam is based on consultation, justice and freedom of thought. The first principle in Islamic leadership is consultation, because the Holy Qur'an urges the commitment of a Muslim to consult with the people of knowledge and knowledge and those who are able to provide him with correct advice and advice, just as justice and fairness are necessary for the leader. In dealing with others regardless of their race, colors or national origins, while freedom of thought, the Islamic religion urged that the Muslim leader should provide an appropriate climate for constructive criticism and demand it personally. The team has the freedom to express their opinion and express their objection, and they have the right to demand a response to Any questions related to the nature of the work.

Through the study (Al-Shamrani, 2011) and the study (Abu Sen, 2009) and the study (Abdullah, 2020), which among the duties that must be based on leadership in Islamic thought, that the leadership that Islam demands is a committed leadership, stems from the teachings of God Almighty It aims to influence others towards the direction that achieves the interests of the nation. In order for leadership to achieve its purpose; You must perform duties, the most important of which is what was referred to (Bajab, 2018), which is to consult the command of God and His Noble Messenger in the noble verse to consult (and consult them in the matter) (Surat Al Imran, verse 159), which requires the consultation of the individual leader and his group in the decisions he takes, and that By surveying their opinions at the stage of preparing the decision to find out their views, if he ended up with a convincing opinion, he signed it, and issued a decision according to it. The study (Al-Shamrani, 2011) showed that allowing freedom of opinion reminds us of one of the four purposes mentioned by Ibn Ashour in the book (The purposes of Sharia by Al-Nisaburi). It is the freedom of opinion in the Islamic leadership by allowing subordinates to express their opinions and not confiscating them as long as they are in the interest of the nation and what is required by the

interests sent. His employees set a precedent for them, and the Noble Messenger, may God bless him and grant him peace, was the best example for Muslims when the Almighty says: There has certainly been for you in the Messenger of Allah an excellent pattern for anyone whose hope is in Allah and the Last Day and [who] remembers Allah often (Surat Al-Ahzab, Verse 21). He added to the above (Al-Salem, 2017) care and responsibility for the leader to be from the group. After giving advice, the leader should give advice to his group and its members by guiding them to what is good and what achieves the goals, and that is why the Holy Prophet says: And persuasion with goodness, as we explained earlier in the concept of leadership that leadership is based in its worst on influence if it represents the influence of the individual on the group, the leader must have the capacity of persuasion of the employees but with respect for their directions and opinions, and we have in the Qur'anic guidance the best guide in this Sunday. Al-Shamrani (2011), and this is what I agreed with the study (Ziad, 2010), which showed the same duties related to leadership from the Islamic perspective.

From the above, the researcher believes that leadership in Islam has foundations on which it must be based, and it differs greatly from leadership from another perspective. Islamic leadership must prevail in divine legislation in all matters relating to it. The Sunnah of the Prophet, so any leadership that is far from these two sources is characterized by a failed leadership and does not represent any value from the Islamic perspective.

### ***The Concept of Crisis***

Crises are an important and essential part of the life of any organization. No organization, no matter its size and the nature of the operations it undertakes, is far from a crisis. If an organization is not in a crisis now, it is in a pre-crisis stage. Accordingly, we will try, through this axis, to shed light on the concept of crisis, stressing that there are many and multiple concepts of crisis that researchers have put forward in the literature on this subject, but the focus will be on the concept of crisis. at the organization level.

The study (Abu Kamil, 2014) mentioned the crisis in the Arabic language as distress and distress. In another sense, it is a state of tension and a turning point that requires a decision that results in new situations, whether negative or positive, affecting the various related entities. The study (Al-Mahasna, 2017) explained the emergence of the crisis, indicating that the Chinese have used the word (weiji) since ancient times as an expression of the word crisis. It is the combination of two words, danger and opportunity. The term crisis was borrowed from medical technological terms, as it refers to the Greek term crino and returns a turning point, a specific sick plan for the patient in which he turns for the worse or for the better within a short period of time. Medicine, but then moved to the various humanities and social sciences to expand the scope of its use, and its application to various forms of human relations, so it is difficult to define an accurate and comprehensive concept of the crisis.

The study of Baghdadi (2014) also showed that it represented a critical and also decisive moment related to the fate of the administrative system, which was hit by an emergency accident, which made it unable to complete its work on the required approach, and also that it needs the administration and leadership to enter to solve this crisis to overcome it, as the study (Mizhar showed) (2018 AD) that crises occur at several levels, namely the individual, the organization, the community, and the world. It also occurs in all political, economic, social, technological, cultural, demographic, and other situations.

The researcher believes from the above that the crisis is a state of tension, distress or distress, a turning point that may be for the better or for the worse, and it also carries the possibility of opportunity and danger at the same time, and the crisis is the result of its circumstance and the situation in which it exists, whether at the level of the individual Or organization, or wax, or the world.

As the study of Abdel-Aziz (2015) showed, the crisis at the level of the organization is a state of the decision-maker's awareness of the existence of situations that extend the higher interest of the organization and require speed in dealing with these situations by making fundamental decisions. The organization can describe any situation that is directly related to achieving its goals as a crisis, i.e. a situation that threatens to lecture in various areas, including the possibility of losing human lives, especially in large numbers, or showing weakness in the sector in which the organization operates, or revealing unethical behavior of officials in the organization. Or the detection of bribery, corruption or extortion, and its occurrence under the focus and scrutiny of the media or regulatory agencies in the environment, or that this situation interferes with the normal operations of the organization, or that it threatens to express the reproductive image of the organization, its employees and public opinion, or that it leads to Reducing harm and damage to the basic function of the organization.

We conclude from the above that the crisis at the level of the organization is a complex and complex phenomenon, so what are its various causes and different types, and it is a natural situation that can happen to any organization. Although there is no specific definition for it, the expression crisis can be used in several specific cases that may spoil, distort, or create disorder in the work and activities of the organization or cause an imbalance in the organization and a state of instability and tension.

The study Mustafa (2010) also sees that the crisis is an important turning point for the organization, either for better or worse, and an emergency situation and a state of instability in which a decisive change occurs in the workflow of the organization and requires speed in dealing with these situations by making fundamental decisions that may lead to results desirable or undesirable results, and the crisis would be a turning point for the better if it was taken advantage of and through which desirable results were obtained.

### ***The Islamic Approach to Crisis Management***

Bassiouni (2018) showed that the stages of crisis management from the Islamic perspective. It showed that it is from the Sunnah of God Almighty in His creation to be afflicted with various forms. Therefore, the Holy Qur'an presented us with many crises, but with the wisdom of God Almighty He cured them and gave us a vision of how to overcome them These crises, as the Holy Qur'an outlined for humanity an integrated approach to crisis management.

Managing pre-crisis events: One of the requirements of God Almighty's justice and mercy is that he does not take the hands of tyrants and sinners before warning them. As a result of their doctrinal, devotional, and transactional misbehavior (Delfouf, 2014). For this reason, the researcher presents at this stage two events before the crisis, which are as follows: as dealt with by the previous literature, in addition to the study of Caesar (2020); Al-



Sheikh (2002) through warning, as God revealed His messages with the unification of the Almighty and His commands and prohibitions that control the behavior of human beings with their race And with other creatures, some believed and some denied, so every messenger warned his people of punishment after a time of persuasion, like the saying of the Most High. "And We had certainly sent Noah to his people, [saying], "Indeed, I am to you a clear warner"(Surat Hud: verse 25) The Qur'anic approach begins with warning the people. Some of them believe and adhere to it and survive, and some of them are arrogant and will perish and many crises will fall upon them. Whoever does not adhere to what he brought will be exposed to the destruction suffered by the predecessors, as planning to confront the crisis (Abdel-Nasser, 2016). The second step of the pre-crisis stage represents the preparation for facing it. The Qur'an here educates Muslims to plan and calls them to manage the matter, prepare for it, and protect it before it happens. It is the era of the Prophet Noah. God Almighty ordered Noah to build a ship to escape drowning "(36) And it was revealed to Noah that, "No one will believe from your people except those who have already believed, so do not be distressed by what they have been doing. (37) And construct the ship under Our observation and Our inspiration and do not address Me concerning those who have wronged; indeed, they are [to be] drowned" (Surat Hud, verse: 36-37).

During the crisis: According to a study (according to the Messenger, 2020), when the crisis is realized, and at this stage, the Messenger or the leader has the task of managing the crisis in order to take the hand of the believing group and what God Almighty inspires in ideas and orders by which he can contain the crisis, and the Qur'an has shown us how to deal with crises and mitigate From them and laying out the steps of the solution in each of its stages and how to treat and overcome them with the least losses, each of them with the appropriate solutions. The earthly disaster is not such as the economic, administrative or moral crisis. Methods of treatment, but if God sends His messengers with monotheism and the methodology and their people lie to them, then God saves the believers who adhere to the curriculum and destroys the deniers.

After the crisis: After the crisis ends, three things are achieved in the crisis society and its leaders, according to the study (Al-Fadl, 2018) and the study (Bin Jawad, 2014). And attention must be paid to the return of activity quickly, because society may have been greatly damaged or bear a lot during the crisis stage, like the Egyptians "Then will come after that a year in which the people will be given rain and in which they will press [olives and grapes]."(Surat Yusuf, verse: 49) They had to return to their first state in the absence of the crisis, and the evaluation stage, in which the plans and policies adopted during the crisis are evaluated, and the individuals involved in crisis management - the crisis team are evaluated. Rewarding the doer of good and punishing the delinquent "He said, "As for one who wrongs, we will punish him. Then he will be returned to his Lord, and He will punish him with a terrible punishment" (Surat Al-Kahf, verse: 87).

As for the stage of learning and learning from the crisis, the researcher agrees with both the study of Baradia (2011); Mahmoud (2020) that education and learning is necessary, as it is a lesson and an exhortation so that it does not repeat. and Magog, so God favored them by sending Dhul-Qarnayn to teach them, and the people learned teamwork, division of labor, leadership and industrialization, and with Joseph, peace be upon him, they learned to create beneficial projects that protect against crises, such as engineering projects on rivers,

sequestering water for lean years, as happened with the Pharaohs after Joseph, for they learned that from the lean years.

### ***The influence of the leader in the crisis***

The success of any administrative process is linked to a set of foundations and basic elements upon which the leadership approach is built in dealing with the event. The requirements, including them, also agreed with the study (Ziyada, 2016) and the study (Al-Shahrani, 2012) that the leader works to simplify and facilitate procedures. The severity of the complex procedures in front of it, without preventing the front of the crisis. Therefore, the effective leader who faces the crisis must facilitate the procedures for the employees in order to overcome it and help reduce its severity (Ibrahim, 2015).

Jone (2019) pointed out that subjecting dealing with the crisis to the scientific methodology: It is recognized that the crisis can only be solved in specific and systematic ways. Develop an innovative methodology and involve the team in its case until it is done in the right way, and the assessment of the crisis situation: the leader, in order to overcome the crisis, must develop an integrated vision of the reasons that led to the occurrence of the crisis and what are the implications for it and the mechanism for resolving it, so the crisis is not resolved in an improvised way without Assessment of the situation, otherwise this will contribute to the outbreak of the crisis, and setting priorities: After the leader has assessed the situation, he must present solutions and alternatives to these in order to enable him to overcome them. What the study (Al-Taher, 2021) found is that delegating authority is central to the administrative process, and undermining the authorities requires giving each member of the team the necessary authority and providing and maintaining communication channels during crisis management: Crisis management needs a lot Adequate information. Opening channels of communication with the other party helps to achieve this goal and the continuous presence in the sites of events: the leader must be based on managing the crisis himself, so he should not be absent due to the characteristics that distinguish the crisis as being quick and easy to spread, so the leader must be present continuously Because decisions must come from him.

The study of the Kardoush (2019) added to what was previously mentioned with the so-called sufficient abundance, as the study determined that the leader must fully understand the dimensions of the crisis, so he must take advantage of the sincere human forces that can help in managing the crisis and also provide opportunities for employees to participate to overcome this crisis.

As for Al-Shaalan (2019: 180-167), he considers that one of the requirements for the success of crisis management through sufficient reserve: knowledge of the crisis is an important matter, so the leader must estimate the dimensions of the crisis situation in order to be able to take the right decisions in the face of the crisis. Crisis management led by the crisis leader to have an abundance of material and moral support for what is needed and to establish special task teams: What distinguishes the crisis from others is the difficulty in facing it if a task team must be available so that it can intervene quickly in order to confront it quickly because this team has its previous experiences He has knowledge and previous knowledge of the mechanisms of facing the crisis (Al Saud, 2013).

A recent study of the Aladdin (2022) added that educating citizens, in fact, cannot effectively confront any crisis by informing and educating citizens and residents about the role they are required to play when the crisis occurs, because the crisis can only be resolved with the partnership of society, and the best evidence of this is the Corona covid pandemic. 19 - Were it not for the community's involvement in addressing it through adherence to precautionary measures and commitment to the decisions of the leaders, addressing it would have been almost impossible.

It also agrees with the study (Al-Muftah, 2022) The Media Plan in Crisis: The media has a superior role in crisis management. It is recognized that the involvement of the media in facing crises has many previous experiences because the media is the quick means of delivering information to citizens, as a plan must be available, Clear information so that the leader can manage the crisis facing his organization or country.

Abbas (2007) mentioned important requirements, which is not to dwarf the problem: there are many precedents that show that complacency with the crisis causes its failure. Therefore, one of the biggest factors in the failure of confronting the security crisis lies in the process of dwarfing and underestimating it, or deporting it, or ignoring it and not being extravagant in trust. The state of disability is a procedural behavior that must be preceded by intellectual and psychological paralysis, which brings the individual to a state of helplessness, in which he cannot move in any direction and not remove problems by displacing people: Many people impose on themselves situations that are indispensable with them, by loading He himself is positions and opinions that he can jump from. An effective leader must not dispense with one of his work team, bypassing his skills and capabilities, if he must motivate him to address the crisis and employ all the ways and means that help him to do so and not transfer problems to the resigned: One of the most important wrong actions that leaders take is Relaying problems to the future, which makes the accumulation of these problems an obstacle in the future, so the leader must solve the problems he faces in time.

However, it differed with the previous literature, a study of Hariz (2007: 35-34) that one of the requirements for success is the establishment of a comprehensive and accurate base of information and data on all the activities of the organization in crises and all the risks that it may be exposed to and the effects of their repercussions and the availability of an efficient and accurate early warning system, and the ability to monitor Danger signs, their interpretation, and the communication of these signals to decision makers.

By reviewing previous studies on the role of the leader in crisis management, the researcher sees that what was addressed by the study (Al-Khudairi, 2002) are the most important requirements that help the leader to confront the crisis by simplifying the procedures in front of the employees so that they can control the crisis and not spread it, and he must follow a methodology Scientific in crisis management, since the scientific method is the broad lines drawn by the leader to solve the crisis facing him, and he must also be able to assess the situation and set the priorities that he can apply in confronting the crisis.

In the legal dimension, Al-Momani (2007: 81-75) mentioned an important point, which is to determine the need and the legal cover for the crisis management plan, through cooperation between the crisis manager and other departments and departments within the

administrative division area to facilitate the coordination process, and here the administrative ruler issues a decree stating the powers Assigned to the crisis manager, and through the foregoing, it becomes clear the necessity of having a clear and pre-prepared plan and vision to be built upon, and considered it a practical procedure guide, as it shows through the requirements that were received that work must be done objectively and meticulously, and it also highlights the importance of dividing the specialized lights to reach a state of integration in management.

From the foregoing, we conclude that the most important requirements for the success of security crisis management are the following:

1. Training the relevant staff to deal professionally with crises.
2. Implementation of field exercises that simulate the occurrence of security crises.
3. The existence of a strategic plan that shows alternatives and options for dealing with crisis conditions.
4. Providing leadership with a strategic dimension that focuses its thinking on crisis prevention.
5. Employing modern technologies in managing security crises.

#### ***Determining the Business Continuity Management strategy***

After the identification of the important activities, processes, and resources that support the basic products or services of the organization has been completed, and after the assessment of the business impact and risk analysis and their agreement with the desired objectives of the period allotted to the recovery of the institution, it should be examined how to achieve the continuity of the organization in its business performance during and after the interruption About work (Al-Sheikhly, 2013).

Some researchers believe that achieving continuity is achieved by defining the strategies used to manage business continuity that mitigate loss and limit its impact on the institution, which may prevent the institution from carrying out its important functions that ensure its ability to continue providing its products or services (Said, 2001). In 2012, (FBCI, Business Continuity Strategy (BCS)) was played as the strategic approach taken by the organization to ensure recovery and continuity during the period that the organization undertakes to face a disaster that disrupts the business.

This confirms the importance of designing an appropriate strategy at this stage to identify the forms of palliative accidents and ways to respond to them, and (Pinta, 2011) indicates that responding to disasters and accidents that the organization may be exposed to requires activating a business continuity plan (BCP) and recovering important activities in a timely manner and in accordance with the standard The British (2-BS25999) shows (Sharp, 2008) that there are four elements of the stage of formulating a business management strategy on developing and documenting the emergency response structure, determining how the organization will recover from each important activity according to the desired goals of the recovery time and the resources needed to do so, and determining how to manage relationships with Key stakeholders at the time of outage or disruption and taking into account those activities that are not identified as significant.

The figure shows the time for the response to the crisis and indicates how to implement continuity monitoring and recovery plans from the aftermath of the accident (Abdul Rahim and Fadel, 2016).

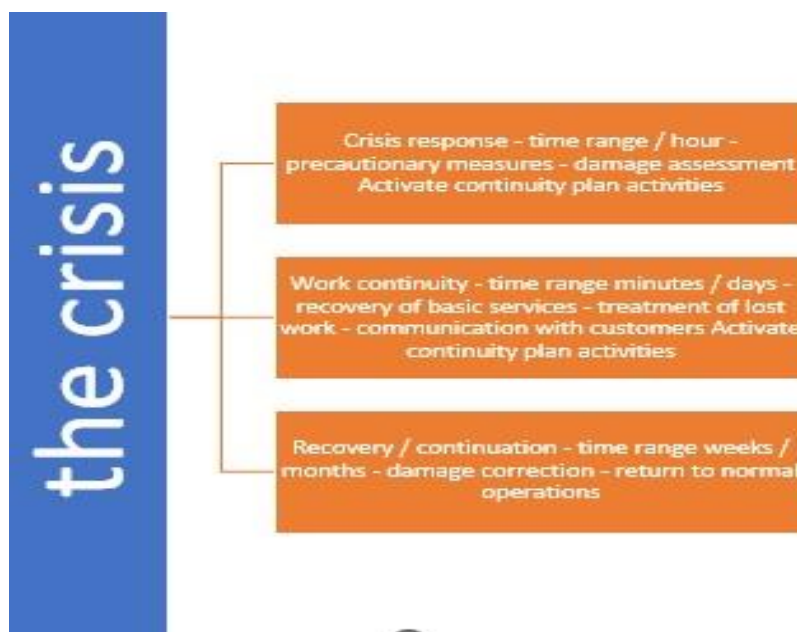


Figure 1: Time period for crisis response (Sharp, 2018).

The researcher believes that under the business continuity plan, the organization will be able to respond to an incident within a relatively short period of time, and through this continuity plan, the organization will be able to control important and sensitive activities that help the organization remain effective and able to work, because this plan would ensure continuity of critical activities at the required level.

**Develop a business continuity plan:** Business continuity planning is defined as an integrated process that aims to develop measures and procedures to ensure that the organization is prepared to respond to disasters and respond to them effectively, and also ensures the continuity of operations through which the organization performs important business as usual (Abu Kamil, 2014).

According to a study Tamamineedi (2012), continuity plans are considered one of the basics for this, and a business continuity plan (BCP) is defined as the document that carries with it a central repository of information, business continuity, roles, responsibilities, tasks and procedures that should be used in a timely manner to achieve response to a disaster or crisis. . Whereas (FBCI, 2012) defined it as documented procedures and information that have been developed, compiled and kept in readiness for use when certain situations occur to enable the institution to continue providing important services at an acceptable level.

Tammineedi (2010) also defined Business Continuity Planning (BCP) as a process during which the necessary arrangements and procedures are put in place that enable the organization to respond to an event in a way that ensures the continuity of important business functions within the planned levels. Many researchers believe that “the business continuity

plan should take into account the important work carried out by all business units within the institution, as well as the institution's resources and infrastructure." Al-Kubaisi and Nouri (2013) confirms that this is only done through planning and decision-making Which would clarify how institutions can be immune to disasters and crises, or how they can at least reduce their negative effects if they occur. Kostatini (2011) highlighted that the business continuity plan usually contains safety measures for employees, customers and external parties, as well as Safety procedures for facilities, buildings and services, and also include emergency procedures and crisis communications documents, identify critical actions, as well as measures to reduce the possibility of risks becoming real, as well as procedures to reduce the direct effects of disasters and crises.

Tarturninieedi (2010) believes that the purpose of the BCP document is to serve as a central repository of business continuity information, lights, responsibilities, tasks and procedures that will facilitate the concerned organization to respond to any situation in a timely manner. A set of BCPs should be with the Business Continuity Manager, and copies of them should be stored off-site and in the premises of Business Continuity Triggers, Emergency Response Teams, and Business Continuity Teams (Mohammed, 2012). The business continuity plan differs in its nature and form from one institution to another and from one country to another depending on several factors, such as the size of the institution, type of business, the culture of the institution and the country. Comprehensive continuity only for small organizations, while it is preferable for large organizations to have more than one plan, either with the aim of dividing roles and responsibilities, or for more simplicity and clarity.

Gallagher (2015) believes that continuity plans all share a number of characteristics, including: simplicity in design, strategic orientation, practical application, flexibility, and ease of maintenance, as Ashton (2004); Pitt & Goyal (2005) sees that the continuity plan must include emergency response procedures. And the establishment of an emergency control center, command and control procedures, and risk procedures to inform all internal and external stakeholders if work is started within the plan and external support procedures. The researcher believes that the business continuity plan is a strategy consisting of (policies, procedures, and rules) with the aim of addressing weaknesses and reducing external threats of all kinds (minimum, medium and major disturbances), as well as disturbances that affect the functioning and capacity of the institution.

Undoubtedly, the existence of a business continuity plan is a must for every organization that aspires to protect its various interests, as business continuity planning necessitates permanent development in a business continuity plan that focuses on preparing the organization and making it qualified to respond to an accident and with great effectiveness from the moment The accident occurred, which ensures the continuity of its operations.

Develop a crisis recovery plan according to a study (Childs & Dietrich, 2002), with the aim of planning disaster recovery to help the institution recover from the actual damage to its infrastructure, and the development of a disaster recovery plan includes the development of action plans that are activated as soon as the direct effects of the disaster occur or crisis in order to help the organization recover and resume its normal operations and vital functions.

Moore & Lakha (2014) believes that disaster recovery planning means how the organization starts working as soon as possible after the occurrence of a particular disaster or crisis, and this enables the organization to restore its entire operations later, as the success of the disaster recovery plan Depends on the speed of recovery after a disaster, disaster recovery planning is more concerned with the function of information technology in an organization than other areas of work, and the reason for focusing on information technology, is that when a disaster or crisis occurs, the physical assets of the organization, such as buildings and furniture, can be replaced and recovered and facilities quickly, but the institutions' data requires more complex strategies for electronic backup and recovery because the loss of environments has a far-reaching impact on the organization, and may lead to the loss of dealers and tarnish the reputation of the institution (Al-Abedy and Al-Mousawi, 2014).

Recovery procedures are often used after the accident that affects the ability of businessmen to work as usual, and these procedures enable technical teams to obtain the necessary information to restore their IT operations that support the various business units in preparation for the recovery of important business functions, to be After that, normal commercial operations resume (Al-Saqqa, 2009).

Also, recovery support measures are the procedures used by teams that play a supporting role for organizations that have certain roles to play during a disaster or crisis, and usually actions that support recovery include: human resources recovery, facilities recovery, health and safety procedures, alternate coordination site, original site recovery and assessment Damages, so the business continuity plan and disaster recovery plan are regularly tested and the organization's employees trained to make them familiar with it. In order to be able to use the plan effectively in case of emergency it should also be updated regularly in order to keep it in effect because the plans can easily become his plans expired due to the rapid changes that occur in the business environment and the change in the requirements of the institutions (Al-Zaben, 2013).

The researcher believes that it has become necessary for the institution to develop a disaster recovery plan and to document it as well, as the disaster recovery plan would provide directions showing the ways in which the institution is supported in recovery from the crisis or disaster and clarify the means of action and action plans after The occurrence of a disaster or crisis, and these directives will help the organization to re-establish operations or services that have been disrupted.

Developing and implementing a business continuity management response: Business continuity planning requires developing an effective response to all potential challenges to ensure business continuity. Cenllo & Cenullo (2004) believes that business continuity planning facilitates the management of incidents when they actually occur, as the Business Continuity Institute describes, and that business continuity planning is a proactive act to ensure that business will not stop regardless of what happens, and here shows the importance of involving all departments and units The organization is involved in business continuity planning, and the figure shows the departments to be involved in business continuity planning (Abu Hammad, 2011).



Figure 2: Departments to be Involved When Business Continuity Planning (Sharp, 2014).

At this stage of the business continuity management life cycle, the main step is to develop and implement the plans that were previously built-in accordance with the strategies of the institutions. An integral part of the business continuity management development process, and therefore senior management appoints a person with authority and seniority that qualifies him to be responsible for business continuity management, and then this person identifies and assigns individuals to work with him on developing and maintaining business continuity management, and this person also assigns tasks and the roles assigned to other employees, as well as being responsible for the people who are selected from the different business areas (Saad, 2018).

Furthermore, an understanding of the organization and its business, technology, processes, and business risks is necessary to create business continuity within the organization, and business continuity management requires the presence of recovery teams that provide stakeholders within the organization with the knowledge and understanding required to guide the development of business continuity management and maintain current plans. To ensure the success of business continuity management, there must be effective and continuous communication between these teams and senior management to ensure that the requirements of business continuity management are translated into real actions on the ground that are closely related to the changing business environment and the activities of various institutions, according to many previous studies.

According to Al-Sheikhly (2013), the senior management must appoint coordinators within each work unit in order to ensure the continuity of joint work, and to develop and document damage assessment and recovery in detail and procedures for resuming work, each according to its own business segment. Locally and at the departmental level, and the teams required for recovery efforts vary between institutions depending on the size and type of business and the availability of resources in them. However, having small teams with few but clearly defined responsibilities and with appropriate structures (team leader, deputy team leader and team members) is better than having one big team that takes on all the responsibilities, and moreover, there is a need for other teams such as: leadership, communications, operations, administration, PCs, replacement devices, and recovery building teams (Abdul Latif, 2018).

Many institutions in our time depend heavily on electronic data and systems in their work, and therefore if the institution depends in its work on a single electronic network for data transfer, exchange and storage of transactions, any interruption for a period of one day will be costly and may have severe consequences for the institution (Fares, 2016).



In order to mitigate the impact of outage on the organization, the disaster recovery team must develop different strategies and develop backup plans for computerized resources to ensure that they are quickly retrieved after any unexpected situations in order to avoid chaos within the organization and loss of master data and according to (2018, Wizard) there is one way to do this By dividing IT operations into a set of standard components so that we can then secure and store information easily and conveniently.

Al-Ashi (2013) added that the disaster recovery team is also responsible for identifying recovery alternatives and for selecting alternative locations for recovery, as well as taking responsibility for providing senior management with options and alternatives for backing up files. It is also responsible for developing information technology recovery strategies and strategies for recovering services and physical assets. In the institution including buildings, documents and personal items at this stage. In general, the comprehensiveness of alternatives and recovery options lies in allocating and providing the minimum acceptable requirements, which ensures continuity in the performance of business functions that are of high importance and with the least amount of disruption possible for businessmen so that the institution will be scarce to work as usual in the event of a disaster or A Crisis (Marzouga, 2014). The researcher believes that through good business continuity planning, institutions become more prepared to face unexpected disasters and crises, and also make them able to continue at the time of interruption in the performance of daily operations to reduce the possibility of these interruption incidents turning into severe accidents that lead to the collapse of the institution (Abu Bakar, 2015).

Testing, maintaining and auditing business continuity management: Business continuity management requires the creation of effective plans in order for the organization to be able to respond to any incident, but this process does not stop at the planning stage only, because the plans have no value unless they are rehearsed, and the fact that most organizations have Business continuity plans, but these plans may fail when needed because they have not been rehearsed. Therefore, developing a business continuity plan does not represent the end of the continuity management process. The researcher agrees with the study of Nusari et al (2018) on the importance of practical training on the business continuity plan and business continuity plan. Disaster recovery in real situations and not only in theory. Practical training is enough to examine these plans, verify their validity and keep them up-to-date and of high quality. In addition, training on these plans helps to implement them effectively whenever the need arises. Therefore, from the perspective of business continuity management, training, testing, maintenance and updating plans are among the most important. The very important things. This stage of the continuity management life cycle aims to create a test program that helps to detect any failures or any special problems in the plans that are overlooked before the plan is used in the real incident, and this test program is also considered as the tool that is used to verify the completeness of the continuity plan In business, testing software is also used for forecasting and subsequent monitoring of various types of incidents that the organization is exposed to, allowing the organization to develop and innovate solutions for them (Pinta, 2011).

Training motivates people in the organization to actively and effectively participate in business continuity management and enhances teamwork, helps employees learn through experience, motivates workers to work together and in the same direction to achieve

corporate goals, increases their awareness of business continuity management, and establishes a culture of communication within the organization (Lindstrom et al., 2015).

According to the study (Mastrangelo, 2014), there are two main types of continuity training: The first is awareness: providing employees with the required level of understanding for business continuity, and the second is training scenarios: implemented after awareness and includes practical exercises (such as simulation - more intense than regular exercises) and these exercises They are implemented to ensure that people understand the business continuity management procedures. The test allows the application and examination of the ability of plans to deal with various disasters and crises and their evaluation and to ensure the integrity of the policies and procedures that have been developed. Discussions, exercises and exercises conducted during the testing phase are used to review the risks in the facilities and commercial operations that the organization expects, and to verify the adequacy of the mechanisms used To mitigate risks, and the ability of plans to meet business impact analysis, the test also allows verifying the effectiveness of disaster recovery procedures (Tamamineedi, 2015). It contributes to clarifying roles and responsibilities, developing the performance of individuals, enhancing teamwork, and improving coordination between various departments. The test involves performing the following activities: preparing training programs and detailed exercise scenarios and identifying training needs (Marisa, 2018).

As there are two types of exercises: exercises based on discussion and itching of what can happen on the ground and questions on it, "tabletop exercise" and workshops, and the second type of exercises, it is based on practical application, and examples of which are wide-ranging exercises and exercises Which are prepared for job testing, and this type of exercise requires the recruitment or use of resources and staff, and that the exercises are conducted in stages, starting with simple exercises and then gradually increasing their level of difficulty, and this training should be conducted at least once a year and it is important to document the results and then send them To the executive management to achieve it and inform the specialized consultants about it, whether they are from outside the organization or from the internal teams, or using both (Ofoegbu & Akanbi, 2012).

Testing an organization's disaster recovery plan ensures that any changes to IT systems or business processes do not necessarily create the need to put disaster recovery procedures in place again. The critical success factor in evaluating a disaster recovery plan is not what to choose, but how it is tested. As for updating these plans, many researchers agree that their maintenance, periodic review, and continuous updating ensure business continuity for the institution. (Nusari et al., 2018). The continuous updating of these plans always makes them valid for use, of high quality and more in line with developments in the changing nature of the business environment. Based on the foregoing, the researcher agrees with this view and believes that it is necessary for the executive management and internal or external auditors to review the arrangements that They are carried out within the enterprise to ensure business continuity.

The researcher also noted the importance of defining the review process and documenting it in the continuity plan. The researcher agrees with the study (Tammaneedi, 2010), which shows that the purpose of this review is to verify the institution's ability to manage asset continuity and ensure its continued validity, efficiency, and effectiveness. The

importance of introducing the business continuity management modernization process. Documenting it in the continuity plan enables the organization to ensure that its efficiency and ability to manage business continuity remains effective and reliable to date. Also, regular maintenance saves the organization the need to redevelop the procedures again, and this will ensure that business continuity plans are in place at all times.

### **Conclusion**

The Islamic administration in the early era of Islam has proven its success in forming and managing a Qur'anic generation and has made humanity happy by establishing a distinct global human civilization, and Muslims today need to repeat it in such difficult conditions experienced by the Islamic nation. Islam preceded modern administrative thought in the art of dealing with crises of all kinds and levels. This is also clearly evident in the Noble Qur'an, the Sunnah of the Messenger, may God bless him and grant him peace, his biography and the biography of his companions after him, and one of the most important models of leadership in crises is what the Messenger, may God bless him and grant him peace, approved in the honorable hadith: "If the plague strikes a land, do not enter it, and if it occurs while you are in it, do not leave it." (Narrated by Ahmad) and this is consistent with what most countries have done, or what is called home quarantine, restricting the movement of citizens or curfews, and it is learned that the Islamic leadership has a great awareness of overcoming the pandemics and crises facing work.

The researcher concluded that the leader must have characteristics in order to face the crisis, and this is what Islamic thought and contemporary thought urged him to have, that he should have advance planning, competence, experience and the necessary skills. However, Islam added that he must be patient and have honesty in leading the crisis so that To achieve effective management, and good business continuity planning, institutions become more prepared to face unexpected disasters and crises, and also make them able to continue at the time of interruption in the performance of daily operations to reduce the possibility of these interruptions turning into severe accidents that lead to the collapse of the institution.

Finally, the researcher recommends the necessity of employing the Islamic model in crisis management, given the qualities employed by Islamic thought in the leader in order to manage the crisis in a pioneering and professional manner. The Islamic regime views the leadership as based on consultation and fruitful cooperation in overcoming the crisis.

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