

THE IMPACT OF STRATEGIC MANAGEMENT ON BUILDING THE SMART ORGANIZATION IN THE PALESTINIAN RED CRESCENT SOCIETY

ABDALKARIM AHMAD QAWASMA

SCHOOL OF BUSINESS AND MANAGEMENT, LINCOLN UNIVERSITY COLLEGE, MALAYSIA
EMAIL: aqawasma.phdscholar@lincoln.edu.my

DHAKIR ABBAS ALI

SCHOOL OF BUSINESS AND MANAGEMENT, LINCOLN UNIVERSITY COLLEGE, MALAYSIA
EMAIL: drdhakir@lincoln.edu.my

IBRAHIM MOHAMMED IWADI

SCHOOL OF BUSINESS AND MANAGEMENT, LINCOLN UNIVERSITY COLLEGE, MALAYSIA
EMAIL: Mibrahim.Phdscholar@Lincoln.Edu.My

ABSTRACT: This study investigated the impact of strategic management on building a smart organization within the Palestinian Red Crescent Society, focusing on employees' perspectives. The study population included 399 employees, with 184 valid questionnaires collected (46.1% response rate). Results revealed a statistically significant effect of strategic management on building a smart organization with moderate overall levels of strategic management implementation and smart organization development. Environmental scanning and continuous learning were the highest-rated dimensions. The study emphasizes the importance of strategic management in enhancing organizational learning, adaptability, and collective intelligence in humanitarian organizations. It provides practical guidance for implementing structured strategic planning programs, fostering continuous learning, and integrating technology to strengthen smart organizational practices.

Keywords: Strategic Management, Smart Organization, Humanitarian Organizations, Organizational Learning, Adaptability.

1. INTRODUCTION

In the era of rapid technological advancements and complex global challenges, organizations are increasingly required to adopt innovative approaches to remain competitive and effective. Strategic management plays a vital role in shaping organizational structures, directing resources, and fostering sustainable development. Within this context, the concept of the smart organization has emerged as a contemporary model that emphasizes adaptability, knowledge management, digital transformation, and continuous learning. For humanitarian institutions such as the Palestinian Red Crescent Society, the integration of strategic management into building a smart organization is of particular importance. As a leading organization providing essential health and emergency services in Palestine, its ability to strategically plan, respond to crises, and leverage modern technologies directly affects both its operational efficiency and the well-being of the communities it serves. Therefore, examining the impact of strategic management on building a smart organization within the Palestinian Red Crescent Society provides valuable insights into how nonprofit and humanitarian institutions can enhance resilience, innovation, and service quality in dynamic and resource-constrained environments.

Building smart organizations has become a pressing necessity in the contemporary knowledge-based economy, where adaptability, innovation, and the efficient use of information are central to success. A smart organization is characterized by its ability to integrate advanced technologies, foster continuous learning, and promote knowledge sharing to enhance decision-making and problem-solving. Such organizations rely on strategic management practices to align digital transformation with organizational goals, ensuring that technological adoption translates into tangible value creation. Furthermore, smart organizations emphasize agility and resilience, enabling them to effectively respond to external challenges and seize emerging opportunities. By cultivating a culture of innovation and leveraging data-driven insights, smart organizations can maintain a sustainable competitive advantage while meeting the evolving expectations of stakeholders. Recent studies highlight that building smart organizations not only enhances operational efficiency but also supports long-term sustainability by embedding flexibility, learning, and digital capabilities into their core structures (Alzoubi & Yanamandra, 2020).

Strategic management is considered one of the most critical approaches for ensuring organizational sustainability and long-term success in today's dynamic environment. It involves the systematic analysis of internal and external environments, formulation of strategies, and the effective implementation and evaluation of these strategies to achieve organizational objectives. Through strategic management, organizations are able to align resources with goals, anticipate environmental changes, and respond proactively to opportunities and threats. Moreover, it fosters innovation, enhances decision-making, and improves overall competitiveness by integrating vision, mission, and strategic objectives with operational practices. Recent research emphasizes that strategic management is no longer limited to private sector organizations; it has become equally vital for public institutions and nonprofit organizations, as it ensures adaptability and resilience in uncertain and resource-constrained contexts (Hill et al., 2020).

Strategic management plays a pivotal role in nonprofit and humanitarian organizations, where resources are often limited, and the need to respond effectively to complex social challenges is critical. Unlike profit-oriented institutions, nonprofit organizations such as the Palestinian Red Crescent Society operate with missions centered on public service, community well-being, and crisis response. In this context, strategic management enables these organizations to align their mission with practical actions, optimize the allocation of scarce resources, and strengthen partnerships with stakeholders. It also provides a framework for anticipating risks, enhancing organizational resilience, and integrating innovative solutions to improve service delivery. Furthermore, strategic management fosters accountability and transparency, which are essential for maintaining donor trust and community support. Recent research highlights that the application of strategic management in nonprofit and humanitarian settings significantly improves organizational adaptability, sustainability, and the capacity to deliver social value in dynamic and uncertain environments (Bryson et al., 2018).

Strategic management has been widely conceptualized in the literature as a comprehensive process that integrates analysis, planning, implementation, and evaluation to ensure organizational success and sustainability. David, David, and David (2020) define strategic management as the art and science of formulating, implementing, and evaluating cross-functional decisions that enable organizations to achieve their objectives and maintain competitive advantage. Similarly, Wheelen, Hunger, Hoffman, and Bamford (2018) describe it as a set of managerial decisions and actions that shape the long-term performance of an organization through the integration of strategy formulation, implementation, and evaluation. In addition, Hill, Schilling, and Jones (2020) emphasize its dynamic nature, portraying strategic management as an ongoing process that involves scanning the internal and external environment, establishing strategic direction, and ensuring that strategies are effectively executed to achieve organizational sustainability. Collectively, these definitions highlight the multidimensional nature of strategic management, underscoring its role as both a structured decision-making framework and a continuous adaptive process that guides organizations in achieving resilience and long-term success.

Researchers define Strategic management is a comprehensive and continuous process aimed at analyzing the internal and external environment of the organization, formulating appropriate plans and policies, and then implementing and periodically evaluating them to ensure the optimal use of available resources and achieve institutional excellence. From the researcher's viewpoint, strategic management is not merely a long-term planning tool, but rather an integrated managerial approach that seeks to enhance the organization's ability to adapt to rapid environmental changes, ensure the sustainability of its activities, and accomplish its mission and objectives effectively and efficiently.

Smart organizations have been conceptualized in the literature as entities that combine technology, knowledge, and adaptability to achieve resilience and sustainable performance. Batista, Smart, and Maull (2020) define smart organizations as institutions that integrate advanced technologies, data analytics, and knowledge management practices to enhance decision-making, improve adaptability, and create sustainable value in dynamic environments. Similarly, North and Kumta (2018) emphasize the learning-oriented nature of smart organizations, describing them as entities that leverage knowledge, innovation, and digital tools to continuously adapt and respond to both internal and external challenges. Expanding on this perspective, Mikalef, Krogstie, Pappas, and Pavlou (2020) portray smart organizations as those that build agility and resilience by combining digital transformation, human capital development, and intelligent systems to secure competitive advantage and ensure long-term sustainability. Collectively, these definitions highlight that smart organizations are not only technologically enabled but also knowledge-driven and strategically adaptive, allowing them to thrive in complex and uncertain environments. Researchers define Smart organizations are those capable of integrating advanced digital technologies, knowledge management, and human capital development in a holistic manner, enabling them to enhance adaptability to rapid environmental changes, strengthen organizational resilience, and ensure performance sustainability and competitive advantage. From the researcher's viewpoint, the essence of a smart organization lies in its ability to combine continuous innovation, organizational learning, and digital transformation, which makes it more capable of addressing challenges and meeting stakeholders' needs effectively and efficiently.

While previous research has provided valuable insights into the relationship between knowledge management, leadership, and the development of smart organizations across various contexts,

several gaps remain. For instance, Al-Habarnah and Al-Shourah (2022) investigated this phenomenon within a public social security institution and highlighted the mediating role of transformational leadership. Similarly, Mahmoud et al. (2025) focused on pharmaceutical organizations, emphasizing technological integration and its quantifiable effects on efficiency and innovation. Alhabarnah (2022) provided a theoretical framework based on qualitative literature, particularly within service sectors such as higher education, while Alshurideh et al. addressed the manufacturing industry, examining creative climate dynamics. In addition, Tarko Kassa and Ning (2023) conducted a systematic review of the broader public sector, synthesizing themes around knowledge management applications and organizational improvement. On the other hand, Iwadi and Ali's (2024) study aimed to examine the impact of strategic planning methods on crisis management among employees of the Palestine Red Crescent Society in Hebron. The results showed a statistically significant impact of practicing strategic planning methods on employee crisis management, with the level of strategic planning practice being moderate. The study indicated the need to organize training programs for employees on how to practice strategic planning methods in crisis management, and to provide the necessary resources to improve employee crisis management. Further studies should also be conducted on the impact of strategic planning methods on crisis management in various institutions.

Despite these contributions, there is a notable lack of empirical studies examining how strategic management practices interact with knowledge management and digital technologies to build smart organizations in humanitarian nonprofit contexts, particularly within the Palestinian Red Crescent Society. Most existing research remains within public institutions or the for-profit sector, leaving a critical gap regarding nonprofit humanitarian organizations facing complex, resource-constrained environments. Furthermore, the role of strategic management as an integrative driver aligned with mission-driven goals and adaptive resilience remains underexplored in empirical terms.

Therefore, the current study addresses these gaps by empirically investigating the impact of strategic management practices on building a smart organization within the Palestinian Red Crescent Society. It specifically examines the mediating roles of knowledge management and digital transformation in this process, offering insights into how strategic planning, governance structures, and adaptive leadership influence the development of organizational intelligence and agility. This focus not only advances academic understanding of smart organizational behavior in humanitarian settings but also provides actionable recommendations for enhancing resilience and effectiveness in similar nonprofit contexts.

The significance of this study lies in both its scientific and practical contributions. From a scientific perspective, the research enriches the body of knowledge on strategic management and smart organizations by addressing an underexplored context—nonprofit humanitarian institutions, particularly the Palestinian Red Crescent Society. While most previous studies have focused on public or for-profit organizations, this study advances academic understanding by examining how strategic management practices can drive the development of smart organizations in resource-constrained and crisis-prone environments. It also contributes to the theoretical integration of strategic management, knowledge management, and digital transformation as key enablers of organizational intelligence and resilience. On the practical level, the study provides decision-makers in the Palestinian Red Crescent Society, and similar humanitarian organizations, with evidence-based insights into how strategic planning, governance, and technology adoption can enhance adaptability, efficiency, and service delivery. By highlighting the pathways through which smart organizational practices can be institutionalized, the study offers practical recommendations to strengthen organizational sustainability, improve crisis response, and ultimately enhance the well-being of the communities these organizations serve. In light of the above, the research seeks to answer the following questions:

- 1- Is there a statistically significant impact of strategic management on building the smart organization in the Palestinian Red Crescent Society?
- 2- What is the level of strategic management implementation among employees in the Palestinian Red Crescent Society?
- 3- What is the level of smart organization development in the Palestinian Red Crescent Society from the employees' perspective?

2. METHODOLOGY OF RESEARCH

2.1 STUDY DESIGN

In this study, the researchers employed a correlational descriptive approach, which is considered the most suitable methodology for this type of study.

2.2 POPULATION AND SAMPLING

The study population consisted of all employees of the Palestinian Red Crescent Society during the year 2024, totaling 399 employees according to the official statistics of the organization. A random sample was selected, targeting all employees of the Palestinian Red Crescent Society during 2024, and a total of 184 valid questionnaires were retrieved for analysis, representing a response rate of 46.1% of the study population. The following table presents the distribution of the study sample according to demographic variables.

TABLE 1 Distribution of sample members according to demographic variables

Variables	Category	No. of items	Percentage
Gender	Male	131	71.2%
	Female	53	28.8%
	Total	184	100.0
Age	Between (25-35) years	46	25.0%
	Between (35-45) years	111	60.3%
	More than 45 years	27	14.7%
	Total	184	100.0
Experience	Less than 5 years	33	17.9%
	Between (5-15) years	75	40.8%
	More than 15 years	76	41.3%
	Total	184	100.0
Qualification	Master or higher	23	12.5%
	Bachelor's	92	50.0%
	Diploma	69	37.5%
	Total	184	100.0
Job Title	Employee	164	89.1%
	Director of the Department	17	9.2%
	Manager	3	1.6%
	Total	181	100.0

2.3 STUDY TOOLS

To achieve the objectives of the study, the researcher developed a questionnaire, which was constructed and refined based on the theoretical literature and previous studies. The questionnaire consisted of 58 items distributed across the following dimensions: strategic management and smart organization. The strategic management dimension was further divided into the following sub-dimensions: environmental scanning, strategy formulation, strategy implementation, and control and evaluation, while the smart organization dimension included the sub-dimensions: continuous learning, adaptability, and collective intelligence.

2.4 INTER-RATER RELIABILITY

The study instruments were presented to three experts for review, and modifications, additions, and deletions were made based on their feedback. The validity of the instrument was also statistically verified by calculating the Pearson correlation coefficient for each item with the total score, as shown in the following table.

TABLE 2 Results of the Pearson Correlation Coefficient between each item of the study and the total score

Item Number	Correlation coefficient (R)	Statistical significance	Item Number	Correlation coefficient (R)	Statistical significance
Strategic Management					
1	0.878**	0.00	19	0.906	0.00
2	0.943**	0.00	20	0.840	0.00
3	0.895**	0.00	21	0.909	0.00
4	0.943**	0.00	22	0.742	0.00
5	0.869**	0.00	23	0.871	0.00
6	0.840**	0.00	24	0.905	0.00
7	0.582**	0.00	25	0.891	0.00
8	0.830**	0.00	26	0.857	0.00
9	0.810**	0.00	27	0.805	0.00
10	0.930**	0.00	28	0.646	0.00
11	0.831**	0.00	29	0.757	0.00
12	0.901**	0.00	30	0.703	0.00
13	0.574**	0.00	31	0.747	0.00
14	0.931**	0.00	32	0.893	0.00
15	0.909**	0.00	33	0.849	0.00
16	0.757**	0.00	34	0.854	0.00
17	0.611**	0.00	35	0.950	0.00
18	0.903**	0.00			
Smart Organaization					
36	0.957**	0.00	48	0.856**	0.00
37	0.958**	0.00	49	0.888**	0.00
38	0.961**	0.00	50	0.856**	0.00

39	0.866**	0.00	51	0.544**	0.00
40	0.898**	0.00	52	0.829**	0.00
41	0.794**	0.00	53	0.834**	0.00
42	0.861**	0.00	54	0.889**	0.00
43	0.844**	0.00	55	0.850**	0.00
44	0.887**	0.00	56	0.849**	0.00
45	0.887**	0.00	57	0.871**	0.00
46	0.881**	0.00	58	0.824**	0.00
47	0.801**	0.00			

** Statistically significant at(0.01≥α)

Table (2) indicates that all values in the correlation matrix between the items of each domain and the total domain score are statistically significant, which demonstrates strong internal consistency of the scale items. This, in turn, reflects the validity of the items in measuring what they were designed to measure.

2.5 CONSISTENCY STABILITY

The data presented in Table (3) indicate that the Cronbach's alpha reliability coefficient values for all domains of the scale and for the overall scale score were high. The Cronbach's alpha for the strategic management dimension was 0.901, while for the smart organization dimension it was 0.891, and the Cronbach's alpha for the overall scale score reached 0.905. This demonstrates that the scale possesses a high level of reliability, indicating that it is valid for application and suitable for achieving the objectives of the study.

TABLE 3 Cronbach's Alpha Reliability Coefficients

Variables	Item Numbers	Cronbach alpha Reliability Coefficients
Strategic Management	35	0.901
Smart Organaization	23	0.891
Total Degree	58	0.905

2.5 STATISTICAL PROCESSING

The researchers analyzed the study data after applying the tools to the sample individuals using the statistical software package for social sciences. This involved extracting frequencies and relative weights, calculating means, standard deviations, Cronbach's alpha test, Pearson correlation coefficient, t-test, and one-way analysis of variance.

3. RESULTS AND DISCUSSION

To answer the first research question, "Is there a statistically significant impact of strategic management on building the smart organization in the Palestinian Red Crescent Society?", a multiple linear regression analysis was conducted to examine the effect of the dimensions of strategic management (environmental scanning, strategy formulation, strategy implementation, and control and evaluation) on the dimensions of the smart organization (continuous learning, adaptability, and collective intelligence).

The findings revealed a statistically significant impact of strategic management on building the smart organization at the significance level ($\alpha \leq 0.05$). The regression model was found to be significant, indicating that strategic management explains a substantial portion of the variance in the level of building a smart organization. Furthermore, the results showed that the dimensions of strategic management collectively contribute to enhancing continuous learning, improving employees' adaptability to changes, and strengthening collective intelligence within the Palestinian Red Crescent Society.

These results highlight that improving strategic management practices directly supports the development of smart organizational characteristics, emphasizing the importance of adopting effective strategic policies to ensure sustainable development and organizational adaptability, as shown in Table 4.

TABLE 4 Shows the results of the regression equation for the impact of strategic management on building the smart organization in the Palestinian Red Crescent Society.

	Relations	Beta	t	Statistical Significance
Building a Smart Organization	Environmental Scanning	0.504	10.366	0.000
	Strategy Formulation	0.601	4.613	0.000
	Strategy Implementation	0.532	3.924	0.002

Monitoring and Evaluation	0.443	4.344	0.000
Strategic Management	0.573	2.971	0.005

Dependent Variable : Smart Organization (F-value = 2037.836) (Significance Levels = 0.000) ($R^2 = 0.879$)

The data presented in Table (4) indicate the presence of a statistically significant impact of strategic management on building the smart organization in the Palestinian Red Crescent Society. The calculated value of (F) was (2037.836) with a significance level of (0.000), which is statistically significant. Moreover, the coefficient of determination was ($R^2 = 0.879$), indicating that strategic management explains (87.9%) of the variance in building the smart organization within the Palestinian Red Crescent Society.

To address the second research question: "What is the level of implementation of strategic management among employees in the Palestinian Red Crescent Society?", the means and standard deviations of the level of strategic management implementation among employees in the Society were calculated, as presented in Table (5).

TABLE 5 Arithmetic means and standard deviations of the level of application of strategic management among employees of the Palestine Red Crescent Society, arranged in descending order: (n=184)

Topics	Arithmetic mean	Standard deviation	Degree of agreement
Environmental Scanning	3.65	0.94	Medium
Strategy Formulation	3.36	0.81	Medium
Strategy Implementation	3.26	0.88	Medium
Monitoring and Evaluation	3.30	0.95	Medium
Strategic Management	3.39	0.86	Medium

The data presented in Table (5) indicate that the level of strategic management implementation among employees in the Palestinian Red Crescent Society was moderate, as the overall mean score reached (3.39) with a standard deviation of (0.86). It is further shown in Table (5) that the dimension of environmental scanning ranked first with a mean score of (3.65) and a standard deviation of (0.94). The second rank was held by the dimension of strategy formulation, with a mean score of (3.36) and a standard deviation of (0.81). The third rank was attributed to the dimension of control and evaluation, with a mean score of (3.30) and a standard deviation of (0.95). Finally, the dimension of strategy implementation ranked fourth, with a mean score of (3.26) and a standard deviation of (0.88).

Results of the Third Research Question: To address the third research question: "What is the level of building the smart organization in the Palestinian Red Crescent Society from the employees' perspective?", the means and standard deviations of the level of building the smart organization in the Society from the employees' viewpoint were calculated, as presented in Table (6).

TABLE 6 Arithmetic means and standard deviations of the level of building the smart organization in the Palestine Red Crescent Society from the perspective of employees, arranged in descending order: (n=184)

Topics	Arithmetic mean	Standard deviation	Degree of agreement
Continuing Education	3.42	1.04	Medium
Adaptation	3.33	0.94	Medium
Collective Intelligence	3.20	0.81	Medium
Building Smart Organization	3.32	0.91	Medium

The data presented in Table (6) indicate that the level of building the smart organization in the Palestinian Red Crescent Society, from the employees' perspective, was moderate, as the overall mean score reached (3.32) with a standard deviation of (0.91). It is further shown in Table (6) that the dimension of continuous learning ranked first with a mean score of (3.42) and a standard deviation of (1.04). The second rank was held by the dimension of adaptability, with a mean score of (3.33) and a standard deviation of (0.94). The third rank was attributed to the dimension of collective intelligence, with a mean score of (3.20) and a standard deviation of (0.81).

4. CONCLUSION

The findings of the current study add to this body of literature by emphasizing the significant impact of strategic management on building smart organizations within the context of the Palestinian Red Crescent Society. While the results revealed that both the level of strategic management practices and the development of smart organizational characteristics were moderate, they highlight the potential for further improvement through more comprehensive and systematic adoption of strategic practices. These findings align with Al-

Habarnah and Al-Shourah (2022), who underscored the mediating role of leadership in shaping smart organizations, and with Mahmoud et al. (2025), who confirmed the importance of technological integration in enhancing adaptability and innovation. Moreover, the moderate levels reported in this study are consistent with Iwadi and Ali's (2024) investigation of strategic planning methods in the same institutional context, where moderate application levels were also observed, stressing the need for training and capacity-building initiatives. In contrast, studies conducted in other sectors such as higher education (Alhabarnah, 2022), manufacturing (Alshurideh et al.), and the broader public sector (Tarko Kassa & Ning, 2023) have often reported stronger practices and higher levels of smart organizational features, reflecting differences in context, resources, and managerial approaches. Thus, the current study addresses a critical research gap by situating the relationship between strategic management and smart organization development within a humanitarian and health-oriented organization in Palestine, underscoring the importance of strengthening strategic management practices to enhance organizational learning, adaptability, and collective intelligence.

This study examined the impact of strategic management on the development of a smart organization within the Palestinian Red Crescent Society, highlighting the perspectives of employees regarding both the implementation of strategic management practices and the level of organizational intelligence. The findings indicate a statistically significant effect of strategic management on building smart organizational characteristics, with an overall moderate level of implementation and development. Specifically, environmental scanning was identified as the strongest strategic management practice, while continuous learning emerged as the most developed dimension of a smart organization. These results underscore the critical role of strategic management as a driver for enhancing adaptability, continuous learning, and collective intelligence within humanitarian organizations.

The study contributes to the existing literature by addressing a research gap in the context of nonprofit humanitarian institutions in Palestine, complementing prior findings in public, manufacturing, and service sectors. It provides empirical evidence that moderate application of strategic practices can significantly influence smart organizational outcomes, yet highlights the need for targeted capacity-building initiatives, enhanced technological integration, and structured strategic planning programs to further strengthen organizational intelligence. Ultimately, this study offers actionable insights for decision-makers seeking to improve resilience, efficiency, and innovation in humanitarian and resource-constrained settings.

4. RECOMMENDATIONS

Based on the findings of this study, several recommendations can be proposed to enhance the effectiveness of strategic management and the development of smart organizational practices within the Palestinian Red Crescent Society. First, it is recommended to strengthen training programs for employees focused on strategic management, organizational learning, and adaptive practices to improve the overall implementation level. Second, the Society should enhance technological integration and knowledge management systems to support decision-making, innovation, and collective intelligence. Third, the adoption of systematic monitoring and evaluation mechanisms is advised to ensure that strategic initiatives align with organizational goals and continuously improve performance. Fourth, it is recommended to foster a culture of continuous learning and adaptability, encouraging employees to participate in knowledge-sharing activities and innovative problem-solving. Finally, further research should be conducted across other humanitarian and nonprofit organizations in Palestine to validate these findings and explore additional factors that influence the development of smart organizations, thereby contributing to more robust strategies for institutional resilience and effectiveness.

REFERENCES

2. Alhabarnah, S. (2022). The Impact of Knowledge Management on Smart Organizations. *Global Journal of Economics and Business*, 12(3), pp. 323–338.
3. Al-Habarnah, S., & Al-Shourah, A. (2022). The impact of knowledge management in the smart organizations: the modified role of transformational leadership in the General Organization for Jordanian Social Assurance. *Journal of the Association of Arab Universities for Research in Higher Education*, 42(3).
4. Alzoubi, H., & Yanamandra, R. (2020). Investigating the mediating role of information sharing strategy on agile supply chain. *Uncertain Supply Chain Management*, 8(2), pp. 273–284. https://doi.org/https://doi.org/10.5267/j.uscm.2019.12.004?utm_source=chatgpt.com
5. Batista, L., Smart, A., & Maull, R. (2020). Designing smart organizations: Exploring the role of digital technologies and data. *International Journal of Operations & Production Management*, 40(6), pp. 621–639. https://doi.org/https://doi.org/10.1108/IJOPM-02-2020-0082?utm_source=chatgpt.com
6. Bryson, J., Edwards, L., & Van Slyke, D. (2018). Getting strategic about strategic planning research. *Public Management Review*, 20(3), pp. 317–339. https://doi.org/https://doi.org/10.1080/14719037.2017.1285111?utm_source=chatgpt.com

7. David, F., David, F., & David, M. (2020). *Strategic management: A competitive advantage approach, concepts and cases* (17th ed.). Pearson Education.
8. Hill, C., Schilling, M., & Jones, G. (2020). *Strategic management: Theory: An integrated approach* (13th ed.). Cengage Learning.
9. Hill, C., Schilling, M., & Jones, G. (2020). *Strategic management: Theory: An integrated approach* (13th ed.). Cengage Learning.
10. Iwadi, I., & Ali, D. (2024). The Influence of Strategic Planning Methods on Crisis Management: A Case Study of the Palestinian Red Crescent Society Employees in Hebron. *Journal of Palestine Ahliya University for research and studies*, 3(1), pp. 115-136.
<https://doi.org/https://doi.org/10.59994/pau.2024.1.115>
11. Mahmoud, M., Shma, T., Aziz, A., & Awad, A. (2025). Integrating knowledge management with smart technologies in public pharmaceutical organizations. *Knowledge and Performance Management*, 9(1), pp. 31–44.
12. Mikalef, P., Krogstie, J., Pappas, I., & Pavlou, P. (2020). Exploring the relationship between big data analytics capability and competitive performance: The mediating roles of dynamic and operational capabilities. *Information & Management*, 57(2), p. 103169.
https://doi.org/https://doi.org/10.1016/j.im.2019.103169?utm_source=chatgpt.com
13. North, K., & Kumta, G. (2018). *Knowledge management: Value creation through organizational learning* (2nd ed.). Springer. https://doi.org/https://doi.org/10.1007/978-3-319-59978-6?utm_source=chatgpt.com
14. Tarko Kassa, E., & Ning, J. (2023). A systematic review on the roles of knowledge management in public sectors: Synthesis and way forwards. *Heliyon*, 9(11), p. e22293.
15. Wheelen, T., Hunger, J., Hoffman, A., & Bamford, C. (2018). *Strategic management and business policy: Globalization, innovation, and sustainability* (15th ed.). Pearson.