

The Impact of Strategic Planning for Increasing the Level of Performance in Egyptian Ceramic Companies

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Abstract: This study aims to identify the role of strategic planning in increasing the level of performance in ceramic companies in the Tenth of Ramadan City, where the researchers used the descriptive analytical approach, through a questionnaire distributed to senior management and employees in ceramic companies in Tenth of Ramadan City. The study reached a set of results, the most important of which are: the presence of a high level of strategic planning in ceramic companies from the point of view of the top management, while the results of the employees' burden showed an average level of strategic planning, and the results showed a high level of performance from the point of view of the top management, while the results were Performance results are average from the employees' point of view. The results also showed a statistically significant effect of strategic planning in improving performance from the point of view of senior management and employees. The study presented a set of recommendations, the most important of which are: The necessity of having modern technology and administrative competencies capable of continuing to draw up strategies and having the experience to modify plans to suit the development of companies. Follow advanced scientific methods to monitor, employ and manage the available resources to reach the planned goals to increase performance levels. Carrying out training programs in the field of strategic planning for all employees, working on clarifying and translating the vision and strategy of the institution, working on clarifying the strategy and linking it to the objectives.

Keywords: Strategic Planning, Organizational Performance, Ceramic Companies, 10th of Ramadan City, Egypt.

Introduction

Most organizations seek to achieve success in their operations and activities, and constantly strive to build a distinguished strategic and competitive position, ensuring their survival and improving performance in the environment in which they operate. Only at the present time, but it should also think deeply and comprehensively about how these activities and works will be, especially in the field of achieving future profits, and that is the process of thinking about the future of the organization and studying and analyzing the critical environmental variables affecting its operations is the essence of the strategic planning process. With a comprehensive and accurate study of the environment, you can make effective and efficient strategic decisions that distinguish it from the rest of the administrative work.

The formulation of the strategy requires a great deal of accuracy of future events, and prediction of the course of conditions, which enables the success of its application, and consequently the growth and survival of the company. 2003, P: 37).

And through the pursuit of these companies to achieve success in their activity to build a distinguished strategic and competitive center that guarantees them survival and growth, they also seek to improve their performance according to the environment in which they arise by adapting to environmental changes and factors, and benefiting from them in order to know what threats and crises they face and how to Reducing its severity and seizing available opportunities, and how to take advantage of them.

Problem Statement

Interest in the role of strategic planning in companies is increasing due to its far-reaching effects on the future of the company, and since the study is concerned with strategic planning that affects improving performance in companies that are accustomed to developing emergency plans and procedures to confront crises that may be exposed to them while practicing various activities related to production and warehousing work. Transportation and export.

Through the foregoing and based on differences between the results of previous studies and the above-mentioned phenomena, the researchers can say that the research problem is the lack of clarity in the concept of strategic planning among employees in the ceramic sector in the Tenth of Ramadan City in understanding the impact and importance of strategic planning on improving organizational performance, which is reflected negatively on improving the organizational performance of those companies. Thus, the problem can be formulated in the following question:

How does the scientific application of the concept of strategic planning affect performance improvement?

Research Objectives

This study aims to achieve the following objectives:

1. The necessity of adopting the dimensions of the balanced scorecard (the financial dimension, the customer dimension, the internal process dimension, and the learning and growth dimension) to improve performance in ceramic companies.

2. Testing the relationship between strategic planning variables and the performance level of ceramic companies in the Tenth of Ramadan City.
3. Rooting the intellectual and philosophical framework for strategic planning and the level of organizational performance.
4. Suggesting a set of recommendations that contribute to the efficiency and effectiveness of strategic planning to increase the level of performance in ceramic companies in the Tenth of Ramadan City.

Research Importance

The aspects of the study's importance can be identified from the contribution and expected addition from it, as follows:

Scientific (Theoretical) Importance:

1. Through this research, it is possible to identify the importance and vitality of the role played by strategic planning in improving performance in the ceramic sector in Egypt.
2. This research contributes to the possibility of presenting a proposed framework for distributing roles and responsibilities, assigning powers and delegating powers in the ceramic industry sector to ensure rapid decision-making to improve performance.

Practical (Applied) Importance:

1. The current research is due to the importance of the applied field, where the field study is carried out on the ceramic sector in the Tenth of Ramadan City, which is one of the pillars of the national economy. Here, the importance of research in the field of strategic planning in the process of improving organizational performance in ceramic companies appears.
2. The ceramic sector is characterized as a labor-intensive society, and a high rate of risks faced by employees in this sector, is characterized by rapid turnover of work, and is characterized by material and moral benefits for employees.

Research hypothesis

In order to provide an appropriate answer to the study questions raised, the study seeks to test the validity of the following hypotheses:

Ho1: There is no significant statistically significant effect of the strategic planning variable on increasing the performance level of ceramic companies in the tenth of Ramadan from the point of view of the top management.

Ho2: There is no significant statistically significant effect of the strategic planning variable on increasing the performance level of ceramic companies in the tenth of Ramadan from the employees' point of view.

Research Limits and Scope

The scope of the study shall be as follows:

1. **Objective Limits:** The study focused on the role of strategic planning in increasing the level of performance.
2. **Human Limits:** The study was conducted on senior management and employees of ceramic companies in the

Tenth of Ramadan City, who responded by filling out a questionnaire.

3. **Institutional Limits:** The field study was conducted on the ceramic industry sector, which includes (five major industrial companies) for ceramics in the Tenth of Ramadan Industrial City.
4. **Spatial Limits:** The study was conducted in the Arab Republic of Egypt.

Previous Studies

- Study of (AbdElaal A. et al., 2021) aimed to identify the reality of strategic planning in ceramic companies in the Tenth of Ramadan City, where the researchers used the descriptive analytical method, through a distributed questionnaire. The study reached a set of results, the most important of which are: The results of the study sample revealed the consensus of the senior management members on all dimensions of strategic planning variables in a good way in the ceramic companies under study. The approval of the study sample of the company's employees also showed in a small way that all of these elements are well applied, and the approval of the study sample of the company's employees in an average way that all the elements are applied but not announced by the long-term goals, and the approval of the study sample of the company's employees on an average that all The elements are widely applied and clear. The study presented a set of recommendations, the most important of which are: the need to pay attention to reviewing the role of strategic planning in ceramic companies and that the higher managements have a clear understanding and conviction of applying its variables at all organizational levels of the company to increase the level of performance. And work on the participation of all organizational levels in the strategic planning process. And the promotion of senior management to the principle of efficiency and effectiveness of the administrative levels.
- Study of (Al-Otaibi, 2012), which aimed to identify the extent of the impact of strategic planning on the effectiveness of independent institutions in the State of Kuwait. Furthermore, to identify the impact of continuous improvement on the effectiveness of independent institutions in the State of Kuwait. This study concluded that the independent Kuwaiti institutions are constantly discussing the improvement and quality plan within the institution's strategic review, giving priority to improvement projects, and working to continuously redesign their activities. The management of the institution is aware of the importance of the role of quality in supporting the strategy of the institution, and the consistency of the improvement plan with the strategic plan of the institution. Furthermore, the independent Kuwaiti institutions achieved parity to achieve the goals.
- Study of (Al-Dajni, 2011), which aimed to identify the reality of strategic planning in achieving quality

institutional performance. Provide clear performance indicators and determinants of effective institutional performance for all its components, among the international indicators and standards that suit the Palestinian environment. Develop proposals to improve the quality of institutional performance in accordance with the performance indicators for the areas of institutional work. The study concluded several results, the most important of which is the existence of a relationship between the level of the role of strategic planning and the standard of philosophy, mission and goals as one of the dimensions of institutional performance quality. The availability of the quality of strategic planning in its two dimensions, the environmental analysis of the internal and external environment. As well as to the existence of a relationship between the role of strategic planning and the presence of institutional performance.

- Study of (Abdel-Al-Aal, 2009), which aimed to identify the degree to which government school principals practice school crisis management methods from their point of view. Revealing the relationship between the degree of practice of government school principals in the Gaza governorate of crisis management methods and the degree of their practice of strategic planning. As well as identifying the degree of exercise of government managers in the Gaza governorate of strategic planning operations from their point of view. This study reached several results, the most important of which is that school principal's practice containment in managing the crisis, with a relative weight of 85.99%. School principals practice the method of cooperation in crisis management with a relative weight of 85.48%. School principals practice the confrontational method of crisis management with a relative weight of 82.87%. School principals practice the escape method in crisis management with a relative weight of 61.95%. Furthermore, school principals practice strategic planning processes with a relative weight of 84.83%.
- Study of (Al-Qarni, 2012), which aimed to identify the extent of the clarity of the concept of strategic planning for the school principal and school administration. Furthermore, to identify the extent of interest of the director and management of the directorate with the requirements of implementing strategic planning. Among the results of this study, the concept of strategic planning refers to the adoption of scientific methods to monitor, employ and manage the available resources to reach the desired goals.

Commenting On Previous Studies: After reviewing the most important previous studies related to the subject of the current study and reviewing and analyzing the results of those studies, the researchers were able to derive the following elements:

The reality of strategic planning in Egyptian, Arab and foreign companies:

- 1- The study of (AL-Sheikh, 2010) and (Abdel-Al-Aal, 2009) agreed that the management of institutions recognized the importance of the strategic planning process and the need to follow practical methods to monitor, employ and manage the available resources to reach the desired goals.
- 2- Using good training to develop the skills of its employees.

The reality of institutional performance in Egyptian, Arab and foreign companies:

- 1- Performance measurement is very important for all companies with their different organizational forms and activities because it gives a realistic picture of the company's current situation and performance measurement indicators must be translated so that those indicators can be understood, and this study agrees with (John, 2012, Shah, 2015).
- 2- There is a significant relationship between performance evaluation and performance improvement, as employee performance evaluation shows weaknesses in employees' performance and works to treat them through training programs, and this study agrees with (Azim, 2015).

Theoretical Framework

First: Strategic Planning: In light of the developments and challenges of the contemporary environment, it is necessary for businesses to provide strategic planning requirements as a modern way of planning methods, which the institution can consider for the future is not as a domain imposed by threats that must be avoided, but as a path that can be invested and developed through it, as well as the conversion of many points of vulnerability to strength and employment points to deal with the developments and challenges of contemporary business environment

To do so, we address the basics about a strategic planning term from the concept of strategic planning and then identifying its importance and objectives, with the most important characteristics.

Strategic Planning Concept: Many researchers and thinkers have addressed the concept of strategic planning, and according to Kotler, strategic planning is "an administrative process for establishing the relationship between the organization's goals and aspirations, and rearranging activities in the correct manner that achieves growth and profitability in the future (Al-Kubaisi, 2012, P: 13). Al-Qahtani, 2010, P: 80) "The ability to anticipate and match the intrinsic capabilities of the institution and the available opportunities or threats arising from the external environment. As for (Idris and Al-Ghalbi, 2007, P:104), they defined it as a continuous process by which members of the leaders in the organization take decisions related to the future and development of that institution, in addition to the procedures and processes required to achieve that desired future and determine how the level of success is measured in achieve it." Based on the above definitions, researchers can define strategic planning as "a method or method that moves the

organization to a better situation in the future, which it adopts to reach its ultimate goals and objectives with the highest degree of efficiency and effectiveness.”

A. **The Importance of Strategic Planning:** Through the previous definitions of strategic planning, we will clarify its importance for the organization in a number of basic points that will be presented, as well as its objectives. Many writers and researchers have discussed the importance of strategic planning, including:

1. Strategic planning provides an opportunity for employees in organizations through their participation in the decision-making process, which makes them feel involved and achieve a kind of satisfaction for them.
2. Achieving the ability to influence and lead, not for the organization's decisions to be a reaction to current events and merely a response to them.
3. Minimizing the negative effects of surrounding conditions that increase efficiency and effectiveness (Atallah, 2005, P: 37)
4. Anticipating the conditions of uncertainty in relation to external environmental factors, diagnosing their effects on the movement of management, and identifying the restrictions imposed by them and the available opportunities, in a way that contributes to achieving the effectiveness of the institution.
5. Providing a framework to rationalize management in decision-making (Al-Qarni, 2012).

B. **Objectives Of Strategic Planning:** The strategic planning objectives were crystallized in a number of the following points:

1. Helps facilitate communication and sharing.
2. Directing senior management to priority issues.
3. Clearly define the vision and goals.
4. Providing information to senior management so that they can make better decisions.
5. Defining and directing the course of action in the organization.
6. Formulation and development of the institution's mission and its various strategic objectives (Hussain and Ahmad, 2009, Pp: 158-126).

C. **Characteristics Of Strategic Planning:**

1. Strategic planning achieves interaction and constructive dialogue between the three administrative levels in planning (higher, middle, and lower) about the future of the organization and ways of its success and development, and guides decision-making in the administrative process.
2. Strategic planning contributes to supporting future decision-making methods in the organization in a scientific manner based on study, analysis and anticipation to take the best and most implementable decisions (Al-Dajni, 2011).
3. Strategic planning aims to bring about fundamental and significant changes in the organization in a long-term period, significant costs, and significant efforts.

4. Strategic planning is characterized by flexibility in order to be able to face potential changes during implementation (Mosaedah, 2013, Pp: 82-83).

Obstacles to Strategic Planning: The obstacles to strategic planning can be stated in the following points:

1. Weakness of the available resources, such as the lack of resources, the difficulty of accessing them, the difficulty of managing them and the lack of the necessary capabilities to do so.
2. The external environment is turbulent, which may make planning obsolete before it begins for the rapid change in the elements of the environment (legal, political and economic) (Al-Otaibi, 2012, P: 19).
3. Gathering inappropriate information about strategic variables in the environment.
4. Strategic planning requires significant time and cost.
5. The inability of the strategic manager to realize the real opportunities and risks (Al-Damour, 2008, P: 45)

Dimensions of Strategic Planning: Strategic vision: It is the future path of the institution that determines the destination it wants to reach, the market position it intends to achieve, and the quality of capabilities and capabilities that it plans to develop” (Atallah, 2005, P: 50).

Having a clear and distinct strategic vision is the cornerstone for building and achieving an effective strategy. The process of formulating a strategic vision is not just a race in choosing stylized slogans and attractive phrases, but it is an approach to strategic thought related to the future of the institution, the quality of its activities required and its expected market position, which helps set the institution on a path An effective strategy that management is committed to (Atallah, 2009, P: 7).

Accordingly, the strategic vision reflects the aspirations that the institution seeks to reach in the future in order to achieve distinction from others. Therefore, the vision controls the strategic practice in the organization, as its construction on the internal and external intelligence that gives a future image of the needs of customers, the shortcomings of competition, risks, opportunities and skills that can be developed leads to the drawing of new features of the markets and possible operational approaches, which in fact represents a framework for practicing Strategy (Mazhouda, 2007, P: 105). Moreover, the practice of the strategic vision allows the institution to know its trends, as well as to know the elements that enable it to achieve its goal from those elements that hinder it.

Strategic Message: The existence of any institution is linked to a specific mission that it seeks to achieve, and the message derives its basic components from the values held by its founders and from the environment in which the institution operates and the society to which it belongs. And the president's guide to all decisions and efforts, and it usually covers a long period of time, and it can be defined as: “The distinguished framework of the institution from other institutions in terms of its field of activity, its products, its customers and its markets, and it aims to explain the fundamental reason for the existence of the institution, its

identity, its operations and its practices” (Al-Louh, 2007, P: 22).

Strategic Goals or Objectives: The goals define the organization’s directions, and reflect the extent of its ability to interact with its environment. The goals have a major role in issuing strategic decisions, clarifying its priorities and the importance of each of them. The goals contribute to evaluating the performance of the organization and identifying its growth rates. Therefore, the organization needs to set objective, clear and fair goals. And achievable. And he defined it (Al-Qatamine, 2002, P: 65) as: “The final results of activities carried out in a highly organized manner, and expressing the intention of the planner, to move from the current situation to the target position, which is qualitatively higher in terms of the ability to achieve than the current situation, Objectives usually specify what the school should do, and "and when?"".

Characteristics of good goals: Good goals as he sees it (Abdel-Al-Aal, 2009, p. 77) have the following characteristics:

1. Be specific, measurable and verifiable.
2. Clarity of sub-goals and they must be compatible, complementary, and not conflicting, in order to achieve the main goal.
3. Flexibility: The objectives should be able to achieve adaptation to unexpected changes in the organization's business environment.
4. Understandability: Objectives should be formulated in words that are as easy and understandable as possible for the individuals who will undertake the investigation.

Strategic Analysis of the Environment:

The process of strategic analysis of the environment is intended to review both the external environment in order to identify the most important challenges facing the institution, and the internal environment in order to identify the most important weaknesses and strengths in the institution (Al-Qahtani, 2010.). Strategic analysis includes:

A. **Analysis of The Internal Environment:** The institution analyzes the internal environment in order to determine its current strengths and weaknesses, and to determine the strengths and weaknesses expected in the future. It takes two forms (Al-Douri, 2005, Pp: 124-155):

Strengths: Those characteristics that give the organization good capabilities that enhance the elements of strength and contribute to the completion of work with high skill and experience, which must be relied upon mainly.

Weaknesses: The situation that makes the organization unable to compete or forces it not to reach the competitive advantage, and therefore work must be done to strengthen it and turn it into strengths.

B. **Components Of The Internal Environment:** The elements of strength and elements of weakness are represented in three axes: the organizational structure, the prevailing organizational culture in it, and the resources available to it, where (Sabah, 2013, P: 19):

- **Organizational Structure:** The organizational structure determines the existing relationships in the institution, the distribution of roles, responsibilities and powers, communication networks and the flow of information between the various organizational and administrative levels, and thus the main and subsidiary departments are formed up to the individual level as an incumbent of a particular job within this structure.
 - **Organizational Culture:** It represents the value, moral and behavioral framework that the institution adopts in its dealings with various parties. However, culture can be seen as representing a set of values, beliefs, assumptions, symbols, rituals, behavioral standards, communications, traditions and customs prevailing in an institution so as to give this institution uniqueness and privacy compared to other organizations Therefore, the institution's imprint and its own identity.
 - **Resources:** One of the basic premises in successful management is that the focused attention of strategic managers is to create a real state of balance between strategic plans and the resources available within the institution to finance those plans. The resources available in the organization represent that combination of financial and human resources, technology, various administrative systems, management information systems, effective marketing systems, and resources related to research and development.
- C. **External Environment Analysis:** The external environment refers to all the factors surrounding and affecting the institution directly or indirectly when the institution carries out its activity, which affects its decisions taken to achieve its goals (Karmasha, 2010, P: 13).

The elements of the external environment are divided into two levels:

The general external environment: It includes the environmental variables that affect all organizations working in society regardless of the nature of the activity they are doing, or the field to which they are, such as: economic factors, political factors, demographic factors, social factors....etc.

The special external environment: It includes the environmental factors that have a special impact on the field of activity in which the institution operates, such as: current and prospective customers, suppliers, competitors, and alternative goods or services. They are (Al-Douri, 2005, P: 158):

- **Opportunities:** Those circumstances surrounding the institution in a certain place in the market, and in a specific period of time, and the institution is able to take advantage of those circumstances in achieving its strategic objectives.
- **Threats:** Those potential events that, if they occurred, would cause a danger to the organization.
- **Opportunities:** Those circumstances surrounding the institution in a certain place in the market, and in a

specific period of time, and the institution is able to take advantage of those circumstances in achieving its strategic objectives.

- **Threats:** Those potential events that, if they occurred, would cause a danger to the organization.

Strategic Choice:

It is the stage that follows the environmental process, and it is the reference in the sequential and interconnected process in which strategic alternatives are presented and the best among them are determined according to criteria

determined by the option process itself, which depends mainly on the results of the environmental analysis contained in the previous steps. The organization conducts a "SWOT" analysis according to the information obtained from the environmental analysis to determine a strategy that achieves alignment between the organization's resources and its internal capacity on the one hand, and the requirements of the external environment on the other hand. (Karmasha, 2010, P: 15). The following figure illustrates this:

Table 1: Matrix Analysis Model (SWOT) or (TOWS)

Internal Factors External Factors	Strengths (S) Inner Strengths	Weaknesses (W)
Opportunities (O)	Create Strategies (SO) Utilizing and using strengths and seizing and investing available opportunities	Make Strategies (WO) Address weaknesses and seize and exploit available opportunities. Make Strategies (WT) Minimize vulnerabilities, minimize and avoid threats.
Threats (T) Threats External	Make Strategies (ST) Use strengths and reduce and avoid threats	Make Strategies (WT) Minimize vulnerabilities, minimize and avoid threats

Source: (Abdel-Al-Aal, 2009, p. 83)

The strategic alternative that has the following characteristics is selected (Tamila, 2012, P: 25).

1. Which depends on the strengths of the institution.
2. Which helps in overcoming the weaknesses suffered by the institution.
3. Which helps to take advantage of the opportunities generated by the environment.
4. Which helps reduce the effects of environmental threats.
5. Which is commensurate with the institution's resources and capabilities.
6. That achieves the desired goals.

Second: Organizational Performance: Ecosip (1999) sees performance as "the ability to complete tasks or achieve certain results", while (Idris and Al-Ghalbi, 2007) sees performance as "the outputs or goals that the system seeks to achieve, a concept that reflects both objectives and the means necessary to achieve it", that is, it is a concept that links the aspects of activity and the goals that the institution seeks to achieve (Idris and Al-Ghalbi, 2007, P: 77).

It is seen (AL-Sheikh, 2010) as "a reflection of how the institution uses its material and human resources and exploits them efficiently and effectively in a way that makes it able to achieve its goals. From that use and by that means the efficacy factor".

Based on the foregoing concepts, it is clear that performance represents the relationship between the result and the effort expended of different nature: money, time, etc., or it is an expression of a certain level of achieved goals, whether strategic or operational, with a certain level of necessary resources or cost.

Distinguishing performance from some concepts close to it: Since the concept of performance is related to the extent of the institution's success and ability to achieve the established goals, its achievement is linked to the concept of effectiveness and efficiency of the institution as well as appropriateness, and these three concepts:

- A. **Efficiency:** Efficiency is defined simply as "doing things in a correct manner. It thus refers to the economic way in which works and activities are accomplished and the available resources are exploited" (Al-Maghribi, 2003, P: 24).
- B. **Effectiveness:** Effectiveness expresses "the extent to which the performance (or the decision that is taken) contributes to the achievement of a predetermined specific goal, that is, it is a measure of the degree to which the desired goal is approached as a result of doing something." (Khalis, 2004, P: 397-381).

Based on the foregoing, it becomes clear that the performance of the institution is characterized by several characteristics, the most important of which are:

- **Performance Is A Broad Concept:** the meaning of performance varies according to the different groups or individuals who use it. For the owners of the institution, it may mean profits. As for the administrative leader, it may mean profitability and competitiveness. As for the working individual, it may mean good wages or an appropriate work environment, while it may mean for the customer. The quality of services and products that the institution provides to him, so performance remains a matter of perception that varies from one person to

another, from one group to another, and from one institution to another. Good condition by all standards.

- Performance is an evolving concept: the components of performance evolve over time, as the criteria on which performance is determined, whether they are internal criteria for the institution or those determined by the external environment, are variable. It is appropriate to judge the performance of an institution undergoing a stage of growth or maturity, and there may be a certain combination of human, technical, financial and organizational factors that make performance high in a particular situation or circumstance without it being in another situation or circumstances, because these combinations are multiple and changing over time. Therefore, the main challenge facing management leaders is to find the right combination to achieve high performance.
- **Performance Is A Comprehensive Concept:** Some researchers prefer to use a comprehensive approach when studying performance, so they suggest to administrative leaders a wide range of integrated indicators to measure it, as they clarify each other, and they are related to the many goals of the institution, as the financial criteria alone are incomplete and insufficient to express the performance. Therefore, administrative leaders must use non-financial standards, especially human and social standards, to complement them, and they form the basis of future success because they provide a comprehensive and necessary view of performance in multiple areas.
- **Performance Is A Concept Rich In Contradictions:** performance is determined by a group of factors, some of which complement each other, and some are contradictory. This contradiction appears, for example, when administrative leaders seek to achieve the goal of reducing production costs, and at the same time strive to achieve the goal of improving quality in services and goods. Or striving to reduce the costs and burdens of employees and at the same time maintain their high morale, so the performance components require permanent arbitration, and since the performance components do not all have the same relative importance, so the administrative leader should take the priorities into consideration, in addition to trying to reconcile them.
- **Performance Has A Retroactive Effect On The Organization:** the performance of the organization affects the behavior of administrative leaders, if the achieved results are far from the established goals, then they must reconsider programs and plans and even strategic options, so knowing the level of performance by measuring and evaluating it aims to take corrective actions to reach the target performance.

Performance Standards: The performance standard is a brief statement describing the final result that the employee who performs a particular job is expected to achieve.” And re-orientation of performance so that the negatives do not

recur and turn into a functional behavior of employees that is difficult to change.

The most important performance criteria are as follows (Bin Manea, 2006, P: 73-75):

- **Quality:** It expresses the level of work performance, and therefore it is “a basic business strategy that contributes to evaluating goods and services that satisfy customers at home and abroad by meeting their implicit and explicit expectations.” Quality carries two meanings, a realistic meaning and a sensory meaning. The realistic meaning means the organizations’ commitment to using real indicators such as the rate of production, the percentage of losses and waste, and then using the standards and commitments of the organizations with generally accepted standards and specifications. As for the sensory meaning of quality, it is based on the feelings and feelings of the recipient of the service and the beneficiary of it, meaning their conviction and satisfaction with the services that are provided and whether the employees succeeded in providing these services at a quality level that suits their expectations and meets their needs.
- **Quantity:** where it means the volume of work done, and this should not exceed the capabilities and capabilities of individuals and at the same time not less than their capabilities and capabilities, because this means slow performance, which affects employees slackening and may lead to a problem in the future represented in the inability to increase performance rates. Therefore, it is preferable to agree on the volume and quantity of work performed as a motive to achieve an acceptable rate of growth in the rate of performance in proportion to the experience and facilities acquired by the individual.
- **Time:** The importance of time is due to its being a non-renewable and compensable resource. It is capital and not income, which necessitates its proper use in every moment of our life, because time is always dwindling and goes away forever. “Time is more valuable than gold because it is priceless.”
- **Procedures:** These are the steps in which the performance of the work proceeds, in other words, an anticipatory statement of the necessary steps to be followed to carry out the tasks. Therefore, it is necessary to agree on the methods and methods that are allowed and authorized to be used to achieve the objectives, despite the fact that the procedures and steps followed in the completion of the expected work and recorded in the documents of the institution in accordance with the rules And regulations, laws and instructions, but it is preferred to agree between superiors and subordinates on the procedures followed in the completion of work, whether with regard to the completion of transactions or their delivery or receipt so that the picture is clear to all parties and so that the performance is not affected by the absence of one of the employees, but agreement and understanding on what subordinates want and implement it with a superior before Adopting it as a preferred

method of accomplishing the work and to ensure its agreement and not violating the rules, instructions, regulations and laws.

Factors Affecting Performance: Performance of its various types is a function of many variables and factors that affect it positively or negatively, some internal and others external, whether at the level of sub-systems or at the level of the institution as a whole, which is the goal behind most of the research that dealt with it directly or indirectly. The researchers sought to identify the factors affecting performance and work to maximize their positive effects and reduce their negative effects (Abdel Samad, 2008, P: 56).

1. **Internal Factors:** They are represented in the various variables resulting from the interaction of the internal organization elements that affect its performance, and the path can control it and make changes in it that allow increasing its positive effects or reducing its negative effects, most notably (Timgaden, Omar (2013, P.: 51):
2. **Technical Factors:** They are the various forces and variables that link the technical aspect of the organization, and include the following:
 - The type of technology used.
 - The percentage of dependence on machines compared to the number of employees.
 - Quality of materials used in production processes.
 - Price levels.
3. **Organizational Structure:** It is the formal framework that determines the degree of specialization and division of work between units and individuals, the number of functional groups, the number of administrative levels, what are the powers and responsibilities of each of them, and how coordination between their units and departments is.
4. **Human Resources:** are the various forces and variables that affect the use of human resources in the organization, and include:
 - Workforce structure.
 - Training, rehabilitation and development.
 - Remuneration system.
 - Selection and appointment system.
5. **External Factors:** They are represented in a group of changes that may indirectly affect the institution in the activities and decisions of the institution and are outside the scope of its control and are represented as follows (Diggy, 2013):
 - **Customers:** The shape of the market began to change at the beginning of the eighties. The product market is no longer the product of the upper hand. The market has become the customer market, as the customer imposes his desire on the product and determines the type and design of the product, as it has become the one who determines the delivery dates and method of payment.
 - **Competitors:** The world today is described as rapid change due to environmental complexities, escalating

competition and struggle to acquire market shares in global markets. In order to meet the challenges facing business organizations, these organizations should adopt an integrated management vision based on a clear philosophy that enhances the competitive position of the institution. As intense competition has become a prominent characteristic of the business environment at the present time, after business organizations were facing local competition from local competitors facing the same conditions as the organization, they are now facing severe competition from international organizations operating in better environmental conditions.

- **Economic Factors:** These include inflation rates, interest rates, unemployment, and wage trends.
- **Political And Governmental Factors:** they are represented in legislation and laws, the extent of the system's ability to achieve political stability, laws relating to the preservation of the environment, consumer protection, and regulation of the relationship between employers and employees.
- **Social And Cultural Factors:** They are represented in the cultural values and trends of society, which are considered the cornerstone of society and therefore lead the economic, political, legal and technological conditions and changes. The changes taking place in the social and rhyming aspects require the institution to adopt advanced methods that are commensurate with the development taking place in society.

Importance of Performance Measurement: The process of measuring institutional performance is of great importance and a set of characteristics that can be addressed in the following main points:

1. Performance measurement improves internal communications between employees, as well as external communications between an organization and its customers and clients.
2. Performance measurement can show how well an organization is addressing the needs of society by making progress toward achieving goals. (Idris and Al-Ghalbi, 2009, P:71)
3. The measurement process focuses attention on what must be accomplished and urges institutions to provide the time, resources and energies necessary to achieve the goals, and the measurement provides feedback on the progress towards the goal and if the results differ from the goals, so that institutions can work on analyzing the gaps in performance and make adjustments.
4. Creating a kind of competition between similar departments and departments, and a fair system of rewards and incentives to drive them to improve their performance, and raise the productivity of employees to achieve the desired goals (Earwa, 2011, P:6-7).
5. A measure of performance that helps reduce distractions that occur while working.

6. Measurement is used to evaluate the performance of operations and identify improvements to be implemented (Marazaqa, 2009, pp.: 297-302).

Performance Indicators: There are many financial indicators used by many institutions, but we will focus on the non-financial indicators, which are:

Non-Financial Indicators: The use of financial indicators is not sufficient to give a clear picture of the institution's position, and on this basis there must be other non-financial indicators such as quality, customer satisfaction, creativity and innovation, flexibility and others, other indicators to be integrated with the financial indicators to give us an integrated picture of The performance of the institution, and it is clear that the ideal indicators do not exist, because the indicators differ from one economic unit to another due to the different nature of the size of the institution and its work and the relative importance of the indicators used (Al-Dulaimi, 2012, p. 179)

We can summarize them in the following points (Abu Qamar, 2009, P: 27-28)

1. **Quality Indicators (QM):** Quality has become the first function of any institution, a management philosophy and a lifestyle for any institution to enable it to obtain a competitive advantage that enables it to survive and continue in light of the rapid and successive environmental changes. The quality approach is based on the philosophy of continuous and distinguished performance of the developed production of goods and services with higher abundance and cost. Less, flawless production and customer satisfaction.
2. **Flexibility Indicators:** Flexibility represents one of the most important characteristics that distinguish organizations in advanced industrial environments, which includes the ability of the organization to respond quickly to customer requests. In order to judge the success of the institution in achieving flexibility, it can be through the formulation of sub-indicators of these factors, and evidence can be found to the extent to which the institution has a competitive advantage in achieving flexibility (Khalis, 2010, p: 7).
3. **Production Indicators On Time (JIT):** It is a management trend adopted by the organization to produce goods or services in the least possible time and at the lowest possible total cost, through the continuous identification of all causes and quality of losses and deviations from the planned standards of quality, cost and time, and this requires reducing inventory, improving Both the quality of lofts and products, improving relations with suppliers, that is, the primary goal is to achieve the highest savings and then raise operational efficiency by reducing the duration and cost of the time elapsed between the moment the product is ordered from the customer and its delivery to him.
4. **Delivery Performance Indicators:** To maintain the level of customer satisfaction, he must deliver his goods or merchandise on time at the required speed, as the speed of completion has become an essential factor governing

the survival of institutions in light of the modern manufacturing environment, and this means that the faster in identifying and meeting the customer's needs, the more they can be To be successful and stable in the market, delivery performance indicators are used in order to reach one hundred percent on-time delivery of the products.

5. **Research and Development Indicators:** The research and development process refers to the scientific and research efforts that ultimately lead to improvement and creativity in the outputs of the institution. The research and development process aims to reduce costs and increase financial returns, and enables institutions to keep pace with modern developments in all fields and thus contribute to achieving the competitive advantage of the institution and, in this way, institutions to use indicators for research and development to ensure survival and continuity.
6. **Cost Arbitration Indicators:** The process of cost control requires the use of strategic cost management methods such as: Activity-Based Cost (ABC), Target cost..., which provide a deep understanding of cost dynamics in organizations, through The deep analytical study of the structure of the cost elements in the organization, for the strategic position of the institution and the countries to a better competitive position (Abu Qamar, 2009, P: 27-28).

Methodology and Procedures:

First - Study Methodology: This study adopts the descriptive-analytical approach in order to describe and clarify the phenomenon to be studied. In this approach, researchers study the existing and existing tools, phenomena and practices that are available for study and measurement without interference, and researchers can interact with them, describing and analyzing them in a scientific and objective manner.

First: Type and Sources of Data: In light of the identification of the problem and the research variables, the data that was relied upon in achieving the research objectives can be identified as follows:

- 1- Secondary data: Some of the recorded and published secondary variables related to strategic planning, performance and crisis management in the ceramic sector were relied upon
- 2- Primary data: The primary data necessary for research was collected from companies through the survey method, and the opinions and attitudes of employees in the companies were relied upon to obtain the primary data that served the research requirements.

Second- Study Population: The study population consists of all members of the senior management, as well as those working in the ceramic industry sector in the Tenth of Ramadan City.

Third- Study Sample:

1. **Sample Distribution and Response Rate:** The researchers relied on the stratified random sample in each

of the study categories individually (the senior management category - employee's category). The researchers distributed the sample using the proportional distribution as shown. The researchers relied on the tables of statistical samples (1) at a confidence level of 95% And an allowable error in the estimation is within 5%,

and the percentage of the phenomenon in the community = 0.50, the sample size for the senior management category was = 187, while the sample size for employees category = 377, and the following is the distribution of the sample and the different response rates in the study categories:

Table 2: the sample distribution and the percentage of the different responses in the study groups

The Company's Name		Community Size	Sample Volume	Correct Responses	Response Rate %
Cleopatra Group	Senior Management	116	60	55	%91.6
	Employees	6233	128	115	%89.8
Eldorard	Senior Management	42	22	20	%90.9
	Employees	2216	45	39	%86.6
Fancy	Senior Management	33	17	16	%94.1
	Employees	1780	36	30	%83.3
The Prince	Senior Management	79	41	38	%92.6
	Employees	3614	73	64	%87.6
Al-Rajaa	Senior Management	90	47	46	%97.8
	Employees	4818	95	80	%84.2
Total	Senior Management	360	187	175	%93.58
	Employees	18661	377	328	%87

Third: The Method of Data Collection: Two survey forms were designed and directed to the aforementioned study categories.

After the data collection was completed, a computer was used based on the SPSS22 program to unload and tabulate the data and conduct the appropriate statistical analysis to analyze the data and to test the validity of the study's hypotheses. This required the application of some methods of descriptive statistics and analytical statistics.

Table 3: Honesty and Constancy Coefficients for the Senior Management Category

Field Name	Number Of Items	Cronbach's Alpha coefficient	Stability Coefficients
Strategic Vision	4	0.823	0.907
Strategic Message	4	0.815	0.902
Strategic Goals	4	0.789	0.888
Strategic Analysis	4	0.834	0.913
Strategic Choice	4	0.862	0.931
Total	16	0.916	0.957

From the previous table, it is clear that the validity and reliability coefficients are acceptable for the questionnaire as a whole, because all the value of the validity and reliability coefficients exceeded (0.5) in the category of senior management members of the variables under study.

Table 4: Honesty and reliability coefficients for the category of employees

Field Name	Number Of Items	Cronbach's Alpha coefficient	Stability Coefficients
Strategic Vision	4	0.802	0.895
Strategic Message	4	0.815	0.902
Strategic Goals	4	0.832	0.912

Strategic Analysis	4	0.739	0.859
Strategic Choice	4	0.762	0.872
Performance Dimensions	16	0.907	0.952

From the previous table, it is clear that the validity and reliability coefficients are acceptable for the questionnaire as a whole, because all the value of the validity and reliability coefficients exceeded (0.5) in the category of employees and therefore it can be said that they are coefficients of good significance for research purposes, and therefore they can be relied upon in the analysis without excluding any element of the variables place of study.

The results of the field study and testing the validity of the hypotheses

Table 5: Results of the statistical analysis of the respondents, the senior management category, with regard to the dimensions of the strategic vision variable

#	Item	SMA	Standard Deviation	Relative Importance	Ranking
1	We have clear and specific strategic visions for future ambition.	4.06	0.8	%81.3	The Fourth
2	We announce our vision to both the internal and external community.	4.4	0.72	%88.04	The Second
3	The company's vision is measurable and dated	4.45	0.65	%89	The First
4	The company's vision drives the process of change, development and training towards the desired position of the company.	4.27	0.74	%85.4	The Third

Source: Statistical analysis tables.

With regard to the strategic vision variable, the relative importance came in the first order, the element that expresses that the company's vision is measurable and specified with a suitable date, with a relative importance of 89% and a standard deviation of 0.65, and in the second order came the element we announce our vision for the internal and external community alike with relative importance amounted to

Table 6: Descriptive analysis of the data of the respondents, the senior management category, with regard to the strategic message

#	Item	SMA	Standard Deviation	Relative Importance	Ranking
1	Our mission is to prepare products for the global local market in accordance with international quality standards.	4.5	0.8	%90.1	The Fourth
2	Our mission is broad enough to allow our company to invest in new opportunities to develop and update our products globally.	4.47	0.85	%89.5	The First
3	We prepare our message in a balanced manner according to the available capabilities and resources.	4.36	0.84	%87.2	The Second
4	The company's mission includes its values, beliefs, what it does and what distinguishes it.	4.25	0.91	%85.1	The Third

Source: Statistical analysis tables.

With regard to the strategic message variable, it came in the order of relative importance in the first order. The element of our mission is broad so that it allows our company to invest new opportunities to develop and update our products globally with a relative importance of 89.5% and a standard deviation of 0.85. In the second place came the element we prepare our message in a balanced manner according to the capabilities and resources available with relative importance it amounted to 87.2% and a standard deviation of 0.84, while

Descriptive statistics for the results of the field study: The following is a presentation of the descriptive statistics results in the two study categories, where the researchers relied on the weighted arithmetic mean, standard deviation, as well as the relative importance as a reflection of the weighted average value in the form of a percentage.

1. Senior Management Category:

The First Axis: The Dimensions of the Strategic Planning Variable:

88.04% and a standard deviation of 0.72, while in the last order came the element we have clear and specific strategic visions for future ambition with a relative importance of 81.3% and a standard deviation of 0.8. In general, all the relative importance values exceed 80%, which means the unanimity of the study sample of the members of the senior management on all those elements.

in the last order came the element. Our mission is that products for the global local market are in accordance with international quality standards with a relative importance of 40.1% and a standard deviation of 0.8. In general, all the relative importance values exceed 80%, which means the unanimity of the study sample from the members of the senior management on all those elements that express the depth of the strategic message of the companies under study.

Table 7: Descriptive analysis of the answers of the respondents, the senior management category, with regard to strategic objectives

#	Item	SMA	Standard Deviation	Relative Importance	Ranking
1	Our long-term goals encourage product upgrading and global competition.	4.54	0.74	%90.8	The Second
2	Our goals stimulate the capabilities and skills of employees for development and improvement of the level of performance.	4.61	0.81	%92.3	The First
3	The company's goals are flexible and adaptable to unexpected changes.	4.31	0.82	%86.2	The Fourth
4	The company's objectives are clear and understandable, and all parties responsible for achieving them participate in their formulation.	4.4	0.89	%88.1	The Third

Source: Statistical analysis tables.

With regard to the strategic objectives, in the order of relative importance came in the first order of the element. Our goals motivate the capabilities and skills of employees for the development and improvement of the level of performance with a relative importance of 92.3% and a standard deviation of 0.81. In the second place is the element of our long-term goals and we encourage upgrading the product and global competition with a relative importance of 90.8% a standard

deviation of 0.74, while in the last arrangement the item is characterized by flexibility and the ability to adapt to unexpected variables, with a relative importance of 86.2% and a standard deviation of 0.82. In general, all the relative importance values exceed 80%, which means that the study sample of senior management members agreed on all those the elements that express the clarity of the strategic objectives of the companies under study.

Table 8: Descriptive analysis of the respondents, the senior management category, with regard to strategic analysis

#	Item	SMA	Standard Deviation	Relative Importance	Ranking
1	The company analyzes the internal environment to identify weaknesses and strengths.	4.17	0.76	%83.4	The Fourth
2	The company analyzes the external environment to identify threats and risks	4.36	0.71	%87.2	The Second
3	Study the internal environment and ensure that it changes, whether increasing or decreasing.	4.28	0.72	%85.6	The Third
4	We do community partnership and active interdependence and follow the latest technical and scientific developments that reflect the future ambitions of the company.	4.44	0.69	%88.9	The First

Source: Statistical analysis tables.

With regard to the strategic analysis, it came in the order of relative importance in the first order. The element we do community partnership and active interdependence and we follow the latest technical and scientific developments that reflect the future aspirations of the company with a relative importance of 88.9% and a standard deviation of 0.69 and came in the second arrangement element The company analyzes the external environment to identify threats and risks With a relative importance of 87.2% and a standard deviation

of 0.71 while the last item came in the last order. The company analyzes the internal environment to identify weaknesses and strengths with a relative importance of 83.4% and a standard deviation of 0.76. In general, all the relative importance values exceed 80%, which means the consensus of the study sample from member's senior management on all those elements that reflect the strategic analysis well in the ceramic industry companies in the tenth of Ramadan.

Table 9: Statistical analysis of the answers of the respondents, the senior management category, with regard to the strategic option

#	Item	SMA	Standard Deviation	Relative Importance	Ranking
1	The company sets appropriate strategic alternatives and applies clear criteria and indicators to judge the implementation of its plans.	4.65	0.62	%93.1	The First
2	The company participates with all employees in preparing the auxiliary executive plan.	4.26	0.71	%85.2	The Fourth
3	Make strategic decisions that are consistent with established plans.	4.54	0.65	%90.9	The Second

4	Management focuses on adapting each strategic option to the variables of the external environment.	4.32	0.7	%86.4	The Third
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Source: Statistical analysis tables.

With regard to the strategic option variable, it came in the order of relative importance in the first order. The company puts appropriate strategic alternatives and applies clear criteria and indicators to judge the implementation of its plans with a relative importance of 93.1% and a standard deviation of 0.62 and came in the second arrangement. The element makes strategic decisions that are consistent and consistent with the plans developed with relative importance it amounted to 90.9% and a standard deviation of 0.65, while in the last

order came the element. The company involved all employees in preparing the auxiliary executive plan with a relative importance of 85.2% and a standard deviation of 0.71. In general, all the relative importance values exceed 80%, which means that the study sample of the members of the senior management agreed on all those elements that express the presence of strategic options in the companies under study.

The Third Axis: Dimensions of the Performance Variable:

Table 10: Statistical analysis of the answers of the respondents, the senior management category, with regard to the financial dimension

#	Item	SMA	Standard Deviation	Relative Importance	Ranking
1	The company seeks to fulfill its commitments to customers by offering a high quality product at reasonable prices.	4.27	0.74	%85.4	The Second
2	The company seeks to reduce unnecessary operational costs that do not contribute effectively to improving product quality.	4.1	0.81	%82.1	The Fourth
3	The company is increasing the efficiency of its products to global competition.	4.31	0.74	%86.2	The First
4	The company works by increasing production plans, pumping investments, and keeping pace with the technological development of competition between companies.	4.11	0.79	%82.2	The Third

Source: Statistical analysis tables.

With regard to the financial dimension, it came in the order of relative importance in the first order, the element. The company increases the efficiency of its products to global competition with a relative importance of 86.2% and a standard deviation of 0.74. In the second order came the element that the company seeks to fulfill its obligations towards customers by providing a high-quality product and suitable prices with relative importance It reached 85.4% and a standard deviation of 0.74, while in the last order came the

element. The company seeks to reduce unnecessary operational costs that do not effectively contribute to improving the quality of the product, with a relative importance of 82.1% and a standard deviation of 0.81. In general, all values of relative importance exceed 80%, which means the unanimity of the study sample from the members of the senior management clearly that all those elements that express the financial dimension are widely applied and clear in the ceramic industry companies.

Table 11: Statistical analysis of the answers of the respondents, the senior management category, with regard to the customer dimension

#	Item	SMA	Standard Deviation	Relative Importance	Ranking
1	The company is keen to develop its products offered to the customer in line with social responsibility.	4.5	0.61	%90.1	The First
2	The company seeks to conduct a field survey from time to time to measure the extent of customer satisfaction with its products.	4.09	0.77	%81.9	The Fourth
3	The company tries to simplify the procedure for the product to reach the customer through distribution agents.	4.34	0.69	%86.9	The Second
4	The company makes sales offers from time to time to satisfy the customer.	4.25	0.78	%85.1	The Third

Source: Statistical analysis tables.

With regard to the dimension of customers, it came in the order of relative importance in the first order, the element. The company is keen to develop its products that it offers to the customer in line with social responsibility, with a relative

importance of 90.1% and a standard deviation of 0.61. In the second order came the element. The company is trying to simplify the procedures for reaching the product to the customer through distribution agents With a relative

importance of 86.9% and a standard deviation of 0.69, while the last item came in the last order, the company seeks to conduct a field survey from time to time to measure the extent of customer satisfaction with its products, with a relative importance of 81.9% and a standard deviation of 0.77. In general, all the relative importance values exceed 80%, which

means a unanimous sample the study from the members of the senior management clearly stated that all those elements that express the customer dimension are applied very well, as well as the extent to which customers are taken into account in the ceramic industry companies.

Table 12: Statistical analysis of the answers of the respondents, the senior management category, with regard to the internal operations dimension

#	Item	SMA	Standard Deviation	Relative Importance	Ranking
1	The company seeks to provide specialized and efficient labor.	4.41	0.74	%88.1	The Fourth
2	The company provides modern and advanced technologies necessary for the success of objectives and product development.	4.49	0.69	%89.9	The First
3	The current raw materials are sufficient to prepare the product in a distinctive way, and the company is working on developing the raw material in proportion to the efficiency of the product.	4.46	0.70	%89.3	The Third
4	The company imports the latest machines used in the ceramic industry with the latest international technical specifications.	4.48	0.70	%89.6	The Second

Source: Statistical analysis tables.

With regard to the internal operations dimension, it came in the order of relative importance in the first order. The company provides the modern and advanced technologies necessary for the success of the objectives and product development, with a relative importance of 89.9% and a standard deviation of 0.69. In the second order came the element. The company imports the latest machines used in the ceramic industry with the latest international technical specifications with a relative importance of 89.6% and a

standard deviation of 0.70, the company seeks to provide specialized and efficient labor with a relative importance of 88.1% and a standard deviation of 0.70 in the last order. In general, all the relative importance values exceed 80%, which means the unanimity of the study sample from members of the senior management in a way it is clear that all those elements that express the various internal processes are very widely present in the ceramic industry companies.

Table 13: Statistical analysis of the answers of the respondents from the senior management category with regard to the learning and growth dimension

#	Item	SMA	Standard Deviation	Relative Importance	Ranking
1	The company is working on increasing the utilization of the number of patents and presenting new distinctive ideas.	3.59	0.81	%71.9	The Fourth
2	The company relies on specialized training programs to train employees inside and outside Egypt to enable employees to improve and quality at performance levels.	3.81	0.73	%76.2	The First
3	The company encourages creators and adopts their creative ideas.	3.65	0.77	%73.1	The Third
4	The company invests a lot of money in the rehabilitation and development of human resources scientifically and practically.	3.79	0.76	%75.9	The Second

Source: Statistical analysis tables.

With regard to the dimension of learning and growth, it came in the order of relative importance in the first place, the element. The company relies on specialized training programs to train employees inside and outside Egypt to enable employees to improve and quality performance levels with a relative importance of 76.2% and a standard deviation of 0.73 and came in the second place The company invests a lot of money in the rehabilitation And the development of human resources scientifically and practically with a relative importance of 75.9% and a standard deviation of 0.76, while

the company is working on increasing the benefit from the number of patents and presenting new distinctive ideas with a relative importance of 71.9% and a standard deviation of 0.81. In general, all values of relative importance exceed 70% of what It means the clear approval of the study sample from the members of the senior management that all those elements that express learning and growth, and this is an indicator of the extent to which the members of the senior management are aware of the dimension of learning and growth.

2. Analysis of the Answers of the Category of Employees:

The First Axis: The Dimensions of the Strategic Planning Variable:

Table 14: Statistical analysis of the answers of the respondents, including the category of employees, with regard to the strategic vision

#	Item	SMA	Standard Deviation	Relative Importance	Ranking
1	We have clear and specific strategic visions for future ambition.	4.02	0.86	%80.5	The Third
2	We announce our vision to both the internal and external community.	4.21	0.83	%84.2	The First
3	The company's vision is measurable and dated	4.19	0.84	%83.9	The Second
4	The company's vision drives the process of change, development and training towards the desired position of the company.	3.86	0.91	%77.3	The Fourth

Source: Statistical analysis tables.

With regard to the strategic vision, it came in the order of relative importance in the first order. The element we announce our vision for the internal and external community alike, with a relative importance of 84.2% and a standard deviation of 0.83 The element came in the second order of the company's vision that is measurable and determined on an appropriate date with a relative importance of 83.9% and a standard deviation of 0.84 While in the last order came the

element that the company's vision leads the process of change, development and training towards the hoped-for situation of the company with a relative importance of 77.3% and a standard deviation of 0.91. In general, all the relative importance values exceed 70%, which means that the study sample of employees in the companies under study clearly agreed that all those elements that express the strategic vision of the top management are well implemented.

Table 15: Statistical analysis of the answers of the respondents, the category of employees, with regard to the strategic message

#	Item	SMA	Standard Deviation	Relative Importance	Ranking
1	Our mission is to prepare products for the global local market in accordance with international quality standards.	3.47	0.99	%69.4	The Fourth
2	Our mission is broad enough to allow our company to invest in new opportunities to develop and update our products globally.	3.77	0.91	%75.2	The Third
3	We prepare our message in a balanced manner according to the available capabilities and resources.	3.91	0.87	%78.3	The Second
4	The company's mission includes its values, beliefs, what it does and what distinguishes it.	4.02	0.86	%80.5	The First

Source: Statistical analysis tables.

With regard to the strategic message, it came in the order of relative importance in the first order, the element. The company's message includes its values, beliefs, what its work is, and the most important thing that distinguishes it, with a relative importance of 80.5% and a standard deviation of 0.86, and in the second order came the element We prepare our message in a balanced manner according to the available capabilities and resources, with a relative importance of 78.3% A standard deviation of 0.87, while in the last order

came the element. Our message is products for the local and global market according to international quality standards with a relative importance of 69.4% and a standard deviation of 0.99. In general, all the relative importance values exceed 65%, which means that the study sample of employees in the companies under study agreed in a small way however, all those elements that express the strategic message of the senior management are well implemented.

Table 16: Statistical analysis of the answers of the respondents, including the category of employees, in relation to the strategic objectives

#	Item	SMA	Standard Deviation	Relative Importance	Ranking
1	Our long-term goals encourage product upgrading and global competition.	3.41	0.98	%68.3	The Fourth
2	Our goals stimulate the capabilities and skills of employees for development and improvement of the level of performance.	3.79	0.91	%75.9	The Second
3	The company's goals are flexible and adaptable to unexpected changes.	3.81	0.91	%76.2	The First

4	The company's objectives are clear and understandable, and all parties responsible for achieving them participate in their formulation.	3.63	0.93	%72.7	The Third
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Source: Statistical analysis tables.

With regard to the strategic objectives, it came in the order of relative importance in the first order, the element. The company's goals are characterized by flexibility and the ability to adapt to unexpected variables, with a relative importance of 76.2% and a standard deviation of 0.91. In the second order, the element our goals are stimulating to the capabilities and skills of employees for development and improvement of performance level of relative importance. It reached 75.9% and a standard deviation of 0.91 while in the

last rank came the element of our long-term goals and we encourage upgrading the product and global competition with a relative importance of 68.3% and a standard deviation of 0.98. In general, all the relative importance values exceed 65%, which means the approval of the study sample of employees in the companies under study on average. However, all those elements that express the strategic vision of the senior management are applied, but they may not be announced, including the long-term goals.

Table 17: Statistical analysis of the answers of the respondents, including the category of employees, with regard to strategic analysis

#	Item	SMA	Standard Deviation	Relative Importance	Ranking
1	The company analyzes the internal environment to identify weaknesses and strengths.	4.31	0.90	%86.2	The First
2	The company analyzes the external environment to identify threats and risks	3.78	0.99	%75.6	The Fourth
3	Study the internal environment and ensure that it changes, whether increasing or decreasing.	4.25	0.92	%85.1	The Second
4	We do community partnership and active interdependence and follow the latest technical and scientific developments that reflect the future ambitions of the company.	3.91	0.98	%78.3	The Third

Source: Statistical analysis tables.

With regard to the strategic analysis, it came in the order of relative importance in the first rank. The company analyzes the internal environment to identify weaknesses and strengths, with a relative importance of 86.2% and a standard deviation of 0.90. In the second rank came the element: Study the internal environment and ensure that it changes, whether increasing or decreasing, with relative importance that has reached 85.1% and a standard deviation of 0.92, while in the last order came the element. The company analyzes the

external environment to identify the threats and risks with a relative importance of 75.6% and a standard deviation of 0.99. In general, all the relative importance values exceed 70%, which means that the study sample of employees in the companies under study clearly agreed however, all those elements that express the strategic analysis of the senior management are widely applied, and this reflects the extent to which the employees understand the ability of the senior management in the strategic analysis.

Table 18: Statistical analysis of the answers of the respondents, the category of employees, regarding the strategic choice

#	Item	SMA	Standard Deviation	Relative Importance	Ranking
1	The company sets appropriate strategic alternatives and applies clear criteria and indicators to judge the implementation of its plans.	4.41	0.9	%88.2	The First
2	The company participates with all employees in preparing the auxiliary executive plan.	4.32	0.98	%86.4	The Second
3	Make strategic decisions that are consistent with established plans.	3.99	1.01	%79.9	The Fourth
4	Management focuses on adapting each strategic option to the variables of the external environment.	4.26	0.97	%85.3	The Third

Source: Statistical analysis tables.

With regard to the strategic option, it came in the order of relative importance in the first order. The element The Company puts appropriate strategic alternatives and applies clear criteria and indicators to judge the implementation of its plans with a relative importance of 88.2% and a standard deviation of 0.9. In the second place came the element The company participates all employees in preparing the

executive plan of assistance with relative importance It amounted to 86.4% and a standard deviation of 0.98, while in the last order came the element that makes strategic decisions that are consistent and consistent with the plans set with a relative importance of 79.9% and a standard deviation of 1.01. In general, all the relative importance values exceed 70%, which means that the study sample of employees in the

companies under study clearly agreed however, all those elements that express the strategic choices of the senior management are clearly applied.

Table 19: Statistical analysis of the answers of the respondents, the category of employees, with regard to the financial dimension

#	Item	SMA	Standard Deviation	Relative Importance	Ranking
1	The company seeks to fulfill its commitments to customers by offering a high quality product at reasonable prices.	3.86	0.95	%77.2	The Second
2	The company seeks to reduce unnecessary operational costs that do not contribute effectively to improving product quality.	3.59	1.02	%71.9	The Fourth
3	The company is increasing the efficiency of its products to global competition.	4.03	0.92	%80.6	The First
4	The company works by increasing production plans, pumping investments, and keeping pace with the technological development of competition between companies.	3.73	0.98	%74.7	The Third

Source: Statistical analysis tables.

With regard to the financial dimension, it came in the order of relative importance in the first order, the element. The company increases the efficiency of its products to global competition with a relative importance of 80.6% and a standard deviation of 0.92. In the second order comes the element that the company seeks to fulfill its obligations towards customers by providing a high-quality product and appropriate prices with relative importance it amounted to 77.2% and a standard deviation of 0.95, while in the last order

came the item. The company seeks to reduce unnecessary operational costs that do not effectively contribute to improving the quality of the product with a relative importance of 71.9% and a standard deviation of 1.02. In general, all values of relative importance exceed 70%, which means the agreement of the study sample from the employees of the companies under study on an average that all those elements that express the consideration of the financial dimension by the senior management are well applied.

Table 20: Statistical analysis of the answers of the respondents, including the category of employees with regard to the customer dimension

#	Item	SMA	Standard Deviation	Relative Importance	Ranking
1	The company is keen to develop its products offered to the customer in line with social responsibility.	3.47	1.04	%69.5	The Second
2	The company seeks to conduct a field survey from time to time to measure the extent of customer satisfaction with its products.	3.41	1.09	%68.2	The Third
3	The company tries to simplify the procedure for the product to reach the customer through distribution agents.	3.12	1.13	%62.5	The Fourth
4	The company makes sales offers from time to time to satisfy the customer.	3.65	1.01	%73.1	The First

Source: Statistical analysis tables.

With regard to the dimension of customers, it came in the order of relative importance in the first order. The company makes sales offers from time to time to satisfy the customer with a relative importance of 73.1% and a standard deviation of 1.01. In the second order came the element. The company is keen to develop its products that it offers to the customer in line with the importance of social responsibility A relative importance of 69.5% and a standard deviation of 1.04, while the last item came in the last arrangement. The company is

trying to simplify the procedures for reaching the product to the customer through distribution agents with a relative importance of 62.5% and a standard deviation of 1.13, and in general all the relative importance values exceed 60% only, which means the approval of the study sample of employees In the companies under study, in an average way that tends to decrease, provided that all those elements that express the customer dimension by the senior management are applied inappropriately.

Table 21: Statistical analysis of the answers of the respondents, including the category of employees, with regard to the internal operations dimension

#	Item	SMA	Standard Deviation	Relative Importance	Ranking
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1	The company seeks to provide specialized and efficient labor.	4.16	0.98	%83.2	The Third
2	The company provides modern and advanced technologies necessary for the success of objectives and product development.	4.29	0.93	%85.9	The First
3	The current raw materials are sufficient to prepare the product in a distinctive way, and the company is working on developing the raw material in proportion to the efficiency of the product.	42.5	0.94	%85.1	The Second
4	The company imports the latest machines used in the ceramic industry with the latest international technical specifications.	4.00	0.98	%80.1	The Fourth

Source: Statistical analysis tables.

With regard to the internal operations dimension, it came in the order of relative importance in the first place, the element. The company provides the modern and advanced technologies necessary for the success of the objectives and product development, with a relative importance of 85.9% and a standard deviation of 0.93. In the second place came the element. The current raw materials are sufficient for preparing the product with a distinctive preparation. The company is

working on developing the material the raw material is commensurate with the efficiency of the product with a relative importance of 85.1% and a standard deviation of 0.94, while the last item came in the last order. %, which means that the study sample of employees of the companies under study agreed that all those elements that express the internal operations of the senior management are applied in a large and appropriate manner.

Table 22: Statistical analysis of the answers of the respondents, including the category of employees, with regard to the learning and growth dimension

#	Item	SMA	Standard Deviation	Relative Importance	Ranking
1	The company is working on increasing the utilization of the number of patents and presenting new distinctive ideas.	3.10	1.15	%62.1	The Fourth
2	The company relies on specialized training programs to train employees inside and outside Egypt to enable employees to improve and quality at performance levels.	3.87	1.01	%77.5	The First
3	The company encourages creators and adopts their creative ideas.	3.50	1.11	%70.1	The Third
4	The company invests a lot of money in the rehabilitation and development of human resources scientifically and practically.	3.79	1.09	%75.9	The Second

Source: Statistical analysis tables.

With regard to the dimension of learning and growth, it came in the order of relative importance in the first place, the element. The company relies on specialized training programs to train employees inside and outside Egypt to enable employees to improve and quality performance levels with a relative importance of 77.5% and a standard deviation of 1.01. In the second place, the company invests a lot of money in qualifying And the development of human resources scientifically and practically with a relative importance of 75.9% and a standard deviation of 1.09, while the company is working on increasing the benefit from the number of patents and presenting new distinguished ideas with a relative importance of 62.1% and a standard deviation of 1.15. In general, all values of relative importance exceed 60% of what It means the approval of the study sample of the employees of the companies under study in an average way that tends to decrease that all those elements that express the extent of the application of the learning and growth dimension by the senior management are applied inappropriately.

In this part of the chapter, the researchers presented the statistical hypothesis tests in the different study categories with the most important interpretations of the results of those tests.

This study is based on three main hypotheses, each of which the researchers tested in each of the study categories separately, as follows:

Ho1: There is no significant statistically significant effect of the strategic planning variable on increasing the performance level of ceramic companies in the tenth of Ramadan from the point of view of the top management.

In order for the researchers to test the aforementioned sub-hypothesis, the researchers used a simple linear regression analysis using the Ordinary Least Squares (OLS) method, some tests of regression estimators (t), (f) and some tests to verify the hypotheses of the least squares method. .

The results of the researchers' statistical analysis of the first sub-hypothesis of the first hypothesis in the senior management category are summarized as follows:

Dependent variable: performance level.

Statistical hypothesis tests

Table 23: Test the regression coefficients and correlation results for the first sub-hypothesis of the first hypothesis of the senior management category

Independent Variable	Regression Coefficient	T-Value	Indication Level	Resolution at $\alpha=0.05$	The total Pearson correlation coefficient r	DW Durban Watson Statistic Value
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Strategic Planning	0.412	12.01	0.0	Moral	0.674	2.016
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Table 24: Analysis of variance ANOVA for the first sub-hypothesis of the first hypothesis of the senior management category

Sources Of Difference	Degrees of Freedom	F-Value	Indication Level	Resolution at $\alpha=0.05$	Coefficient Of Determination r^2	Unexplained Percentage
Regression	1	144.3	0.0	Moral	45.5%	54.5%
The Rest	173					

DI = 1.618 Du= 1.689 DW Tabular values extracted from Durbin Watson's tables

From the previous results, it is clear to the researchers that:

1. The value of the level of significance in the table for testing the significance of each of the Pearson correlation coefficient as well as the regression coefficient of the previous relationship was less than the value of the level of significance $\alpha = 0.05$, which means that there is a significant statistically significant effect of the dimensions of the strategic planning variable in total on the performance level variable.
2. The sign of the regression coefficient in the previous model was a positive sign, which means that the more reliance on strategic planning in its various dimensions leads to an increase in the level of performance in the ceramic companies on the tenth of Ramadan from the point of view of the senior management members in those companies.
3. The value of the significance level from the table of the quality of conciliation test for the overall model from the ANOVA table was less than the value of the level of significance $\alpha = 0.05$, which means that the researchers can rely on the estimated results and also can generalize the results of the study sample to the population under study.
4. The value of the coefficient of determination was $45.4\% = r^2$, which means that the total changes that occur in the elements of strategic planning are responsible for explaining 45.4% of the changes that occur in the overall performance level, and this reflects the size of the impact

5. Tests for the assumptions of least squares estimators: With regard to testing the problem of autocorrelation between errors, the calculated value of Durban Watson's statistic was $Dw = 2.016$. Looking at the tabular values, it is clear to the researchers that this value lies between the two tabular values (Du, 4- Du), and this means that there is no complete problem of autocorrelation of errors.

From the above, researchers can reject the null hypothesis and accept the hypothesis in its alternative form, which states that "there is a significant, statistically significant effect of the dimensions of the strategic planning variable as a whole on increasing the level of performance in ceramic companies in the tenth of Ramadan from the point of view of senior management members."

Ho2: There is no significant statistically significant effect of the strategic planning variable on increasing the performance level of ceramic companies in the tenth of Ramadan from the employees' point of view.

In order for the researchers to test the aforementioned sub-hypothesis, the researchers used a simple linear regression analysis, using the Ordinary Least Squares (OLS) method, some tests of regression estimators (t), (f) and some tests to verify the hypotheses of the least squares method. .

The results of the researchers' statistical analysis of the first sub-hypothesis of the first hypothesis in the category of employees are summarized as follows:

Dependent Variable: Performance Level

Table 25: Test the regression coefficients and correlation results for the first sub-hypothesis of the first hypothesis, category of factors

Independent Variable	Regression Coefficient	T-Value	Indication Level	Resolution at $\alpha=0.05$	The total Pearson correlation coefficient r	DW Durban Watson Statistic Value
Strategic Planning	0.256	4	0.0	Moral	0.217	1.988

Source: Statistical analysis tables.

Table 26: Analysis of variance ANOVA for the first sub-hypothesis of the first hypothesis, category of employees

Sources Of Difference	Degrees of Freedom	F-Value	Indication Level	Resolution at $\alpha=0.05$	Coefficient Of Determination r^2	Unexplained Percentage
Regression	1	16.05	0.0	Moral	4.7 %	95.3%
The Rest	326					

DI = 1.696 Du= 1.703 DW Tabular values extracted from Durbin Watson's tables

From the previous results, it is clear to the researchers that:

1. The value of the significance level in the table for testing the significance of each of the Pearson correlation coefficient as well as the regression coefficient of the

previous relationship was less than the value of the level of significance $\alpha = 0.05$, and this means that there is a significant statistically significant effect of the dimensions of the strategic planning variable in total on the performance level variable.

2. The sign of the regression coefficient in the previous model was a positive sign, which means that the more reliance on strategic planning in its various dimensions leads to an increase in the level of performance in the ceramic companies in the tenth of Ramadan from the point of view of the employees in those companies.
3. The value of the significance level from the table of the quality of fit test for the overall model from the ANOVA table was less than the value of the level of significance $\alpha = 0.05$, which means that the researchers can rely on the estimated results and also can generalize the results of the study sample to the population under study.
4. The value of the coefficient of determination was $4.7\% = r^2$, which means that the total changes that occur in the elements of strategic planning are responsible for explaining only 4.7% of the changes that occur in the level of overall performance, and this reflects the size of the impact of strategic planning on the level of overall performance, and there is a percentage of 95.3 % is due to the random error limit.
5. Tests for the assumptions of least squares estimators: With regard to testing the problem of autocorrelation between errors, the calculated value of Durban Watson's statistic was $Dw = 1.988$. By looking at the tabular values, it is clear to the researchers that this value lies between the two tabular values ($Du, 4- Du$), and this means that there is no complete problem of autocorrelation of errors.

From the above, the researchers can reject the null hypothesis and accept the hypothesis in its alternative form, which states that "there is a significant, statistically significant effect of the dimensions of the strategic planning variable as a whole, on increasing the level of performance in ceramic companies in the tenth of Ramadan from the employees' point of view."

Conclusions

First: The Results of the Hypothesis Test:

The research aimed to determine the role of strategic planning in increasing the level of performance by mediating the crisis management approach in ceramic companies in the Tenth of Ramadan City. The data for the research were collected from the research categories (higher administrations - employees) and analyzed using various statistical methods to test the validity of the research hypotheses. In light of this, the researchers reached the following conclusions:

- The results of the study confirmed that there is a significant and statistically significant effect of the strategic planning variable on increasing the performance level of ceramic companies in the tenth of Ramadan from the point of view of the top management.
- The results of this study came out that there is a significant and statistically significant effect of the strategic planning variable on increasing the performance level of ceramic companies in the tenth of Ramadan from the employees' point of view.

Second: General Results of the Research:

After analyzing, interpreting and discussing the questions and testing the hypotheses, the following results were reached, and the presentation of these results was taken into account according to the research variables as follows:

- The results of the study sample revealed that the senior management members agreed on all dimensions of strategic planning variables (strategic vision, strategic message, strategic objectives, strategic analysis, strategic choice) well in the ceramic companies under study.
- The results clearly showed the unanimity of the study sample from the members of the senior management that all dimensions of the performance variable (financial dimension, customer dimension, internal operations dimension, and learning and growth dimension) are largely present in the ceramic companies under study.
- The results confirmed the agreement of the study sample of company employees in a small way that all dimensions of the strategic planning variable (strategic vision, strategic message) are well applied.
- The average agreement of the study sample of company employees that the strategic goals are applied, but the long-term goals are not announced.
- The study sample of company employees agreed on average that the dimensions of the strategic planning variables (strategic analysis, strategic choice) are widely and clearly applied.
- The approval of the study sample of employees on the financial dimension as one of the dimensions of the performance variable in an average way, and that it is well applied.
- The approval of the study sample of employees on the customer dimension as one of the dimensions of the performance variable in a medium with a tendency to decline and that it was applied by the senior management in an inappropriate manner.
- The approval of the study sample of employees on the internal operations dimension as one of the dimensions of the performance variable in a large way, and that it is applied by the senior management in a large and appropriate way.
- The approval of the study sample of employees on the learning and growth dimension as one of the dimensions of the performance variable in a moderately declining manner and that it is applied inappropriately by the senior management.

Recommendations

In light of the findings, there are a set of recommendations, as follows:

Recommendations according to the research variables

1. Recommendations for the dimensions of strategic planning variables

- Interest in reviewing the role of strategic planning in ceramic companies and that the senior management has a clear understanding and conviction to apply its variables

- at all organizational levels of the company to increase the level of performance.
 - Participation of all organizational levels in the strategic planning process.
 - Strengthening the senior management of the principle of efficiency and effectiveness of the administrative levels.
 - The need for an effective system of communication between senior management and other administrative levels.
 - Availability of modern technology and administrative competencies capable of continuing to draw up strategies, and they have the experience to modify plans in line with the development of companies.
 - Follow advanced scientific methods to monitor, employ and manage the available resources to reach the planned goals to increase performance levels.
- Conducting training programs in the field of strategic planning for all employees.
 - The existence of a free media system for the employees' voices to reach the higher leadership and to express their needs and demands through legitimate channels.
- 2. Recommendations for the dimensions of the performance variable**
- Work on clarifying and translating the organization's vision and strategy.
 - Work on clarifying the strategy and linking it to the objectives.
 - Planning, setting goals and arranging strategic initiatives.
 - Promote strategic feedback.

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