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How Strategic Management Helped Organizations Manage the COVID-19 Pandemic

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Abstract: The study aimed to determine how strategic management can help organizations contain the effects of COVID-19 virus spread and maintain high performance and profits during the closing period. This study examined the role of environmental scanning, strategy formulation, strategy implementation, and strategy evaluation as dimensions of strategic management and how it helps in managing the spread of COVID-19. A questionnaire was sent to 146 operations/risk managers in Jordan's industrial organization sector as part of the quantitative methodology. Primary data screening and analysis was done according to SPSS and other statistical tests including multiple and simple regression, mean and standard deviation, frequency and percentage. It was determined that strategic management contributed to a well-built COVID-19 pandemic management plan with an R value of 721 and a strong correlation coefficient. Additionally, all the variables in the research had a correlation coefficient that ranged from moderate to high. A correlation value R = 0.713 indicated that strategy assessment helped propose a well-built COVID-19 pandemic management. The novelty of the current study focused on the fact that industrial facilities should supply infrastructure and equipment, and prioritize the well-being of their workers, their happiness and involvement in decision-making, as the epidemic spreads. Study advocated learning from other businesses' experiences to create a clear picture of organizational and managerial strategies during the spread of a pandemic that threatens the lives of people.

Keywords: strategic management, COVID-19, quarantine, lockdown, environmental scanning, strategy formulation, strategy implementation, strategy evaluation.

战略管理如何帮助组织管理 新冠肺炎大流行

摘要: 该研究旨在确定战略管理如何帮助组织遏制 新冠肺炎病毒传播的影响并在结束期间保持高绩效和利润。本研究探讨了环境扫描、战略制定、战略实施和战略评估作为战略管理维度的作用，以及它如何帮助管理 新冠肺炎的传播。作为定量方法的一部分，向约旦工业组织部门的 146 名运营/风险经理发送了一份调查问卷。主要数据筛选和分析是根据 SPSS 和其他统计检验进行的，包括多元回归和简单回归、均值和标准差、频率和百分比。确定战略管理有助于制定完善的 新冠肺炎大流行管理计划，R 值为 721，相关系数很强。此外，研究中的所有变量都具有从中等到高的相关系数。相关值 R = 0.713 表明战略评估有助于提出完善的 新冠肺炎大流行管理。当前研究的新颖之处在于工业设施应提供基础设施和设备，并在流行病蔓延时优先考虑工人的福祉、他们的幸福感和参与决策。研究提倡从其他企业的经验中学习，以清晰地了解在威胁人们生命的大流行传播期间的组织和管理策略。

关键词: 战略管理、新冠肺炎、隔离、封锁、环境扫描、战略制定、战略实施、战略评估.

1. Introduction

The short-term and long-term plans may be used, strategic management has a varying length of application, which can range from a few days to many years. Strategic management could offer a precise path

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for the company to follow within this topic. The business environment's geography, which makes it easier to use the organization's resources in a way that maximizes the efficient use of such resources [1].

Typically, strategic management helps the organization reach a stage where it can face future changes, such as the emergence of competitors, political unrest, or natural disasters, in addition to specifying a mechanism to deal with the outbreak of an epidemic or the spread of an infection that may restrict the internal and external operations of the organization [2].

A fatal respiratory virus known as COVID-19 was first discovered and transmitted in China in the first few months of 2019, and the virus has since spread to every country in the globe due to travel and the admission of infected persons or carriers of the virus into borders [3]. As a result, many countries in the first quarter of 2020 decided to completely shut down to contain or prevent the spread of the virus. This led to the closure of organizations, as well as of educational and research institutions, as well as to a shift to remote work, which had a significant impact on organizational and business strategies.

By using strategic management as a tool, many organizations could successfully complete work remotely, monitor performance and maintain an acceptable level of profits during this period of paradigm shift [4], where strategic management provided levels of high resistance to change and the transition to remote work, as these organizations relied on a strong organizational strategy.

Since the spread of the COVID-19 virus necessitated the shutting down of several businesses, the present research attempts to evaluate the role of strategic management in supporting companies and aiding them in dealing with the consequences of its spread. Numerous issues are being investigated in this project, including

1. How has strategic management contributed to the organizations' commitment to its mission and goal?
2. What are the foundations of the strategic management in managing the paradigm shift and managing the resistance to remote work?
3. How was strategic management applied in the areas of environmental survey, strategy formation, implementation and then evaluation of its impact?

2. Literature Review

2.1. Strategic Management

Strategic management is defined as the organization's depiction of its connection with the environment in which it works, as well as the procedures and objectives that are necessary to be completed so that it can continue doing so [5].

Researchers and academics in the field of management science have come to recognize the critical role that strategic management plays in helping business meet its objectives and achieve the intended outcomes [6].

Regarding defining strategic management, management decisions and actions determine the long-term success and performance of the organization [7], while as found in [5], policies of the future direction of the organization and long-term goals enable the interaction between internal and external variables of the organization through application, for strategic management.

A framework for strategic management was proposed that includes a model for how an organization can deal with future events that are expected and predictable, and then develop the necessary plans to deal with those events in accordance with the organization's pre-established orientations and goals [8]. A planned course of action for dealing with potential organizational risks and ensuring that expected profitability and strategic objectives aren't jeopardized. To put it simply, strategic management gives a clear understanding of the nature of dealing with risks and future variables and enables the company to handle them effectively [9].

As a foundation for strategic thinking, strategic management encompasses all aspects of strategic thinking. This provides a framework for various general policies. Many of these policies can define various methods based on thinking as one of the mental processes that assist in executing business policy and defining the objective of the firm by creating goals and ensuring that they are achieved [10].

The focus on long-term planning for strategic management sets it apart from other types of management because it relies on strategic analysis, creating a strategy and then making a strategic decision, testing that strategy and the mechanism of its implementation, and then evaluating its suitability to the environment in which it is applied.

2.2. Requirements of Strategic Management

Multiple layers inside the company must be present to implement strategic management, which enables the flow of information to appropriate authorities while also conducting decision-making in the best interests for all members of an organization [11]. Strategic management necessitates the following:

2.2.1. Organizational Strategy

Organizational thinking is responsible for dealing with the organization's strengths and weaknesses in a way that ensures the organization's use of them in the best interest of the organization, as well as the quality of leadership and management adopted in the organization [12]-[14]. For an organization's strategy to work, many tasks must be completed, such as decision-making, selecting joint projects and allocating resources, as well as dealing with the financial

decisions that go along with them. These activities are typically long-term and impact the entire organization.

2.2.2. Business Strategy

While the corporate strategy is broad, business strategy focuses on specific departments rather than the entire company. It also considers mechanisms for enhancing competitive priorities and performance levels, as well as mechanisms for managing the market sector in which a department operates. It is therefore more specific [15]-[16]. According to [17], to achieve the desired outcomes and ensure the desired outcomes, there must be complete consistency and harmony between the overall strategy of the organization and the business strategy. This provides high competitiveness, innovation and creativity skills, the ability to penetrate the market, and the ability to be strategic business (two to three years).

2.2.3. Functional Strategy

This approach is based on a system for generating and exploiting resources, coordinating operations, and enhancing output [18]. An organization's activities, such as production, marketing, financial accounting or accounting, are all tightly linked to the development of its functional strategy in collaboration with its overall organizational strategy. Overall, functional strategy is built around an individual department manager's goal of better understanding the value that can be derived from their department's activities, and they are often short-term plans [19].

2.2.4. Operational Strategies

If a problem that must be addressed immediately and without delay necessitates the adoption of operational strategies, such strategies are launched [20]. It has been shown that operational strategies are used to deal with specific risks, such as the danger of a rival entering the market or the quality of an item or commodity being degraded, and the risk of an employee being injured at work. As a means of dealing with these mishaps, operational methods are used to make prompt judgments and take actions that guarantee that the issue is resolved with the smallest possible losses, and in general, it is just a matter of days or months [21].

2.3. Strategic Management during COVID-19

According to [22], the impact of COVID-19 on the world's dynamics is based on the fact that the Internet relied on it for work and prevented business environments from being destroyed. Another professional and emotional component of the pandemic was added as a direct consequence of the significant risks arising with the pandemic, which necessitated an active role in dealing with rapid changes in the corporate environment, notably the spread of epidemics and associated symptoms.

According to [23] and [24], COVID-19 was an example of an unexpected crisis in which strategic management through crisis management helped shed light on the most important organizational frameworks that must be followed to deal with the pandemic, and strategic management emerged as a key component of the pandemic response. For coping with calamities like flooding, earthquakes, and volcanoes, the organization established a strategy that relied on a robust technical infrastructure that enabled working personnel to connect inside the organization's communication network, which was adequate and competent. To execute the task at hand while also doing no damage to the organization's goals. A long-term strategy based on ongoing training for dealing with the organization's technology, sites, and associated applications has emerged here called strategic management. This allowed the business to maintain a high level of performance, constant communication between staff, ease of sharing and transferring information, and supply customers/consumers within the needed and agreed upon framework [1].

According to [25], when strategic management plans were adopted by organizations, they showed a high level of emergency response, as shown by environmental scanning, which depended on a constant awareness of how the virus spreads and the extent of its danger, as well as the locations where it is widespread. While it was noted in [26] and [27] that senior management and the financial divisions have taken a direct action to combat viral transmission, they have also shut down less critical divisions in order to better communicate with more critical divisions, such as the financial divisions' collection and sales divisions. Through the organizations and business strategies, the strategic management helped identify the sectors that should work from home and perform their duties without sacrificing quality.

As argued in [28], investigated environmental scanning, strategy formulation, and its evaluation after implementation, and found that senior management could determine mechanisms of preparedness to confront pandemics by drawing general policies for the functional strategy and operational strategies, which are characterized as short-tailed strategies. While working from home is becoming more common, it's important to keep an eye on how the strategy is working, as well as how it's affecting quality shifts in the workplace. Stakeholders and experts in strategic management, as well as financial and accounting controls and audits, were used to evaluate the company's overall performance. To ensure that the company's internal processes could be monitored, evaluated, and followed up in a thorough and timely manner by parties external to the organization, the strategic management team pushed the organization in this direction [29].

Research could give the following set of hypotheses based on connection definitions in the prior study

model from the hypotheses developed above the following:

Main Hypotheses:

H: Strategic management helped in presenting a well-built COVID-19 pandemic management.

Sub-Hypotheses:

H1: Environmental scanning helped in presenting a well-built COVID-19 pandemic management.

H2: Strategy formulation helped in presenting a well-built COVID-19 pandemic management.

H3: Strategy implementation helped in presenting a well-built COVID-19 pandemic management.

H4: Strategy evaluation helped in presenting a well-built COVID-19 pandemic management.

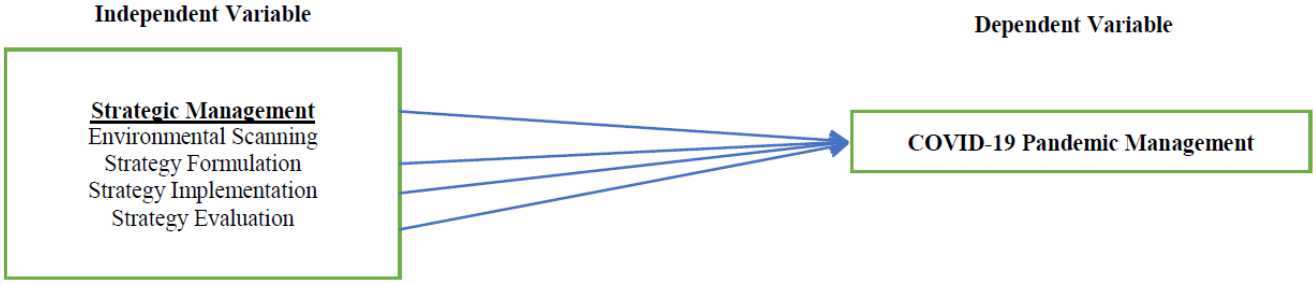

Fig. 1 Study model [4], [30]-[31]

3. Methods

3.1. Methodological Approach

The researchers aimed at first to employ the qualitative approach to conduct the current study, this approach would have been conducted through interviewing individuals and having long and deep conversations with them regarding the aim of study; but due to COVID-19 and health precautions of gatherings and meeting with others, quantitative approach appeared more suitable, in addition to the fact that many organizations refused to take part in the study based on the qualitative approach.

3.2. Tool of Study

A questionnaire was developed to represent the tool of the current study. The questionnaire was built depending on previous studies including [1]-[4], [30]-[31]. The researcher developed the questionnaire based on a 5 scale (1) Strongly disagree; (2) Disagree; (3) Neither agree nor disagree; (4) Agree; (5) Strongly agree and contained two main sections. The first section took into perspective demographics of the study sample (age, gender, qualifications and experience); while the second section contained statements regarding variables of study (Environmental scanning, strategy formulation, strategy implementation and strategy evaluation). The questionnaire was presented before a group of specialized academics in the field for reasons of arbitration and contained in its last version 25 statements distributed on variables of study. The questionnaire was uploaded online through Google Forms for COVID-19 health precautions.

3.3. Population and Sampling

Population of study consisted of all operations/risk managers in the Industrial Organizations Sector in Jordan. A convenient sample of 200 individuals was chosen to represent the population. After the application process; a total of 146 individuals responded to the questionnaire with valid answers that indicated a statistical response rate of 73% as acceptable.

3.4. Statistical Processing

SPSS was used in order to screen and analyze the gathered primary data. To determine the instrument's reliability, Cronbach's alpha test was performed for the entire questionnaire, results indicated that Alpha = 0.953 was acceptable since it is more than 0.60 [32].

Other statistical tests employed were

- Mean and standard deviation;
- Frequency and percentages;
- Multiple regression;
- Simple regression.

4. Analysis Results

The current section presents the results of statistical processing on study primary data. The section presents the results of demographic analysis, questionnaire analysis, mean and standard deviations of the variables, hypothesis testing.

4.1. Demographics

As it can be seen from Table 1, the sample responded to the questionnaire demographics was processed; it appeared that most individuals responding to the questionnaire were males, forming 65.1% of the total sample. In terms of experience, majority had an experience more than 11 years in risk and operations management comprised 62.3% of the sample and who held a BA degree in related fields formed 42.2% of the sample. Finally, most respondents appeared to be within the age range of more than 37 years old forming 43.2% of the total sample.

Table 1 Sample statistics

Gender		
	f	***%***
Male	95	65.1
Female	51	34.9

Continuation of Table 1		
Experience		
2-4	12	8.2
5-7	20	13.7
8-10	23	15.8
+11	91	62.3
Age		
22-26	21	14.4
27-31	40	27.4
32-36	22	15.1
+37	63	43.2
Education		
Diploma	21	14.4
BA	66	45.2
MA	45	30.8
PhD	14	9.6
Total	146	100.0

4.2. Questionnaire Analysis

Mean and standard deviations were calculated for distributing answers regarding the questionnaire statements. Table 2 shows that all statements were positively answered as they scored higher than the mean of scale 3.00. The highest mean was scored by (Evaluating strategies were developed according to statistics) 4.49/5.00 compared to least mean scored by (Formulating a strategy to stand before a pandemic was done according to statistics) 3.16/5.00 but still positive since it was higher than the mean of sale.

Table 2 Statements mean and standard deviations

	Mean	**Std. Deviation**
		Strategic Management
Environmental Scanning		
External and internal environments were scanned to determine the development and forecasts of factors	4.06	1.032
Continuous usage of information regarding the development of the pandemic	3.82	1.259
Constant reports about events, patterns, and trends of the pandemic were issued within internal and external environment	3.72	1.236
Environmental scanning played a role in supporting the sound decision-making process	3.82	1.167
The strengths, weaknesses, opportunities, and threats factors that impact the new system implementation were monitored on regular bases	3.86	1.080
Strategy Formulation		
No decisions are made unless the environmental scanning is complete	3.32	1.428
Developing a strategy to stand before a pandemic was done according to statistics	3.16	1.493
Sensitive departments in the system were involved in every strategy formulation	3.16	1.432
Strategy formulation was done in accordance with the pandemic development	3.27	1.391
Every department in the system was up-to-date with any strategy development	3.20	1.422
Strategy Implementation		
The adopted strategies were implemented cautiously and with care	3.36	1.290
Every department in the system had their own approach to implement the strategy	3.51	1.345
Policymakers ensure and execute the needed policies according to the rules	4.15	1.182
All milestones were checked on regular bases	4.23	1.113
Risk plans were attached to every strategy adopted	3.99	1.183
Strategy Evaluation		
Evaluating strategies were developed according to statistics	4.49	1.005
Pandemic statistics were monitored on regular bases	3.21	1.309
Evaluating strategies are developed compared with other system trials	3.95	1.125
There was no evidence of strategy failures during the pandemic	3.74	1.313
Any gaps within strategies were amended directly	3.31	1.252
COVID-19 Pandemic Management		
With reference to strategic management, the pandemic remained under control	4.06	1.134
Because of strategic management practices, all systems remained under control	4.44	1.083
With strategic management practices, the environment was monitored regularly for any updates	3.16	1.317
Individual control was done throughout the pandemic due to adopting strategic management	3.90	1.173
Strategic management helped control the spread of the pandemic in well-built approach	3.70	1.346

4.3. Analysis of Variables

As shown in Table 3, the means of the sample answers exceed the virtual mean 3, indicating that sample respondents agree with all claims about above questions. Additionally, the entire mean demonstrates positive attitudes toward the study variables. However, environmental scanning scored the highest mean of 3.85/5.00 compared to strategy formulation that scored the lowest mean of 3.21/5.00 but was still statistically positive.

Table 3 Mean and standard deviations of the variables

	Mean	**Std. Deviation**
Environmental Scanning	3.8562	1.03050

Continuation of Table 3		
Strategy Formulation	3.2192	1.29302
Strategy Implementation	3.8466	.97246
Strategy Evaluation	3.7397	.98439
COVID-19 Pandemic Management	3.8507	1.00668

4.4. Hypotheses Testing

Main Hypotheses:

H: Strategic management helped in presenting a well-built COVID-19 pandemic management.

Table 4 Main hypothesis testing coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.		
	B	Std. Error	Beta			R	R Square
1 (Constant)	1.276	.282		4.531	.000	.721	.520
Scanning	-.133	.102	-.137	-1.306	.194		
Formulation	-.025	.086	-.032	-.288	.774		
Implementation	.135	.130	.131	1.042	.299		
Evaluation	.708	.096	.693	7.411	.000		

To test the main hypothesis, Multiple Regression was used. The value of F was significant at the 0.01 level, as shown in Table 4. This implies that the mentioned hypothesis is accepted, implying that *Strategic management helped in presenting a well-built COVID-19 pandemic management*. R=0.721 reflected a high level of correlation coefficient.

Sub-Hypotheses:

H1: Environmental scanning helped in presenting a well-built COVID-19 pandemic management.

Table 5 The 1st sub-hypothesis testing

Coefficients							
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.		
	B	Std. Error	Beta			R	R Square
1 (Constant)	2.866	.314		9.141	.000	.261	.068
Scanning	.255	.079	.261	3.248	.001		

To test the 1st Sub-Hypothesis, Simple Regression was used. The value of F was significant at the 0.01 level, as shown in Table 5. This implied that the mentioned hypothesis was accepted, implying that *Environmental scanning helped in presenting a well-built COVID-19 pandemic management*. R = 0.261 reflected a low level of correlation coefficient.

H2: Strategy formulation helped in presenting a well-built COVID-19 pandemic management.

Table 6 The 2nd sub-hypothesis testing

Coefficients							
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.		
	B	Std. Error	Beta			R	R Square
1 (Constant)	3.149	.216		14.580	.000	.280	.078
Formulation	.218	.062	.280	3.501	.001		

To test the second sub-hypothesis, simple regression was used. The value of F was significant at the 0.01 level, as shown in Table 6. This implied that the mentioned hypothesis was accepted, implying that *Strategy formulation helped in presenting a well-built COVID-19 pandemic management*. R = 0.280 reflected a low level of correlation coefficient.

H3: Strategy implementation helped in presenting a well-built COVID-19 pandemic management.

Table 7 The 3rd sub-hypothesis testing

Coefficients							
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.		
	B	Std. Error	Beta			R	R Square
1 (Constant)	1.695	.288		5.891	.000	.541	.293
Implementation	.560	.073	.541	7.728	.000		

To test this hypothesis, Simple Regression was used. The value of F is significant at the 0.01 level, as shown in Table 7. This implies that the mentioned hypothesis is accepted, implying that *Strategy implementation helped in presenting a well-built COVID-19 pandemic management*. R = 0.541 reflects a medium level of correlation coefficient.

H4: Strategy evaluation helped in presenting a well-built COVID-19 pandemic management.

Table 8 The 4th sub-hypothesis testing

Coefficients							
Model	**Unstandardized Coefficients**		**Standardized Coefficients**	**t**	**Sig.**		
	B	**Std. Error**	**Beta**			**R**	**R Square**
1 (Constant)	1.125	.231		4.868	.000	.713	.508
Evaluation	.729	.060	.713	12.191	.000		

To test 4th Sub-Hypothesis, Simple Regression was used. The value of F was significant at the 0.01 level, as seen in Table 8. This implied that the mentioned hypothesis was accepted, implying that *Strategy evaluation helped in presenting a well-built COVID-19 pandemic management*. R = 0.713 reflects a high level of correlation coefficient.

5. Discussion

The current study aimed at focusing on strategic management role in helping organizations manage the spread of the COVID-19 pandemic and the quarantine that came along with it. Variables of strategic management included environmental scanning, strategy formulation, strategy implementation, and strategy evaluation, and quantitative methodology was employed through a questionnaire which was answered by 146 risk and operation managers within the industrial sector in Jordan.

Analysis provided the following main findings:

1. High awareness among respondents appeared valid that all of them were aware of strategic management and its role in defining the organizational path in case of environmental emergencies and risks

2. The main hypothesis of the study was accepted with an R value of 0.721 and a high correlation coefficient and implying that Strategic management helped in presenting a well-built COVID-19 pandemic management.

3. All variables of the study appeared influential given that all of them scored a correlation coefficient that varied between and high. The highest correlation coefficient was scored by strategy evaluation, which scored a correlation of R = 0.713 and indicating that strategy evaluation helped in presenting a well-built COVID-19 pandemic management.

4. With a medium correlation coefficient of R = 0.541, it appeared that Strategy implementation helped in presenting a well-built COVID-19 pandemic management.

5. Both variables of strategy formulation and environmental scanning scored a low correlation coefficient, with R values of 0.280 and 0.261, respectively.

As appeared from the analysis of primary data above, it can be seen that the current study results matched what came along with previous studies employed including [23] and [24] who argued that organizational, business, functional, and operational strategy needs were all readily available, which supported the study's findings that strategic management played a substantial role in limiting the coronavirus's effects. Consequently, as was highlighted in [22], organizations could exercise a considerable degree of control. All the way from internal operations, including human resource management, to rivals and the changing work environment imposed by the epidemic, the pandemic has a significant impact.

Analysis results show that the variables (Environmental scanning, strategy formulation, strategy implementation, and strategy evaluation) studied all had varying degrees of influence on the COVID-19 crisis management, with the highest correlation being a variable in effect strategy evaluation.

Because the strategies developed during the pandemic period were short-lived and this matter made it easier for organizations to adopt the strategy, apply it, and then evaluate the results obtained by looking at the weaknesses a, the practices of organizations during the pandemic were successful in identifying strengths and weaknesses. Consequently, the pandemic strategy was implemented by moving from the most important departments to the least important and supporting these departments by relying on various communication networks and emphasizing the participation of working individuals in the decision-making process and its implementation and allowing them to make decisions that are in the best interest of the organization. Because of the difficulties of coping with remote work and the capacity of leaders to engage directly with team members in an easier manner than senior management, businesses have empowered leaders throughout the pandemic time, and these findings agree with [25] and [28].

It is difficult to rely heavily on strategy formulation and environmental scanning in an epidemic like the COVID-19 pandemic because of the lack of sufficient information and resourceful dailies, which can be attributed to the fact that in a pandemic situation like this, both variables of strategy formulation and environmental scanning appeared with a weak influence. Therefore, as specified in [1], [26]-[27], the study has shown that information resources are most present when evaluating the strategy and not when it is being constructed. Because of this, organizations rely on their evaluation of strategies and the declaration of areas of strength and weakness in it, but this does not cancel out the importance of which information resources are most present.

The limitations of the current study were presented by industrial organization operating in Jordan during the pandemic, this managed to give current study the strength bearing in mind that industrial sector in any country is basically the main nerve that supports the

country with its needs, and shutting down this sector due to a pandemic means to cause a whole country complete paralysis and inability to perform well. From that point, it was seen that strategic management played a significant role in supporting and leading the industrial sector in Jordan throughout the lockdown.

6. Conclusion and Recommendations

The COVID-19 pandemic brought great havoc around the world, and caused chaos in the business flock, ranging from moving to remote work, reducing working hours, and so on. In response to the pandemic, organizations have adopted many strategies to ensure a certain degree of business continuity. Strategic management and its practices have been relied upon to respond to these changes.

Organizations responded with an admixture of strategies that aimed to cope with the specific crisis–cut back in working hours, enforcing working from home, controlling costs and supervisors from behind screens–by relying on strategic management, which proved its efficiency in delivering the organization to shore of safety through the pandemic with the least losses possible. Additionally, adopting strategic management practices that manage to achieve multiple improvements in internal and external operations and enhancing efficiency were expected.

Our current study recommends the following:

- Just as the COVID-19 pandemic was unexpected, the next pandemic could be more dangerous and deadly, so organizations must devise new strategies and business models to address these situations and maintain a high level of business continuity;

- In the industrial field, it is not only necessary to provide infrastructure and machinery, but rather to focus on the well-being, satisfaction, and participation of employees in the decision-making process during the spread of the pandemic;

- Learning from the experiences of other organizations to provide a clear picture of organizational and managerial practices during the spread of a pandemic that threatens the lives of individuals.

In future research, we suggest emphasizing how strategic management supports risk strategies to help an organization preserve the best and most relatable performance during the pandemic.

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