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Contribution of crisis management strategies in improving marketing performance in economic institutions a study of Algerian Economic Institutions

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Abstract---Dealing with crises is one of the most important areas of focus for management, given the ongoing challenges faced by organizations. This requires management to be highly efficient, with the ability to think creatively in order to make appropriate and timely decisions. The goal is to overcome the crisis, ensure continuity, and take advantage of opportunities arising from it to improve overall organizational performance. Modern crisis response strategies are among the most effective strategies in managing crises and improving performance. This research aims to evaluate the modern crisis management strategies employed in economic institutions in Algeria, and their role in improving marketing performance in these institutions, as well as examining the relationship between them. To achieve this, four hypotheses were formulated, and a descriptive and analytical method was used to describe the study variables. A questionnaire was employed to collect data, which was then analyzed using statistical tests, the most important of which are the arithmetic mean test and simple linear regression test. The study reached several conclusions, the most important of which is the positive role of modern crisis management strategies in improving marketing performance in economic institutions.

Keywords---Crisis, Crisis Management, Crisis Management Strategies, Marketing Performance.

1. Introduction:

The exposure of economic organizations to intense competition and internal and external economic pressures leads to crises that affect their marketing performance in particular and their competitive position due to the increasingly open economic market. This requires the use of strategies to manage these crises, maintain marketing performance, and strive to improve it to ensure the survival and continuity of economic organizations. The goal is to address the weaknesses and faults resulting from these.

The aim of this study is to clarify the role of crisis management strategies in improving the marketing performance of economic institutions. The research problem is posed through the following main question: What is the role of crisis management strategies in improving marketing performance in economic institutions? To answer this main question, the following sub-questions will be posed:

Sub-questions:

- Is there a statistically significant effect at the significance level $\alpha=0.05$ of using crisis management strategies (Crisis Redirection Strategy) in improving marketing performance in the institutions under study?
- Is there a statistically significant effect at the significance level $\alpha=0.05$ of using crisis management strategies (Crisis Mitigation Strategy) in improving marketing performance in the institutions under study and increasing profitability?
- Is there a statistically significant effect at the significance level $\alpha=0.05$ of using crisis management strategies (Crisis Deconstruction Strategy) in improving marketing performance in the institutions under study and increasing sales growth?
- Is there a statistically significant effect at the significance level $\alpha=0.05$ of using crisis management strategies (Crisis Containment Strategy) in improving marketing performance in the institutions under study?

Research Hypotheses:

To answer the main and sub-questions, a set of hypotheses was formulated, which will be tested in the study. These hypotheses are as follows:

Main Hypothesis:

There is a statistically significant effect at the significance level $\alpha=0.05$ of using crisis management strategies in improving marketing performance in economic institutions.

Sub-hypotheses:

1. There is a statistically significant effect at the significance level $\alpha=0.05$ of using the Crisis Redirection Strategy in improving marketing performance in the institutions under study.
2. There is a statistically significant effect at the significance level $\alpha=0.05$ of using the Crisis Mitigation Strategy in improving marketing performance in the institutions under study.

3. There is a statistically significant effect at the significance level $\alpha=0.05$ of using the Crisis Deconstruction Strategy in improving marketing performance in the institutions under study.
4. There is a statistically significant effect at the significance level $\alpha=0.05$ of using the Crisis Containment Strategy in improving marketing performance in the institutions under study.

Research Objectives:

The study aims to achieve the following objectives:

- Identify the extent to which crisis management strategies are used in economic institutions.
- Clarify the role of using crisis management strategies in improving marketing performance in economic institutions.
- Identify the crisis management strategies that affect marketing performance in economic institutions.
- Assess the role of crisis management strategies in improving marketing performance in economic institutions.

Significance of the Study:

The study of the relationship between crisis management strategies and marketing performance is one of the topics that economic institutions should pay attention to for survival and continuity. The significance of the study arises from the following:

- Crisis management has become one of the most important topics that organizations and countries are focusing on today, especially after the increased risks of crises and their diverse causes. All organizations and countries are now vulnerable to crises.
- This study contributes to clarifying the role of crisis management in organizations, the provision of required information during crises, how to deal with them, and how to minimize their negative effects.
- The study shows that marketing performance is a key factor in determining the success or failure of organizations in their decisions and plans.
- It highlights the importance of the relationship between crisis management strategies and marketing performance.

Study Methodology:

The study relied on a descriptive-analytical method, which allows for studying the theoretical aspect represented by the topic of crisis management strategies and marketing performance, as well as gathering data and facts related to the research problem, categorizing, and analyzing them. A case study approach was also adopted, where a group of Algerian institutions was studied to assess the reality of how Algerian institutions rely on crisis management strategies to improve their marketing performance. The study used a questionnaire to collect data to analyze the relationship between the independent and dependent variables, and the data were processed using the SPSS program.

Previous Studies:

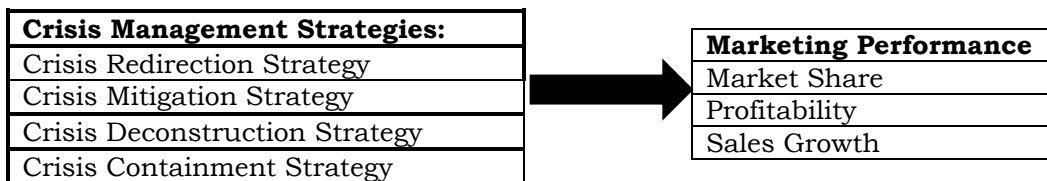
- **Study by "Amal Babouch, Karim Bichari" (2020) titled "The Impact of Listening to the Customer's Voice on Improving Marketing Performance in the Institution: A Case Study of the Djezzy Agency in El Oued"** This study aims to identify the impact of listening to the customer's voice on improving the marketing performance of the institution. It relied on performance indicators related to the customer (customer satisfaction, customer loyalty), applied to the Djezzy institution. The study was conducted at the Djezzy agency in El Oued, using a convenience sample through a survey form distributed at the agency for one month, with a sample size of 50 individuals. The study proved the existence of a significant correlation and impact between listening to the customer's voice and the improvement of marketing performance (customer satisfaction and loyalty), as perceived by the study participants at the institution.
- **Study by "Mohamed Sarour Hikmat Al-Hariri" (2019) titled "Crisis Management Strategies in American Universities and the Possibility of Benefiting from Them in Arab and Islamic Universities"** This study aimed to identify the most important crisis management strategies used in several American universities as models: Harvard University, University of California San Francisco, University of Florida, and University of Texas at San Antonio. The study highlighted the types of crises faced by universities, the role of crisis management teams, and how to benefit from the experiences of these universities in managing crises. The findings emphasized the need to establish an electronic networked program specifically for crisis management in Arab and Islamic universities, aimed at ensuring safety, providing security, stability, and a calm atmosphere both inside and outside the universities. It suggested providing real protection and implementing security and safety systems for all university devices, assets, tools, and buildings. There should be predictive and preventive systems before crises occur to prepare for crisis management.
- **Study by "Cooley" (2011) titled "An Examination of the Situational Crisis Communication Theory through General Motors' Bankruptcy"** This study aimed to analyze the crisis management strategies used by General Motors when faced with a financial crisis that threatened its competitive position. The strategies analyzed were: justification or clarification and the apology strategy. The study showed that the company was successful in maintaining its managerial reputation during the financial crisis. The study suggested that companies facing similar situations should adopt the same approach in managing their crises.
- **Study by "Yamamoto and Sekeroglu" (2011) titled "Crisis Management in the Turkish Leather Industry"** This study aimed to assess the preparedness and adaptability of the Turkish leather industry in managing crises and to understand the crisis management perspectives of decision-makers. The study used interviews with 69 executives. The study concluded that top management tends to invest in technology before focusing on crisis management in general, but they are currently able to address crises such as liquidity shortages. There was consensus that sales activities are the most affected by crises. The study also found

that decision-makers have a significant lack of information related to the preparation phase for crises, and companies that invest in technology during crises experience much less negative impact from crises than others.

Position of the Current Study Among Previous Studies:

The previous studies focused on using crisis management strategies during crises by linking them to organizational and marketing performance or applying crisis management systems in general. In contrast, the current study focuses on understanding the role of crisis management strategies in improving marketing performance in economic institutions in the state of Setif.

Study Model:



Source: Prepared by the researcher

2. The Concept of Crisis Management Strategies

2.1. The Concept of Crisis

The concept of crisis is widely recognized in contemporary society, affecting various aspects and levels of organizational and social structures. It is worth noting that there is no universally agreed-upon definition of a crisis, as multiple definitions exist based on different perspectives. Below are some definitions of the term "crisis":

- A crisis is **"a highly ambiguous situation where causes and effects are unknown, with a low probability of occurrence, yet posing a threat to the survival of the organization."**¹
- A crisis is **"an event that can negatively impact an organization, with unclear causes and solutions, requiring urgent intervention to manage and resolve it as quickly as possible."**²
- A crisis is defined as **"an unpredictable event that threatens stakeholders' expectations and can severely affect an organization's performance, leading to negative outcomes."**³

Based on these definitions, a crisis can be defined as: **A situation, condition, or unexpected event that is highly severe, rapidly unfolding, and beyond control, posing a threat to the continuity of the**

¹ Arjen Boin, Crisis Management, Sage Library in Business and Management, Second Edition, London, 2008, pp. 2-4.

² William R., John A. P., John E. S., Crisis Management - Leading the New Strategy Landscape, Sage Publications Ltd, Second Edition, London, 2014, p. 5.

³ W. Timothy Coombs, Ongoing Crisis Communication - Planning, Managing, and Responding, Sage Publications, Second Edition, London, 2007, pp. 2-3.

organization and obstructing the achievement of its goals and desired outcomes within the intended timeframe

2.2. The Concept of Crisis Management

While various researchers have defined crisis management differently, the fundamental meaning remains consistent, with variations in wording and focus. Below are some definitions:

- **"Crisis management deals with resolving critical and urgent events from a functional management perspective. It is defined as a comprehensive set of proven methods, insights, experiences, and recommendations that managers use to handle managerial functions. It summarizes the procedures and actions undertaken by public and private institutions to prevent crises and manage them when they occur."**⁴
- **"Crisis management is the process of preparing for, mitigating, responding to, and recovering from a crisis. It is a dynamic process that begins well before a crisis occurs and extends beyond its resolution."**⁵
- **"Crisis management is the task of minimizing the harmful effects of a severe crisis using limited resources under significant time constraints."**⁶

Based on the previous definitions, crisis management can be summarized as: **A set of procedures, measures, and methods used to identify crises, assess their risks and repercussions, control and mitigate them, and ultimately restore the organization to its normal state.**

The concept of crisis management can be further refined into the following key points:

- Crisis management is a **coordinated, structured, and essential administrative function** for the continuity of organizations.
- It is a **dynamic process** aimed at identifying crises, reducing their impact, and, when possible, preventing them from occurring.

2.3. Modern Crisis Management Strategies

Advancements in management and economic sciences have led to the development of modern strategies to confront crises effectively. These include:⁷

- **Escalation Strategy:** This strategy involves intensifying the crisis to create conflicts and contradictions in interests, particularly when the crisis surpasses its initial phase. This approach can reduce the intensity and severity of the crisis, easing the pressures resulting from it. Ultimately, the strong opposing coalition that formed during the first phase weakens and

⁴ Fakrulnizam Jafri, Azizul Dr., An Overview of Crisis Management - Decision Making and Sport Media Concept, Universiti Teknologi MARA, Malaysia, 2019, p. 3.

⁵ Michael O'Neill, Crisis Management Handbook: A Guide for Overseas Staff, Washington, 1997, p. 1.

⁶ Maryann A. Waryjas, Effective Crisis Management: Grace Under Pressure, Katten Muchin Zavis Rosenman, 2002, p. 1.

⁷ Youssef Abu Fara, Crisis Management in Public and Private Organizations, Dar Al-Yazouri Scientific Publishing and Distribution, Amman, Jordan, 2019, pp. 35-36.

disintegrates, allowing the organization to manage the crisis more effectively.

- **Deconstruction Strategy:** This strategy is used for large-scale crises that pose significant threats to an organization. In this case, management breaks down the crisis into smaller, more manageable sub-crises, making it easier to handle them efficiently and effectively.
- **Mitigation Strategy:** Every crisis is centered around a specific core issue. A crisis cannot deeply penetrate an organization and cause major disruptions unless its stakeholders agree on its core. The essence of this strategy is to identify and neutralize the core issue of the crisis, ensuring that there is no longer a unified agreement among crisis actors. The core issue may be administrative, financial, economic, social, or cultural.
- **Crisis Redirection Strategy:** Used for highly intense crises that cannot be stopped, this strategy involves redirecting the crisis to alternative paths, containing it by acknowledging its causes and effects, and subsequently overcoming it. The goal is to minimize risks while managing the consequences in a way that limits their severity.
- **Containment Strategy:** This strategy focuses on isolating and restricting the crisis within a defined scope, keeping it contained at the stage it has reached. It involves absorbing and managing all pressures resulting from the crisis by understanding its real causes and addressing them positively rather than confrontationally.
- **Crisis Destruction Strategy:** This strategy is used as a last resort when no other option is viable for handling a crisis. Organizations resort to this approach when the crisis is highly severe and destructive, especially when there is insufficient or unreliable data about the crisis. Even when data is available, if all evidence indicates that destruction is the only solution, this strategy is implemented.

3. The Concept of Marketing Performance

Marketing performance is defined as:

- **"A measure of the extent to which the marketing function contributes to achieving the organization's goals and objectives."**⁸
- **"A business process that provides feedback on an organization's performance in relation to the outcomes of its marketing efforts."**⁹

3.1. Indicators for Measuring and Evaluating Marketing Performance

The process of measuring and evaluating marketing performance provides feedback on an organization's performance concerning the outcomes of its marketing efforts in a practical manner. Researchers have identified various indicators for measuring marketing performance, but this study will focus on the following:

⁸ Asiegbo Ikechukwu, Akpotu, Christopher, Salesforce Competence Development and Marketing Performance of Industrial and Domestic Products Firms in Nigeria, Far East Journal of Psychology and Business, Nigeria, Vol 2 No 3, 2011, p46.

⁹ Bruce H. Clark, Andrew V. Abela, Tim Ambler, AN INFORMATION PROCESSING MODEL OF MARKETING PERFORMANCE MEASUREMENT, Journal of Marketing Theory and Practice, USA, N14, 2006, p02.

- Market Share

Market share is one of the most effective indicators of the success of production and marketing activities, as well as competitive advantage and profitability, which enhance an institution's competitive position in the market. It serves as a key measure of the competitiveness of marketing performance and the effectiveness of the strategies adopted.

Market share is based on three main factors:

1. Acquiring new customers;
2. Retaining existing customers;
3. Increasing purchase frequency among existing customers¹⁰

Market share is defined as **the percentage of an institution's total sales relative to the overall market sales.**¹¹

- Profitability

Profitability indicates a company's ability to generate profits as a return on invested capital. It reflects profitability ratios, the company's competitive position, and managerial quality, serving as an indicator of a company's success or failure.¹²

- Sales Growth

Sales are among the most dominant and important indicators of marketing performance in institutions, whether measured by volume or value. Increasing sales volume is a primary goal of marketing activities and serves as the first benchmark for evaluating marketing performance.

There are two key concepts related to sales growth:¹³

- **Sales Potential:** The maximum percentage of market potential that an individual organization within a specific industry can realistically expect to achieve, whether increasing or declining.
- **Sales Forecasts:** The estimated quantity of products that an institution expects to sell within a specific time period at a particular level of marketing activities.

- Customer Satisfaction

Kotler defines customer satisfaction as:

"A personal feeling of pleasure resulting from the comparison of a product's performance with customer expectations. If the performance matches expectations, the customer is satisfied; if the performance exceeds expectations, satisfaction increases, leading to delight."

¹⁰ R. Eric Reidenbach, Six Sigma Marketing: From Cutting Costs To Growing Market Share, Milwaukee Wisconsin, USA, , p:15

¹¹ Arqabi Adel, Bouchoucha Mohamed, The Impact of Market Share Growth of Mobilis on the Concentration of the Mobile Phone Service Industry, Journal of Industrial Economics, Batna, Issue 14, 2018, p. 160

¹² Abdul Rahman, Abdul Aziz , The Relationship between Solvency Ratios and Profitability Ratios: Analytical Study in Food Industrial Companies listed in Amman Bursa, International Journal of Economics and Financial Issues, 2017, vol. 7, issue 2, p 86-93.

¹³ Oum El-Kheir Rebouh, The Role of Marketing Performance in Achieving Sustainability in Small and Medium-Sized Enterprises, Journal of Quantitative Economic Studies, Algeria, Issue 01, 2020, p. 55..

Thus, customer satisfaction becomes a key requirement for gaining customer loyalty to an organization. Al-Ajarma defines it as: **"The final outcome of a customer's evaluation of a specific exchange process."**¹⁴

Customer satisfaction contributes to enhancing an organization's marketing performance and maintaining its customer base. A satisfied customer is a profitability driver that provides resilience against competitors, particularly in price competition.

Additionally, customer satisfaction serves as valuable feedback for an organization, offering insights into both positive and negative reactions. This, in turn, guides organizations toward improving their products and services, fostering competitive advantage, and promoting positive word-of-mouth marketing.

4. Field Study and Hypothesis Testing

4.1. Study Population and Sample Selection

This study focused on Algerian economic institutions. A random selection of economic institutions operating in the Wilaya of Sétif was made. The study sample consisted of human resources (employees) within these institutions, given the nature of the study and its variables. The selected participants possess the necessary qualifications to respond to the questionnaire designed for data collection.

A group of productive institutions based in the Wilaya of Sétif was chosen. The questionnaire was distributed to 10 institutions, with a total of 50 questionnaires distributed. A total of 34 valid questionnaires were retrieved for analysis.

The table below presents the institutions included in the study, along with the number of distributed and retrieved questionnaires:

Table (01): Institutions Included in the Study and the Number of Distributed and Retrieved Questionnaires

Institution Name	Distributed Questionnaires	Retrieved Questionnaires
Faderco	5	3
K-plast Tubes PEHD (Eau-Gaz) PVC	5	4
K-plast Cables	5	3
Fouara Conserves et Boissons	5	4
SARL Marbre et Granite Cheurfa	5	3
SARL Laboratoire Salem (Pharmaceuticals)	5	4
AMC (Entreprise Nationale des	5	4

¹⁴ Yusuf Indra Wibowo, LITERATURE REVIEW CUSTOMER SATISFACTION DETERMINATION AND LEVEL OF COMPLAINT: PRODUCT QUALITY AND SERVICE QUALITY, Dinasti international journal of digital business management, Vol 3 , Issue 4, 2022, p683-688.

Institution Name	Distributed Questionnaires	Retrieved Questionnaires
Appareils de Mesure et de Contrôle)		
Iris (Electronics)	5	3
Brandt (Electronics)	5	3
Atlas (Electronics Manufacturing)	5	3
Total	50	34

Source: Prepared by the researcher

4.2. Demographic Characteristics of the Study Sample

This section presents the demographic data of the study sample, including gender, educational level, job level, and years of experience.

- Gender Distribution

The gender distribution of the study sample is as follows:

Table (06): Distribution of the Study Sample by Gender

Gender	Frequency	Percentage (%)
Male	18	52.9%
Female	16	47.1%
Total	34	100.0%

Source: Extracted from SPSS based on the primary questionnaire data

The results indicate that 52.9% of the sample are male, while 47.1% are female, showing that the study sample includes a diverse gender representation among employees in economic institutions.

- Educational Level

The educational levels of the respondents were classified into three categories: Middle school, High school, and University.

Table (07): Distribution of the Study Sample by Educational Level

Educational Level	Frequency	Percentage (%)
Middle School	1	2.9%
High School	5	14.7%
University	28	82.4%
Total	34	100.0%

Source: Extracted from SPSS based on the primary questionnaire data

The results indicate that 82.4% of the respondents have a university degree, 14.7% have a high school education, and only 2.9% have a middle school education. This suggests that the majority of the study sample consists of university graduates working in economic institutions.

- Job Level

The study sample was categorized based on three job levels: Control Officer, Execution Officer, and Executive.

Table (08): Distribution of the Study Sample by Job Level

Job Level	Frequency	Percentage (%)
Control Officer	6	17.6%
Execution Officer	9	26.5%
Executive	19	55.9%
Total	34	100.0%

Source: Extracted from SPSS based on the primary questionnaire data

The results indicate that 55.9% of the respondents hold executive positions, 26.5% are execution officers, and 17.6% are control officers. This demonstrates that the majority of the study sample consists of executives working in economic institutions.

- Years of Experience

The study sample was categorized based on years of work experience, divided into four categories: Less than 3 years, 3-5 years, 5-10 years, and More than 10 years.

Table (09): Distribution of the Study Sample by Years of Experience

Years of Experience	Frequency	Percentage (%)
Less than 3 years	6	17.6%
3 to 5 years	13	38.2%
5 to 10 years	8	23.5%
More than 10 years	7	20.6%
Total	34	100.0%

Source: Extracted from SPSS based on the primary questionnaire data

The results indicate that 38.2% of the study sample have between 3 and 5 years of experience, 23.5% have between 5 and 10 years of experience, 20.6% have more than 10 years of experience, and 17.6% have less than 3 years of experience.

The demographic analysis shows that:

- The sample includes a balanced gender representation (52.9% male and 47.1% female).
- The majority of respondents (82.4%) have a university education, indicating a highly qualified workforce.
- Most participants (55.9%) hold executive positions, suggesting that the sample mainly consists of decision-makers and professionals involved in marketing and crisis management.
- A significant portion of the respondents (38.2%) have between 3 and 5 years of experience, followed by 23.5% with 5 to 10 years of experience, highlighting a mix of emerging and seasoned professionals.

4.3. Questionnaire Validity

To verify the validity of the study instrument, which is the questionnaire designed to assess the role of crisis management strategies in improving marketing performance, we calculated the construct validity coefficient, which is the square root of the reliability coefficient.

Table (02): Construct Validity Coefficient for the Crisis Management Strategies and Marketing Performance Variables

Variables	Construct Validity Coefficient
Crisis Management Strategies	0.88
Marketing Performance	0.91

Source: Prepared by the researcher based on SPSS output

The results of the table indicate that the construct validity coefficient for the crisis management strategies variable is 0.88, which is considered high. Similarly, the construct validity coefficient for the marketing performance variable is 0.91, which is also high. Consequently, we can conclude that the study instrument is valid and can be reliably used for data collection.

4.4. Questionnaire Reliability

To ensure that the study instrument provides consistent results when applied multiple times to the same sample or a similar one, we calculated Cronbach's Alpha reliability coefficient for both the crisis management strategies and marketing performance variables.

Table (03): Cronbach's Alpha Reliability Coefficient for the Crisis Management Strategies and Marketing Performance Variables

Variables	Cronbach's Alpha Reliability Coefficient
Crisis Management Strategies	0.79
Marketing Performance	0.83

Source: Prepared by the researcher based on SPSS output

The results of the table indicate that the Cronbach's Alpha coefficient for crisis management strategies is 0.79, which is considered high, as it exceeds the minimum acceptable threshold of 0.70. Similarly, the Cronbach's Alpha coefficient for marketing performance is 0.83, also indicating high reliability. Based on this, we can conclude that the study instrument is reliable and can be used to collect data from the main study sample.

4.5. Normality Test for Study Variables

To verify whether the data follow a normal distribution, we calculated the Skewness and Kurtosis coefficients. The results are presented in the following table:

Table (04): Means, Standard Deviations, and Normality Test Results (Skewness and Kurtosis) for Crisis Management Strategies and Marketing Performance Variables

Variables	Sample Size	Mean	Standard Deviation	Skewness		Kurtosis	
				value	Std. Error of Skewness	value	Std. Error of Kurtosis
Crisis Redirection Strategy	34	17.55	2.32	0.08	0.40	-0.35	0.78
Crisis Containment Strategy	34	17.55	2.65	0.13	0.40	-0.04	0.78
Crisis Deconstruction Strategy	34	15.85	2.79	0.22	0.403	0.09	0.78
Crisis Mitigation Strategy	34	17.41	2.69	-0.21	0.403	0.853	0.78
Market Share	34	18.61	3.49	-0.45	0.40	-0.90	0.78
Sales Growth Rate	34	20.23	2.88	-0.54	0.40	0.40	0.78
Profitability	34	17.91	3.12	-0.33	0.40	-0.51	0.78
Crisis Management Strategies	34	68.38	7.86	0.03	0.403	1.09	0.78
Marketing Performance	34	56.76	7.31	-0.33	0.40	-0.10	0.78

Source: Prepared by the researcher based on SPSS output

The results indicate that:

- The mean score for the Crisis Redirection Strategy is 17.55, with a standard deviation of 2.32.
- The mean score for the Crisis Containment Strategy is 17.55, with a standard deviation of 2.65.
- The mean score for the Crisis Deconstruction Strategy is 15.85, with a standard deviation of 2.79.
- The mean score for the Crisis Mitigation Strategy is 17.41, with a standard deviation of 2.69.
- The mean score for Market Share is 18.61, with a standard deviation of 3.49.
- The mean score for Sales Growth Rate is 20.23, with a standard deviation of 2.88.
- The mean score for Profitability is 17.91, with a standard deviation of 3.12.

- The mean score for Crisis Management Strategies is 68.38, with a standard deviation of 7.86.
- The mean score for Marketing Performance is 56.76, with a standard deviation of 7.31.

The table also shows that all Skewness values for the independent variable (Crisis Management Strategies) and the dependent variable (Marketing Performance) fall within the range [-1,1], and all Kurtosis values are within the range [-3,3].

This confirms that the study variables follow a normal distribution, allowing for the application of parametric statistical tests in subsequent analyses.

- The study instrument has been validated through high construct validity coefficients (0.88 for crisis management strategies and 0.91 for marketing performance).
- The questionnaire demonstrated high reliability, with Cronbach's Alpha values exceeding the 0.70 threshold (0.79 for crisis management strategies and 0.83 for marketing performance).
- The normality test results confirm that the data distribution meets the assumptions of normality, justifying the use of parametric statistical analyses.

5. Hypothesis Testing and Results Presentation

This section examines the validity of the study's hypotheses using the necessary statistical tools, followed by a presentation, analysis, and discussion of the results.

5.1. Presentation and Analysis of the First Sub-Hypothesis Results

The validity of the first sub-hypothesis was tested, which is formulated as follows:

- **H₀:** There is no statistically significant effect at a significance level of $\alpha = 0.05$ of the **Crisis Redirection Strategy** in improving marketing performance in the economic institutions under study.
- **H₁:** There is a statistically significant effect at a significance level of $\alpha = 0.05$ of the **Crisis Redirection Strategy** in improving marketing performance in the economic institutions under study.

Table (05): Results of Simple Linear Regression Test for the Contribution of the Crisis Redirection Strategy in Improving Marketing Performance

	Regression Equation		F-Test		T-Test		Correlation Coefficient (R)	Coefficient of Determination (R ²)
	Coefficients (B)	Standard Error	F Value	Significance Level	T Value	Significance Level		
Constant	40.47	9.41			4.29	0.00	0.29	0.08
Crisis Redirection Strategy	0.92	0.53	3.04	0.09	1.74	0.09		

Source: Prepared by the researcher based on SPSS output

The results indicate that the F-value is 3.04, which is not statistically significant at $p = 0.09$, meaning that the Crisis Redirection Strategy does not have a statistically significant impact on marketing performance. Similarly, the T-value is 1.74, which is also not statistically significant at $p = 0.09$.

The coefficient $B = 0.92$ indicates that a one-unit change in the independent variable (Crisis Redirection Strategy) leads to a 0.92-unit change in the dependent variable (Marketing Performance). However, the correlation coefficient ($R = 0.29$) suggests a very weak positive correlation, and the coefficient of determination ($R^2 = 0.08$) implies that only 8% of the variation in marketing performance is explained by changes in the Crisis Redirection Strategy, while 92% is due to other factors.

Thus, we accept the null hypothesis (H_0) and reject the alternative hypothesis (H_1), indicating that there is no statistically significant effect at $\alpha = 0.05$ of the Crisis Redirection Strategy on improving marketing performance in the economic institutions under study.

5.2. Presentation and Analysis of the Second Sub-Hypothesis Results

The validity of the second sub-hypothesis was tested, which is formulated as follows:

- **H_0 :** There is no statistically significant effect at a significance level of $\alpha = 0.05$ of the Crisis Containment Strategy in improving marketing performance in the economic institutions under study.
- **H_1 :** There is a statistically significant effect at a significance level of $\alpha = 0.05$ of the Crisis Containment Strategy in improving marketing performance in the economic institutions under study.

Table (06): Results of Simple Linear Regression Test for the Contribution of the CrisiContainment Strategy in Improving Marketing Performance

	Regression Equation		F-Test		T-Test		Correlation Coefficient (R)	Coefficient of Determination (R^2)
	Coefficients (B)	Standard Error	F Value	Significance Level	T Value	Significance Level		
Constant	34.66	7.70	8.41	0.00	4.50	0.00	0.45	0.20
Crisis Redirection Strategy	1.25	0.43			2.90	0.00		

Source: Prepared by the researcher based on SPSS output

The results indicate that the F-value is 8.41, which is statistically significant at $p = 0.00$, meaning that the Crisis Containment Strategy has a statistically significant impact on marketing performance. Similarly, the T-value is 2.90, which is statistically significant at $p = 0.00$.

The coefficient $B = 1.25$ indicates that a one-unit change in the independent variable (Crisis Containment Strategy) leads to a 1.25-unit change in the dependent variable (Marketing Performance). The correlation coefficient ($R = 0.45$) suggests a moderate positive correlation, and the coefficient of determination ($R^2 = 0.20$) implies that 20% of the variation in marketing performance is explained by changes in the Crisis Containment Strategy, while 80% is due to other factors.

Thus, we reject the null hypothesis (H_0) and accept the alternative hypothesis (H_1), indicating that there is a statistically significant effect at $\alpha = 0.05$ of the Crisis Containment Strategy on improving marketing performance in the economic institutions under study.

5.3. Presentation and Analysis of the Third Sub-Hypothesis Results

The validity of the third sub-hypothesis was tested, which is formulated as follows:

- **H₀:** There is no statistically significant effect at a significance level of $\alpha = 0.05$ of the Crisis Deconstruction Strategy in improving marketing performance in the economic institutions under study.
- **H₁:** There is a statistically significant effect at a significance level of $\alpha = 0.05$ of the Crisis Deconstruction Strategy in improving marketing performance in the economic institutions under study.

Table (07): Results of Simple Linear Regression Test for the Contribution of the Crisis Deconstruction Strategy in Improving Marketing Performance

	Regression Equation		F-Test		T-Test		Correlation Coefficient (R)	Coefficient of Determination (R ²)
	Coefficients (B)	Standard Error	F Value	Significance Level	T Value	Significance Level		
Constant	32.59	6.04	16.45	0.00	5.38	0.00	0.58	0.34
Crisis Redirection Strategy	1.52	0.37			4.05	0.00		

Source: Prepared by the researcher based on SPSS output

The results indicate that the F-value is 16.45, which is statistically significant at $p = 0.00$, meaning that the Crisis Deconstruction Strategy has a statistically significant impact on marketing performance. Similarly, the T-value is 4.05, which is statistically significant at $p = 0.00$.

The coefficient $B = 1.52$ indicates that a one-unit change in the independent variable (Crisis Deconstruction Strategy) leads to a 1.52-unit change in the dependent variable (Marketing Performance). The correlation coefficient ($R = 0.58$) suggests a moderate positive correlation, and the coefficient of determination ($R^2 = 0.34$) implies that 34% of the variation in marketing performance is explained by changes in the Crisis Deconstruction Strategy, while 66% is due to other factors.

Thus, we reject the null hypothesis (H_0) and accept the alternative hypothesis (H_1), indicating that there is a statistically significant effect at $\alpha = 0.05$ of the Crisis Deconstruction Strategy on improving marketing performance in the economic institutions under study.

5. Hypothesis Testing and Results Presentation

5.4. Presentation and Analysis of the Fourth Sub-Hypothesis Results

The validity of the fourth sub-hypothesis was tested, which is formulated as follows:

- **H_0 :** There is no statistically significant effect at a significance level of $\alpha = 0.05$ of the Crisis Mitigation Strategy in improving marketing performance in the economic institutions under study.
- **H_1 :** There is a statistically significant effect at a significance level of $\alpha = 0.05$ of the Crisis Mitigation Strategy in improving marketing performance in the economic institutions under study.

Table (08): Results of the Simple Linear Regression Test for the Contribution of the Crisis Mitigation Strategy in Improving Marketing Performance

	Regression Equation		F-Test		T-Test		Correlation Coefficient (R)	Coefficient of Determination (R^2)
	Coefficients (B)	Standard Error	F Value	Significance Level	T Value	Significance Level		
Constant	25.07	6.26	26.20	0.00	4.00	0.00	0.67	0.45
Crisis Redirection Strategy	1.82	0.35			5.11	0.00		

Source: Prepared by the researcher based on SPSS output

The results indicate that the F-value is 26.20, which is statistically significant at $p = 0.00$, meaning that the Crisis Mitigation Strategy has a statistically significant impact on marketing performance. Similarly, the T-value is 5.11, which is statistically significant at $p = 0.00$.

The coefficient $B = 1.82$ indicates that a one-unit change in the independent variable (Crisis Mitigation Strategy) leads to a 1.82-unit change in the dependent variable (Marketing Performance). The correlation coefficient ($R = 0.67$) suggests a moderate positive correlation, and the coefficient of determination ($R^2 = 0.45$) implies that 45% of the variation in marketing performance is explained by changes in the Crisis Mitigation Strategy, while 55% is due to other factors.

Thus, we reject the null hypothesis (H_0) and accept the alternative hypothesis (H_1), indicating that there is a statistically significant effect at $\alpha = 0.05$ of the Crisis Mitigation Strategy on improving marketing performance in the economic institutions under study.

5.5. Presentation and Analysis of the Main Hypothesis Results

The validity of the main hypothesis was tested, which is formulated as follows:

- **H₀:** There is no statistically significant effect at a significance level of $\alpha = 0.05$ of Crisis Management Strategies in improving marketing performance in the economic institutions under study.
- **H₁:** There is a statistically significant effect at a significance level of $\alpha = 0.05$ of Crisis Management Strategies in improving marketing performance in the economic institutions under study.

Table (09): Results of the Simple Linear Regression Test for the Contribution of Crisis Management Strategies in Improving Marketing Performance

	Regression Equation		F-Test		T-Test		Correlation Coefficient (R)	Coefficient of Determination (R ²)
	Coefficients (B)	Standard Error	F Value	Significance Level	T Value	Significance Level		
Constant	13.59	8.31	27.28	0.00	1.63	0.11	0.67	0.46
Crisis Redirection Strategy	0.63	0.12			5.22	0.00		

Source: Prepared by the researcher based on SPSS output

The results indicate that the F-value is 27.28, which is statistically significant at $p = 0.00$, meaning that Crisis Management Strategies have a statistically significant impact on marketing performance. Similarly, the T-value is 5.22, which is statistically significant at $p = 0.00$.

The coefficient $B = 0.63$ indicates that a one-unit change in the independent variable (Crisis Management Strategies) leads to a 0.63-unit change in the dependent variable (Marketing Performance). The correlation coefficient ($R = 0.67$) suggests a strong positive correlation, and the coefficient of determination ($R^2 = 0.46$) implies that 46% of the variation in marketing performance is explained by changes in Crisis Management Strategies, while 54% is due to other factors.

Based on the above results and the findings of the sub-hypotheses tests, we reject the null hypothesis (H_0) and accept the alternative hypothesis (H_1), indicating that **there is a statistically significant effect at $\alpha = 0.05$ of Crisis Management Strategies in improving marketing performance in the economic institutions under study.**

Conclusion

The study reached a set of theoretical and practical findings, the most important of which are:

- Crises often result from poor perception, misjudgment, or overconfidence, as well as underestimating the opposing party.

- Crisis management aims to achieve a rapid and effective response to the rapidly evolving conditions of a crisis.
- Various crisis management strategies are used depending on the nature, type, and scale of the crisis, as well as the resources available to each institution.
- Marketing performance plays a critical role in assessing a company's position relative to competitors; this comparison determines whether the company remains in the market or withdraws.
- The study conducted on a sample of institutions revealed that modern crisis management strategies contribute to a 46% improvement in marketing performance, while the remaining 54% is attributed to other factors.
- There is variation in the level of importance placed on implementing modern crisis management strategies among the institutions in the study sample. This variation is due to the nature of each strategy, with Crisis Containment Strategy ranking as the most important, while Crisis Redirection Strategy ranked the lowest.
- Regarding the main hypothesis, the study confirmed a statistically significant positive effect of modern crisis management strategies (Crisis Redirection, Crisis Deconstruction, Crisis Containment, and Crisis Mitigation) on marketing performance indicators (market share, profitability, and sales growth) in economic institutions at a significance level of 0.05.
- There is no statistically significant effect at $\alpha = 0.05$ of the Crisis Redirection Strategy on improving marketing performance in Algerian economic institutions.
- There is a statistically significant effect at $\alpha = 0.05$ of the Crisis Containment Strategy on improving marketing performance in Algerian economic institutions.
- There is a statistically significant effect at $\alpha = 0.05$ of the Crisis Deconstruction Strategy on improving marketing performance in Algerian economic institutions.
- There is a statistically significant effect at $\alpha = 0.05$ of the Crisis Mitigation Strategy on improving marketing performance in Algerian economic institutions.

Recommendations

Based on the findings, the study makes the following recommendations:

- Economic institutions should establish a specialized crisis management department within the organization, ensuring that it is equipped with the necessary human and financial resources to effectively counter internal and external threats that may negatively impact marketing performance.
- Institutions should enhance their policies by adopting modern and advanced metrics for evaluating marketing performance during and after crises to identify deficiencies, implement corrective measures, and ensure continuous improvement.
- Algerian economic institutions should actively follow advancements in crisis management knowledge and best practices and explore ways to

localize and implement these strategies. This is particularly relevant in light of recurrent economic crises, with the COVID-19 pandemic serving as a prime example of the urgent need for effective crisis management.

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