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بەشی ژمێریاری و دارایی

The influence of COVID-19 on planning and control performance measurements and management in Erbil banks

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مۆڵەتی بەکارهێنان:

ئەم توێژینەوەیە پێشکەش بە زانکۆی لوبنانی فەڕەنسی دەکرێت وەکو بەشێك لە داواکاری زانکۆکە بۆ تەواوکردنی مەرجەکانی پێدانی بڕوانامەی بەکالۆریۆس، بۆیە ئێمە ڕازین بەوەی بەشی ژمێریاری و دارایی ئەم توێژینەوەیە بەبێ بەرامبەر بخاتە بەردەم قوتابیان و ئەکادیمیستەکانی زانکۆکە. هەروەها ڕازین بەوەی کە لەبەر گرتنەوەی ئەم پرۆژەیە جا چ بە هەر شێوەیەك بێت،سەرجەم بەشەکانی یاخود بەشێکی،بە مەبەستی ئەکادیمی و توێژینەوە دەبێت لەلایەن سەرپەرشتیارەکەمانەوە مۆڵەتی پێبدرێت، لە ئەگەری ئامادە نەبوونی، دەبێت مۆڵەت لە ڕاگری کۆلێژی کارگێری و ئابووری وەربگیردرێت. هەروەها دەبێت بزاندرێت کە لەبەر گرتنەوە یاخود بڵاوکردنەوە و بەکارهێنانی ئەم توێژینەوەیە یاخود بەشێکی بە مەبەستی بەدەستهێنانی سودی دارایی بە هیچ شێوەیەك ڕێگە پێدراو نییە بەبێ مۆڵەتی نوسراو لەلایەن ئێمەوە. لەگەڵ ئەمەشدا، دەبێت بزانرێت کە مافی بەکارهێنانی لەلایەن ئێمە و زانکۆی لوبنانی فەڕەنسیەوە دەبێت. ئەگەر ئەم توێژینەوەیە بۆ هەر مەبەستێك بەکارهات جا بەشێکی بێت یاخود سەرجەمی توێژینەوەکە دەبێت ڕەزامەندی سەرۆکی بەشی ژمێریاری و دارایی لەسەر بێت.

سوپاس و پێزانین

لە سەرەتاوە سوپاسی یەزدان دەکەین کە دەفەرموێت (سوپاسم بکەن زیاترتان پێدەبەخشم)

پاشان:

سوپاس و پێزانینی بێ پایانمان ئاراستەی بەڕێز سەرپەرشتیاری توێژینەوە (م . خواناس) دەکەین کە لە ئامۆژگاری و زانست و زانیاریەکانی درێغی نەکرد لەگەڵمان بۆ تەواو کردنی ئەم توێژینەوەیە.

هەروا بە پێویستی دەزانین سوپاس و پێزانینی خۆمان ئاراستەی زانکۆکەمان بکەین بە تایبەتی کۆلێژەکەمان و سەرجەم مامۆستاکانمان.هەروەک جێی خۆیەتی کە سوپاسی هەموو ئەو کەسانەش بکەین کە یارمەتیان داوین لە تەواو کردنی ئەم توێژینەوەیە.

Abstract

This paper analyses bank strategy and performance monitoring measures to evaluate the effects of the COVID-19 pandemic on the banking industry and to examine strategic improvements in management. The paper also explores the position of COVID-19 in the management of the banking industries, using a self-admitted survey study and response during the crisis. In general, the findings indicate the recession and the countercyclical credit position which banks are supposed to play placed banking structures under considerable stress, requiring strategic adjustments and management such that performance measurements can be maintained and enhanced. The efficiency of political interventions has been combined with these flaws which must be watched closely while the pandemic begins to affect the world's economies. Our analysis also uses these vulnerabilities to calculate managed results. In the current competitive situation of COVID-19, the findings of the survey show that banking success tends to decline, although the association review of strategic preparation, management interventions and the amount of covid cases show a substantially positive connection, which indicates the increased use of new methods for the present epidemic.

Keywords: Covid-19,Planing,Control performance, Measurement, Management, Banking sectors.

پوخته

ئەم توێژینەوەیە شیکاری ستراتیژی بانکی و ڕێکارەکانی چاودێریکردنی کارایی دەکات بۆ هەڵسەنگاندنی کاریگەرییەکانی پەتای کۆڤید-19 لەسەر پیشەسازی بانکی و بۆ لێکۆڵینەوە لە چاکسازییە ستراتیژییەکان لە بەڕێوەبردندا. هەروەها توێژینەوەکە لێکۆڵینەوە لە پێگەی کۆڤید-19 دەکات لە بەڕێوەبردنی پیشەسازییە بانکییەکاندا، بە بەکارهێنانی لێکۆڵینەوەیەکی لێکۆڵینەوەی خۆبەخۆ و وەڵامدانەوە لە کاتی قەیرانەکەدا. بە شێوەیەکی گشتی، ئەنجامەکان ئاماژە بە قەیرانی دارایی و پێگەی متمانەی پێچەوانە دەکەن کە بانکەکان دەبێت یاری پێ بکەن پێکهاتەی بانکی دەخاتە ژێر فشارێکی بەرچاو کە پێویستی بە ڕێکخستنی ستراتیژی و بەڕێوەبردن هەیە بە شێوەیەک کە بتوانرێت پێوانەکانی ئەنجامدان بپارێزرێن و باشتر بکرێن.
کاریگەری دەستێوەردانە سیاسییەکان لەگەڵ ئەم هەڵانە تێکەڵ بووە کە دەبێت لە نزیکەوە چاودێری بکرێن لە کاتێکدا پەتاکە دەست دەکات بە کاریگەری لەسەر ئابووری جیهان. هەروەها شیکردنەوەی ئێمە ئەم لاوازییانە بەکاردەهێنێت بۆ هەژمارکردنی ئەنجامە بەڕێوەبروەکان. لە بارودۆخی پێشبڕکێی ئێستای کۆڤید-١٩، ئەنجامەکانی لێکۆڵینەوەکە ئەوە نیشان دەدات کە سەرکەوتنی بانکی بەرەو کەمبوونەوە دەچن، هەرچەندە پێداچوونەوەی کۆمەڵە بۆ ئامادەکارییە ستراتیژییەکان و دەستێوەردانەکانی بەڕێوەبردن و بڕی حاڵەتەکانی کۆرۆنا پەیوەندییەکی ئەرێنی بەرچاو نیشان دەدات، کە ئاماژە بە زیادبوونی بەکارهێنانی میتۆدی نوێ دەکات بۆ پەتاکەی ئێستا.

CONTENT LIST

Chapter 4

Chapter 1

1.1.Introduction

Protective policies based on social distances, national quarantine, and the closure of non-essential factories were introduced by governments to tackle the dissemination of the novel COVID-19. The economic recession was a major disappointment for the private sector, which was forced to search for cash to fund running expenses due to a lack of profits. Through providing much-needed financial assistance, the financial sector, especially banks, would play a critical role throughout absorbing the shock (Acharya & Steffen, 2020; Goodman & Borio, 2020) . Under these conditions, central banks and legislators have reacted by introducing a broad variety of policy proposals. While some actions aimed to alleviate short-term financial restrictions, some aimed to expand liquidity flow to companies by directly impacting credit systems (e.g., government-subsidized credit lines and insurance coverage) or loosening bank caps on capital reserve use.

Despite the fact that credit institutions play a critical countercyclical role in promoting the real economy, their practices frequently have an effect on the banking sector's future stability. If lenders, for example, reach the limit of their current buffers, the deterioration of asset efficiency may jeopardize network stability. The overall effect of these reform interventions on the financial sector remains largely unknown as the crisis persists, even after the locks have been lifted and stocks have begun to restart (C. J. B. E. Borio, 2020).

Consumers and businesses can be helped by banking and capital markets firms to deal with the crisis and become happier before the outbreak is eventually over. One of the immediate effects of the public health epidemic on the global real economy is the increased credit insecurity of banks' corporate and retail customers. Banks are being asked to distinguish between immediate pheromones that can be reabsorbed in a short span of time and longer-term impacts that include management and reclassification steps in order to continue financing and promoting the reconstruction of the real economy. Though COVID-19 can lead to a real-economy crisis, its impact on banking systems and the bank-client relationship can also be viewed as a "positive discontinuity" in terms of digitizing the sector and delivering excellent customer service. Banks are required to encourage the use of networks, even the most territorial and branch-focused, which are seldom a strategic objective for them. This stage would be particularly challenging, and banks can prepare for it by displaying real customer proximity. Banking operators' deep understanding of their service gaps, which is truer than ever with COVID-19, will make them much more willing to accelerate their digital transformation path through fintech partnerships and collaborations (Brei, Borio, & Gambacorta, 2020; Bubeck, Maddaloni, Peydró, & Banking, 2020).

This paper's contribution is twofold. First, it utilizes banking contingency tools to measure the effect of the pandemic on the management of the banking industry. Secondly, study analyses banking success in a strategic planning post-covid environment. We investigate the function of various policy interventions in resolving stress to banks using an event analysis approach. To understand better the effect of supervisory interventions, such as full lock-ups in Erbil's banking sectors (C. Borio & Gambacorta, 2017; Saaskilahti, 2018).

1.2.Problem Statement

The crisis Covid 19 would be on top of conventional banking paradigm experiences before the crisis, including strategic planning pressure, sales pressure and low profitability, efficiency (low interest rate levels and higher capital levels), stricter supervision (after the past financial crisis), and increasing rivalry from the banks of shadows and new digital entrants (Saaskilahti, 2018). One of the study's key ideas is that the banking industry is stressing due to low management ratios, once major insolvencies between companies and households emerge as a result of the global economic slowdown triggered by the Cov-19 crisis. This would take place notwithstanding the reality that in the first place after the pandemic the industry had a positive impetus, the liquidity flow and the public guarantee loan schemes were channeled to the market and the regulators and supervisors had flexibility initiatives. Strategic banking preparation and management was also impacted in this crisis, generally decreasing the profitability of the banks. Our analysis is limited to answering the above-mentioned issue with regard to Erbil's banking sectors.

1.3.Purpose of the study

Covid-19 a novel virus – has circulated worldwide since the turn of the year. Many citizens, particularly in China, Korea, Italy and Iran, have already been affected by an unchecked pandemic, which has forced many to change their life every day. The ensuing decline in global economic activity threatens to drive many countries into recession and disrupt financial stability. Several governments also required stringent legislation for the prevention of more infection to avoid unnecessary interaction with already infected individuals, particularly the vulnerable, the ill and the elderly. This has led to the pre-emptive closing of colleges, hospitals, warehouses, and companies and banks all around the world in an unprecedented fashion for decades (Talbot, Ordonez-Ponce, & Investment, 2020). Along with the major effect of the COVID-19, the low interest rate scenario reduces central bank profitability in developed markets. Thus, financial firms switch to commission-based revenue from payments and technology companies. The decline in economic development adversely affects asset quality as banks increase credit loss provisions. Any Erbili banks have already announced substantial losses to meet a possible rise in bad loans. The thesis is focused on research into strategic changes, preparation and management in the post-covid context in the Erbili banking sector with a view to identifying the effect of the COVID-19 on banking sector management (Li, Strahan, & Zhang, 2020).

1.4.Objectives of the study

Depending upon the research problem our study is confined on the following objectives:

- To investigate the role of covid-19 in strategic planning of banking sectors of Erbil.
- To investigate the role of covid-19 in performance measurement of banking sectors of Erbil

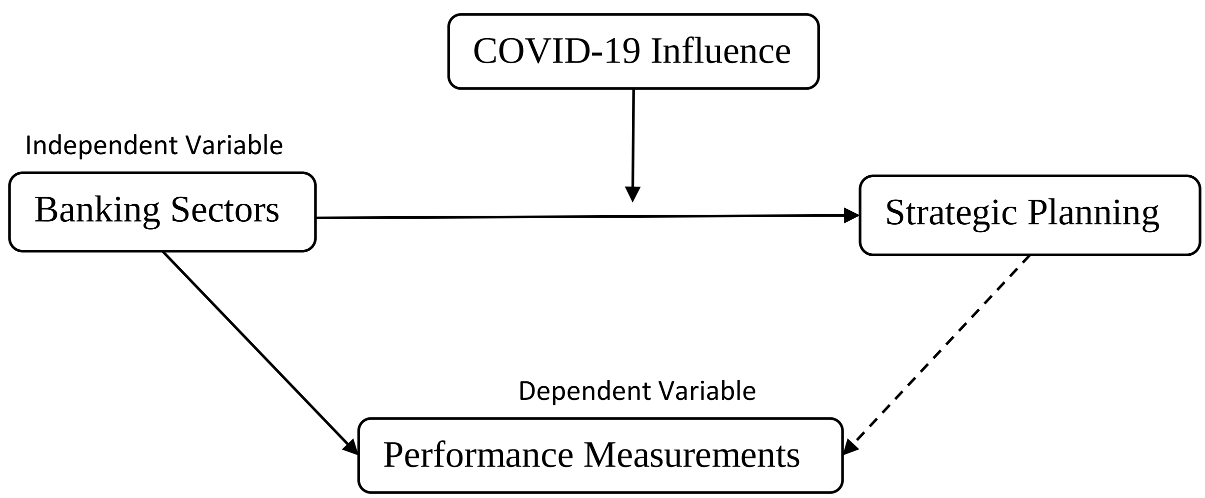
1.5.Research Questions

1-How has COVID-19 affected strategic planning in Erbil's banking sector?

2-How has COVID-19 affected Erbil's banking sector?

1.6.Conceptual Framework

A conceptual framework is a method of creating a hypothesis or theory for a particular and complicated phenomena of science, along with important frameworks and their interconnection (Levy & Ellis, 2006). A systematic structure would help researchers and professionals to understand and reflect the strategic preparation and management of banking within the framework of this report. Philosophies or ideologies are developed with the help of a context in relation to the topic of inquiry (Levy & Ellis, 2006). Importantly, the proposed paradigm can be interpreted further as a roadmap that offers consistency to the pragmatic analysis on a subject of research (Levy & Ellis, 2006). Omona, van der Weide, Lubega, and ICT (2010) reaffirm that this is a systematic method of explaining how and why study experiments are being carried out and how others can understand their activities. This thesis focuses on a conceptual structure that aims to connect and direct researchers in each area of this analysis to match the issue statement with the research questions in order to make this research meaningful. Figure 1 explains the study's



logical structure.

Chapter 2

2.1.Review of Literature

The epidemic of coronavirus (COVID-19) causes a widespread problem and economic difficulties for customers, companies and societies around the world. This section of the analysis deals with quick changes with wide-ranging consequences, management and preparation issues and actions that need to be taken into consideration in the light of various scholars. Most banks have business contingency strategies, but cannot completely solve the rapidly changing and unknown factors of an epidemic such as COVID-19. Typical emergency preparations normally do not take into consideration nationwide quarantines, industry closures suggested, and added societal constraints that might arise in a long-term health emergency.

2.2.Issues the banking sectors might face:

Banking sectors may involve the following issues (Borri, Di Giorgio, & Finance, 2021):

Crisis management and response

Arner et al. (2020) described that communication is a central component of efficient crisis management. This is particularly important for banks and companies in the capital markets, as trust and reputation are essential for what they offer customers. If well handled, crisis management can enable you to continue working with your customers on new loans, refinancing, amounts of trade, settlements, collateral margin maintenance, and more. Cybersecurity is often a vital aspect of disaster management, since in the midst of a hurricane there will be further weaknesses. This is because remote access to data and key processes is considerably higher, and because people and managers are more vulnerable to social engineering in the middle of a crisis.

Workforce

For certain business positions, locating activities are especially relevant as for traders that need robust, real-time contact and distribution staff subject to specific enforcement control (Arner et al., 2020). This poses a range of tasks for employees who have until now been relatively untested. Organizations can include restrictions on entry, in full or in part, to certain physical facilities before being exposed to the virus. When forced to operate somewhere, certain workers may feel irritated. You will also notice that certain staff do not have the right physical environment to operate remotely, or that the monitoring and evaluation procedures in certain circumstances are not satisfactory (Korzeb, 2020). In certain circumstances, you cannot have sufficiently trained staff to perform the job. Many of the biggest banks have also invoked proposals to divide staff into separate places in alternative schedules to spread the possibility of contamination. We saw attempts to reduce the flow of our offices and upgrade office space to maximize the gap between employees. Any banks continue to limit or even prohibit contractors and other travelers. Although no one bank appears to use a single system in its entirety (Ozili, 2020).

Finance and liquidity

Ozili (2020) studied in certain countries, credit quality would rapidly deteriorate, particularly in the hardest hit sectors or geographies. This could overwhelm existing Current Expected Credit Losses (CECL) models, which need more resources to determine the impact of market shifts. This may have an effect on stress assessments in general. Banking markets can be fiercely competitive for a while, and stocks will pose a price finding problem. Rapid liquidity fluctuations and a rapid drop in demand are now causing trouble for market players who depend on pricing "meaning." Similarly, volatility and associated dislocations can limit the effectiveness of hedging relationships (Almeida, 2021). Banking sectors may also be required to report on the effect of COVID-19 on their business in financial statements in compliance with existing GAAP and SEC disclosure standards. Affected disclosures can be related to risk considerations, impairments, leverage, liquidity, and management aspects (Fassas, Bellos, & Kladakis, 2021).

Tax Reporting

Banking and financial services companies provide sector-specific tax monitoring and standards for enforcement. But the problems they would have in filing and collecting direct and indirect taxation are probably close to that that other businesses face. For e.g., specialists in subject matter can function at a distance, cooperation tools cannot be completely efficient, processes can be undefined etc. Throughout the short term, they potentially satisfy criteria for tax enforcement and can be managed, but few companies have tried anything of this kind over a long time. It can be remembered that adjusting the places of employment of workers will have federal and state tax consequences (Dev & Sengupta, 2020; Islam, Fatima, & Ahmed, 2011).

Recent rate cuts may impact the profitability of the bank. These will reduce banking gains for some time, along with a general decline in market activity, and worries about this have been already expressed through significant declines in stock values for many enterprises. This presents a secondary problem, since some late tax reserves, such as net operating losses (NOLs), do not entirely meet regulatory criteria for a bank's resources. This will probably force companies to take further measures to consolidate their cash assets. (It is necessary to remember, though, that certain business lines in this industry may potentially see higher income. For example, banks engaged with mortgage refinancing may genuinely fail to hold demand up. In addition, any improvements to the operational policy of a bank can have major fiscal consequences in the current environment (Oldekop et al., 2020).

Many financial and capital services companies depend on corporate continuity strategies for staff operating either from their homes or from other places. With too much concentration in the metropolitan region of New York, it could lead to unforeseen fiscal problems. For e.g., if a trader operates for a brief period of time from a backup facility in another country, this might not be important. However, if the condition continues, it will cause problems for businesses and their employers by identifying and addressing the potential state tax consequences. If such workplaces have international nations, permanent institution problems must also be considered.

2.3.Applied Strategies to consider

Specific parts of the population are becoming more and more susceptible. How you react will be crucial in potential partnerships with customers and employees and can harm the brand reputation whether it is well managed. Organizations are working to continue providing market liquidity, which is becoming tougher with market fluctuations (Shammi, Bodrud-Doza, Islam, Rahman, & Sustainability, 2020; Sharma, Adhikary, & Borah, 2020). Although they will ought to conform with the latest guidelines laid down earlier this year on stress capital buffers (SCBs). Although several banks lobbied and might (in theory) have let others decrease their capital reserves, others noticed that new capital restrictions could short-term be placed to cut liquidity.

2.4.Implications of crises into opportunities

Financial companies are starting to examine lessons learned from their commodity adaptation in recent months when the initial crisis response reactions to the COVID-19 pandemic have been less intense. Many banking workers were effective in working from home and utilizing technology to help vital business functions including funds and merchant advice. Furthermore, the banking system is attempting to resolve a significant liquidity deficit by expanding financial availability for customers who have previously been denied credit. The banking industry has also played a significant part in the delivery of fiscal packages to different governments. There is a slew of additional obstacles to tackle. The world economy is in deep trouble due to widespread unemployment. Beyond the imminent danger and long-term consequences of the COVID-19 pandemic, it's difficult to see. Banks, on the other side, will continue to play an important part in shaping the turnaround and assisting their clients in regaining financial stability and business health. In order to assist consumers in recovering, banks must refocus on recognizing their interests and changing their operational processes to reach optimum performance and reliability (van Zanten & van Tulder, 2020). Three fields of emphasis that will reshape the industry and facilitate a greater transformation in the near term include improved delivery to consumers through diverse and applicable goods and services provided through the appropriate networks, integration of innovative forms of working, and the creation of more efficient and agile organizations (Palazzo, Vollero, & Siano, 2020).

Harnessing customer digital adoption

Supporting households and enterprises as they rebound from the effects of COVID-19 on the economy necessitates an emphasis on long-term economic development. Banking must serve as an efficient facilitator of this operation. Customers and companies would be able to handle their financial commitments properly as a result of this. People will invest more time online as a result of this. Owing to the opportunities it brings to both consumers and banks, banks have been attempting to foster digital adoption for a long time. There have been several economies that have performed better than most. The move from cash advances to mortgage applications to automated facilities was triggered by the closure of branches and offices following COVID-19. Processes will now be completed without the use of physical signatures thanks to the use of digital signing. Consumers have reacted positively to these changes, which is important. The task for banks is to keep their customers after the COVID-19 pandemic on new platforms, as well as to achieve human touch and personalization through digital networks.

Meeting customer needs

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Develop current consumer offers for the new standard

Financial product subscription models will start to gain traction, according to NextWave Consumer Financial Services (2019) report from two years ago. We can already see it being a reality, and we expect the COVID-19 crisis to hasten the development of these models.

Trust will assist businesses and individuals in regaining financial security in the immediate future. As a result of our research, we believe the demand for more flexibility (for example, payment holidays) would inevitably increase in initiatives as part of business-as-usual offers. In order to help consumers, manage their funds more dynamically, banks should have flexibility on a product basis rather than a product basis (Mukherjee, Nath, & Pal, 2002).

Banks, on the other side, have a unique chance to create ambitious strategies to assist companies in overcoming the crisis. In the financial sector, banks are extremely important. Banks may become trusted consultants to their customers if they have specialized risk control and analysis capability. We may help businesses analyses data in a number of ways, such as identifying anomalies and trends that impact their activities, or putting together interconnected networks of dependable suppliers to connect different customers and promote growth opportunities. Banks will also be able to have innovative technologies in real time, such as treasury systems, regulatory and risk control capabilities, as well as link directly to their consumers' networks, lowering costs and increasing profitability. Banks would be able to move away from interest-based monetization strategies and into fee-based revenue models with the help of these utilities. Banks must concentrate on how to leverage their data and knowledge to have a more personalized, personalized experience of content and exposure into the value offering that their customers get from their bank. Much of this must be accomplished by ensuring that people are mindful of how their personal data has been used equally, appropriately, and transparently (Azadegan & Dooley, 2021).

Cloud management of people

Not only for bank customers, but even for COVID-19's own staff, COVID-19's priorities and ambitions have shifted (Sawicki, 2021). Despite the discovery of many different fields of operating danger, the majority of banking executives believe that remote work is a big success. As a consequence of their increased remote activities, banks were often able to reduce waste. This performance raised concerns regarding the long-term the need physical visit, with the expense reduction from some of this real estate acting as a key motivator. Banks will be forced to acknowledge the viability of a "hybrid" testable theory as a consequence of this solution. To remain linked, everyone who works remotely nowadays uses the very same platforms and equipment, and good work practices have been established. If any employees return to work or open a business, banks would have to cope with this need. It's one thing to address future technological obstacles including enforcing cyber perimeters and supplying energy to workers' homes; it's quite different to create a modern environment that fosters productive working relationships. Many banking executives believe that COVID-19 has helped citizens in developing engagement in the new world and interacting with their employees since most staff partnerships were formed prior to COVID-19 (Sawicki, 2021).

Because of the weakening of these alliances, there is now concern that business cultures, on-the-job training, monitoring and accountability, efficiency improvement, and how individuals engage with one another more broadly would all deteriorate over time. It's also uncertain if text messaging and teleconferencing will fully replace the typical workplace experience when it comes to employee happiness. Remote employment puts workers at risk because it takes them further from the conventional borders between work and personal life, contributing to burnout and heightened stress. The financial argument for further research is powerful, as is the environmental case, but the "human" case is less certain.

2.5.Planning post-crisis operating models

In today's low-margin operating environment, reorganization and expense optimization are top priorities. The response to COVID-19 put a tremendous strain on bank operating models, with many expanding credit lines and delivering hundreds of thousands of stimulus spending packages to customers. This live stress test identified areas of operation that were difficult to scale in response to demand, particularly in areas that needed a lot of manual intervention. If the acute crisis passes, banks do not resume regular activities, but instead invest in end-to-end digitalization and updating to streamline core operations, increase profitability, and boost durability. Banks are being questioned if they can reach zero-latency, zero-touch, and zero-paper around the board, which is critical in this period (Sawicki, 2021).

As innovative methods of collaborating with colleagues and communicating with clients is introduced, a modernization of the pervasive environment would be a vital aspect of this. COVID-19 also showed that there are still manual and detective precautions in place. Preventive, automated controls can be integrated as banks modernize and simplify their activities. Relationships with third-party vendors will also be a focus. The pandemic's disruption exposed the extent of the supply chain and the danger to third parties that several banks face, especially when it comes to outsourcing business processes to low-cost locations. In making choices, banks must strike a compromise between prices, service, and resilience, and this is an area that will begin to be scrutinized by regulators. This will result in a good-quality flight with responsive processes that are resilient to high demand and capable of handling local exposures. Companies would be able to provide potential data against climate-based threats if they use COVID-19 lessons related to intensity danger, for example.

No business, infrastructure or culture has been left unaffected by the pandemic. Its impact will permanently influence the evolution of financial services over the following days and beyond. Banks need to prepare for ongoing volatility and insecurity. However, it must be understood how banks will support their clients, enhancing the own resilience and productivity and contributing to the repair of COVID-19 harm. Their decisions can now and in the coming months decide how they move from the turmoil into the emerging reality outside.

2.6.Operational resilience and maintenance of market sustainability

Providing technical advancement is vital for banks' consistency of business: activation and improvement of robotic solutions or artificial intelligence, such as advanced BOTs supporting direct channel technology processes or versatility including channels for promoters and device authorization). With the need for volatile computing resources, the financial sector also has a good chance of assessing the benefits of the relevant cloud technologies.

Chapter 3

3.1.Methodology and Results

Several tools and methodologies are available to construct and prove a model in social sciences. Specifically, in our study, we choose to generate a structured questionnaire to collect data to evaluate the relationship between dependent and independent variables mediating through the mediator variable. A cross-sectional study design is approached to conduct a survey of banking sectors of the Erbil. Structured questionnaire is used as a tool to collect the primary data, consisting on the above defined variables (given in the appendices). 100 responses from the population consisting on the banks of Erbil are collected using google forms to collect the dataset for proposed study. Inferential statistics of the collected data is done using SPSS 23.0 tool for windows. Results of the analysis are given below.

3.2Results

After the questions were addressed, the assistants gathered copies. In this sample, some parameters are factual (bank's population facts, years and employee numbers, banking performance) while others are perceptive (covid-19 influence) as independent variables, and the questionnaire contains dependent variable (banking performance, strategic planning). The response ratio of respondents is given in table 1.

Table 1
Response Rate

Sectors	Companies (n)	Respondents (n)	%
Banking Sectors	100	98	0.98
Total	**100**	**98**	**0.98**

3.3.Demographics of the respondents

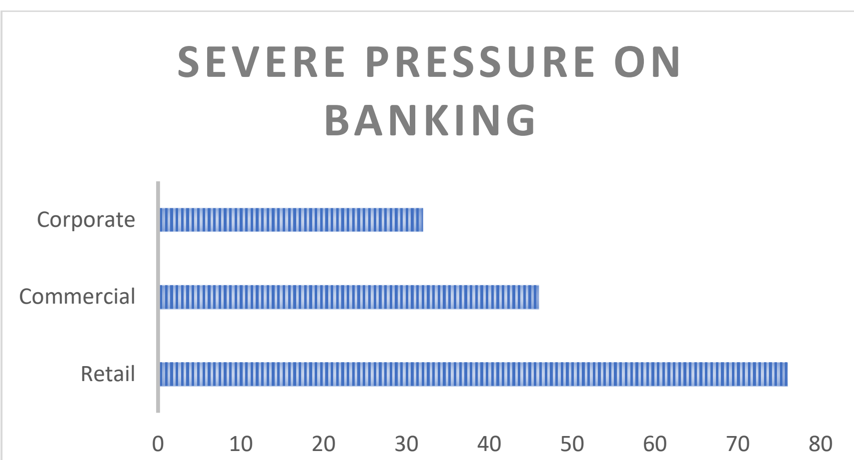
The study is involved the following respondent demographics given in table 2, as gender and age. Percentages of the demographics are concluding from the actual responses. At the same time, factor analysis and reliabilities of dependent, independent, and mediating variables are given in table 3.

Table 2
Demographics of respondents

Variables		Count	%
Gender	Male	67	0.67
	Female	31	0.31
Total	**0**	**98%**	**100.00%**
Age Group	18-25	**20**	**0.20**
	26-35	**38**	**0.38**
	36-50	30	0.30
	Above 50	10	0.10
Total	**0**	**98**	**100.00%**

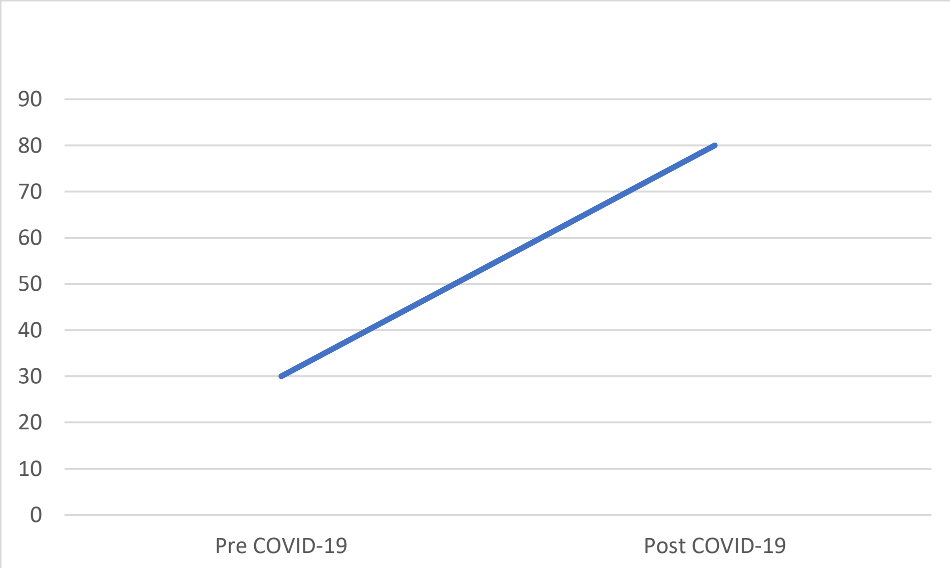
3.4. **Severe pressure on banking customers across various segments**

Banking severe COVID-19 pressure evaluation for the banking sectors is done against three different scenarios, including corporative being less then commercial while retail pressure goes the highest.



3.5.Reliance Usage assessment

Results of the survey analysis shows increased reliance on digital channels with pressure on technology infrastructure and resources as can be seen in the Fig.2. which follows a linear upward connection in COVID-19 outbreak.



3.6.Potential Strategic Changes and Continuity of Process

A Likert scale measurer is used to evaluate the following variables in order to clear the gap in usage of new strategies and continuity of already going process which involves the direct touchpoints concerns. Comparing means of both the variables, it’s been assessed that the banking sectors started improving infrastructure, and planning new starts planning new strategies in order to reduce direct contact to make an effective avoid disease contact. On the other hand, the process involves direct touchpoints are reduced to almost zero due to the pressure of COVID-19 outbreak and lockdown pressures.

Descriptive of variables

		Direct touchpoint Concerns	Potential changes to Board procedures and effectiveness
N	Valid	98	98
Mean		2.1	4.8
Median		2.2	4.5
Mode		2	4.4
Std. Deviation		2.043	4.5493

3.7.Impact on the banking performance

Correlation analysis

Correlation analysis is done by computing means of all the questions categorized under one variable and correlated to know the whole relationship between variables. The correlation matrix is given below. The results of the correlation suggests that the COVID-19 increasing cases tend to decrease the overall performance of the banks, while positively correlated with the use of strategic planning, and usage of novel innovations. Significance values for all the correlation can be seen as $p<0.05$.

Table 4
Correlation Analysis

	Number of COVID Cases	Strategic Planning	Banking Performance
Number of COVID Cases	**1**		
Strategic Planning	0.73 0.005	1	
Banking Performance	-0.05 0.03405	0.30 0.0003	1

Regression Analysis:

Mediation model using regression analysis is used to know the direct and indirect effect of covid-19 influence on the performance of banking in the population of Erbil. Its been resulted through the model analysis that strategic planning plays a mediating role between the relationship of Covid-19 and banking performance. Table 5 shows the results, where direct effect of covid-19 on the banking performance can be seen negative while adding the factor strategic planning overall turns the r-square values to positive suggesting a mediation role between both the independent and dependent variables.

Table 5						
Model Summary						
R	R-sq	MSE	F	df1	df2	p
0.6535	0.427	0.2531	80.4915	2	216	0.000
Indirect effect(s) of X on Y:						
	Effect	BootSE	BootLLCI	BootULCI		
Strategic Plannig	0.292	0.0663	0.1737	0.4324		
Direct effect of Covid-19 on Banking Performance						
Effect	se	t	p	LLCI	ULCI	
-0.1372	0.0728	4.6311	0.000	0.1937	0.4807	

Chapter 4

4.1.Discussions

The spread of COVID-19 represents an unpresented global impact, with the disease itself and preventive programs –such as psychological distancing programs and limited and national lockout interventions both having a significant influence on the economy. In the immediate aftermath, the financial sector, particularly banks, were expected to play an important role in absorbing the shock by providing vital credit to the private sector and households. In an effort to promote this, central banks and policymakers around world introduced a wide range of policy proposals to provide greater liquidity and stimulate the flow of credit. An important policy concern is the potential impact of these countercyclical lending policies on the future sustainability of the banking performance industry (Raza, Qazi, Khan, & Salam, 2021).

The results of our study show a negative impact of covid-19 outbreak on the regular performance of banking sectors, as explained by the Sharma, Adhikary, & Borah, (2020) in their study. Moreover this study is first to attempt the strategic planning as a mediator in performance evaluation of the banking sectors.

4.2.Conclusions

The present study is aimed on investigating the influence of the COVID-19 on the planning and control performance measurements and management of the banking sectors of Erbil, this cross-sectional study revealed that like all other industries and organizations, the banking sectors are suffering from the COVID-19 severe pressure. The continuity of all touchpoint process including physical cash deposits and withdraws at the banks are totally closed, due to which the banking sectors of the Erbil are going to face a major fallout. The alternating strategies including e-banking, and remote operation managers are being utilized more in order to keep the continuity of the normal processes. In the very first the banking sectors, rather benefited from the new normal by providing loans to the small businesses, but when seen long term it’s not that effective. Covid influence is investigated using correlation analysis, resulting a positive relationship with the usage of new technology and strategic planning to keep process continuous. The correlation between the performance and coronavirus outbreak is highly negative, suggesting that the covid outbreak effected the banking sector decreasing the overall performance.

Our finding suggests that, in comparison to corporations and other non-bank financial institutions, the detrimental effect of the shock COVID-19 on the banks was much stronger and longer enduring, showing that the banks are expected to bear at least part of the shock on the corporate industry (Raza, Qazi, Khan, & Salam, 2021). Moreover, bigger institutions, public banks and, to a certain degree, better-capitalized banks saw further management reductions, indicating their more expected position in coping with the crisis. Overall, our findings show that financial institutions worldwide have suffered from the downturn and the countercyclical financing position that they are supposed to perform (Alhasan et al., 2020; Khalid, Okafor, & Burzynska, 2021). The effect depends on their features and shortcomings before the crisis. In the coming year, these vulnerabilities need to be watched closely as the pandemic threatens to impact the world's economies.

4.3.Recommendations

1. Strengthen digital transformation initiatives: Given the closure of physical touch points, it is crucial for Erbil banks to invest further in digital banking solutions. Enhance e-banking platforms, mobile applications, and online transaction capabilities to ensure seamless customer experiences and enable remote banking operations.

2. Develop robust contingency plans: The COVID-19 pandemic has highlighted the importance of having effective contingency plans in place. Erbil banks should create comprehensive plans that address potential disruptions to operations, including measures to mitigate risks, maintain service continuity, and ensure employee safety.

3. Enhance strategic planning: The positive relationship found between the usage of new technology and strategic planning suggests the importance of aligning technology adoption with well-defined strategic objectives. Banks should regularly review and update their strategic plans, considering the changing landscape and customer needs in a post-pandemic era.

4. Improve crisis management capabilities: The study indicates that the performance of the banking sector was negatively affected by the COVID-19 outbreak. Erbil banks should focus on enhancing their crisis management capabilities, including effective risk assessment, scenario planning, and crisis communication strategies, to minimize the impact of future crises.

5. Collaborate with regulatory bodies and industry peers: Given the enduring and widespread impact of the pandemic on the banking industry, it is essential for Erbil banks to collaborate with regulatory bodies and industry peers. Sharing best practices, knowledge, and experiences can help develop collective strategies for resilience and better navigate future challenges.

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