The Role of Employees Empowerment Strategy in Crisis Management: Applied Study in Public Company of Electrical Industrial

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Abstract

The current research aims to test the relationship linkage and the effect between the employees empowerment strategy and crisis management, the problem of the research is the role of employees empowerment strategy in crisis management in the state company of electrical industry. A questionnaire was used in data collection depending on the distribution of (58) questionnaire to the research sample. Data were analyzed using (SPSS) program. Using a number of statistical tools to test the research hypothesis. The research came out with a set of conclusions, one of the most important thinks was that there is a linkage and impact relation between employees empowerment strategy, it's variables (Information sharing, Freedom and autonomy, Replace hierarchical structure with self-employment teams) and crisis management as a whole. The research came out with many suitable recommendations.

Keywords

Employees Empowerment Strategy, Crisis Management.

Introduction

The rapid and wide-ranging changes and challenges in the business environment in recent years, the multiplicity of objectives and the great technological development have prompted organizations to adopt the strategies that help them to advance and innovate. The Strategy of employees empowerment is one of the strategies that has emerged in the
business world and human resource management, this strategy is aimed at giving employees the powers and responsibilities to make decisions. Employees empowerment is of paramount importance in contemporary organizations that are operating in a highly complex and unstable environment, this complexity makes the task of senior management in achieving the current and future objectives of the Organization very difficult given the developments in the environment, forcing business organizations to rapidly develop environmental developments by having the flexibility to cope with these developments, flexibility is one of the most important features of the enabling strategy. The concept of empowerment in the writings of most researchers and specialists has received attention in recent years, as it is known that the granting of employees responsible for the transfer of production activities or service authority to make decision or take action without prior consent (Ivancevich et al, 1997). The first step in dealing with crises is to understand their causes, properly identifying the crisis will enable management to determine the degree of impact of the crisis on the desired outcomes of the organization. It is well known that crises do not arise out of thin air, but there are many, disagreement, misunderstandings, natural disasters, desire for blackmail, despair, rumors, planned crises, conflict of purpose, conflict of interest, economic, political and social causes, lack of accurate information or misrepresentation. Crisis management is a science of contemporary political science taught at international institutes and whose results and recommendations are taken by developed governments. Certainly, dealing with a crisis does not take place when it happens to be in the field of actual response, but it is through its preconception and early preparedness of their occurrence (Mahmoud, 2012). The General Company for Electrical Industries was chosen as a field to test the practical aspect of this study, because this company has human resources capable of making the company distinct and in a competitive position with similar companies in the industry.

Research Methodology

The Problem of Research

Diagnosing the relationship between the intrinsic employees empowerment strategy and crisis management in the General Company of Electrical Industries is one of the main features of the research problem. To be more detailed, the following questions must be answered:

- What is the level of employees empowerment strategy dimensions of the company being investigated?
What is the level of crisis management dimensions in the company being investigated? What is the nature of the relationship between the dimensions of employees empowerment strategy and the dimensions of crisis management in the company in question?

What is the nature of the impact of the critical dimensions of employees empowerment strategy in the dimensions of crisis management in the company being investigated?

Research Importance

The research acquires it's importance through the importance of the investigated variables. The research focuses on the important variables of employees empowerment strategy and crisis management, which have a significant impact on the performance of the business organizations and achieve their competitive advantage.

Research Goals

The research aims to identify the level of both the employees empowerment strategy and crisis management in the company being investigated. As well as the pursuit of coherence between the theoretical and practical reality through the principles and theoretical foundations on the ground, and the use of developed standards of researchers.

Research Model

![Research Model Diagram]

Research Hypotheses

H₁: There is a significant relationship between employees empowerment strategy and crisis management.
H₂: There is an impact of the employees empowerment strategy in crisis management.

Search Scale

The questionnaire was used as a basic tool to collect the necessary data and was divided into two parts. The first part was devoted to the independent variable of the employees empowerment strategy with (18) questions. The second part was devoted to the adopted variable of crisis management with (25) questions. The Likert-Scale is used to convert descriptive views into quantitative formulas.

Literature Review

Employees Empowerment Strategy

The positive effects of empowerment are highlighted by the data and information obtained by each individual in the Organization that help to make appropriate decisions without referring to officials. Empowerment is a key element that increases the motivation of individuals in the organization and increases their responsibilities. Empowerment is a new, contemporary and comprehensive vision of dealing with human resources. The Empowerment Strategy includes a set of incentive mechanisms designed to improve the performance of working individuals and enhance their drive to work by increasing their levels of involvement in analyzing the problems faced by organizations and contributing effectively to providing successful solutions. Empowerment represents the environment in which employees have the ability and responsibility to develop and improve key activities to meet consumer needs through well-defined relationships and outcomes for the benefit and objectives of the organization (Al Lozi & Hamoud, 2008).

Empowerment Dimensions

Information sharing: Having information about the organization's goals, strategies and relationships with the external environment will give them a sense of ownership of the organization, understand their roles and behaviors in achieving the organization's successes, and help reduce uncertainties by providing individuals with a broader understanding of their work environment (Appelbaum et al, 1999). The success of empowerment depends on the ability of those who are able to access the appropriate information with the required speed, accuracy and timeliness. Therefore, access to the information required to make informed decisions requires the availability of effective communication systems (Al- Dore, 2010).
**Freedom and autonomy:** A worker who has the freedom to act has a great personal control and authority and has the option to change things, as well as capacities, resources and discretion in decision-making (Lashley, 2001). Autonomy is intended to provide a high degree of freedom and flexibility in the performance of tasks, responsibility and exercise of authority, and self-reliance in the planning and implementation of work (Al-Hawasi, 2017).

**Replace hierarchical structure with self-employment teams:** The role of the team differs in organizations that have an empowerment strategy in traditional hierarchical organizations, in hierarchical organizations, the team consists of various functional departments for a specific task or project, in a competent organization, the team becomes the pillar of the organizational structure of the organization so that it does not end with the completion of the task or project and thus has the characteristic of continuity, it also covers all the activities of the Organization. And the other characteristic of the organization of the team within the framework of the organization is self-managing himself, the team members all share plans, implementation and management of the business from start to finish (Al-Dahab, 2004).

**Crisis Management Stages**

**Detect alarm signals:** At this stage, it is important to monitor and analyze signals that confirm the existence of a crisis. Such as increased malfunctions in machinery and production lines, are taken as early warning of deliberate internal sabotage, or possibly due to manufacturing defects.

**Preparedness and prevention:** At this stage, plans and predictive scenarios for potential crises and unexpected crises are developed. The objective at this stage is to identify weaknesses in the organization's safeguard system.

**Contain damage:** This stage focuses on the crisis as they occur, and the implementation of plans and scenarios prepared in the previous stage to contain the risks of this stage.

**Restore activity:** This stage includes an attempt to compensate for what was lost in the previous stage, as well as re-planning and analysis of the damage.

**Learning:** At this stage lessons are taken from the previous stages, which represent the post-crisis stage. They are characterized by a review of the crisis processes and an evaluation of the decisions, policies and actions taken in the previous stages to avoid mistakes made in subsequent crises (Salman: 2014).
Description and Diagnosis of the Answers of the Research Sample Independent Variable: Employees Empowerment Strategy

The variable is measured by the employees empowerment strategy through three basic dimensions (Information sharing, Freedom and autonomy, Replace hierarchical structure with self-employment teams). Table (1) shows that the general arithmetic mean was (3.52), which is higher than the expected mean of the scale of (3), with a standard deviation of (0.88) and a coefficient of difference of (25%).

The information sharing achieved a higher mean of (3.56) and a standard deviation of (0.85) and a coefficient of difference of (23.87%).

The freedom and autonomy achieved a mean of (3.51) and a standard deviation of (0.88) and a difference coefficient of (25.07%).

Replace hierarchical structure with self-employment teams achieved a mean of (3.48) and a standard deviation of (0.91) and a difference coefficient of (26.14%).

<table>
<thead>
<tr>
<th>Dimensions of employees empowerment strategy</th>
<th>x</th>
<th>SD</th>
<th>COV%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Information sharing</td>
<td>3.56</td>
<td>0.85</td>
<td>23.87</td>
</tr>
<tr>
<td>Freedom and autonomy</td>
<td>3.51</td>
<td>0.88</td>
<td>25.07</td>
</tr>
<tr>
<td>Replace hierarchical structure with self-employment teams</td>
<td>3.48</td>
<td>0.91</td>
<td>26.14</td>
</tr>
<tr>
<td>Total</td>
<td>3.52</td>
<td>0.88</td>
<td>25</td>
</tr>
</tbody>
</table>

The Variable Adopted: Crisis Management

The crisis management variable was measured in five basic dimensions (Detect alarm signals, preparedness and prevention, contain damage, restore activity, learning). Table (2) shows that the general arithmetic mean was (3.32), higher than the expected mean of the scale of (3), a standard deviation of (0.85) and a difference coefficient of (25.60%).

The learning achieved a mean of (3.41) and the standard deviation (0.81) and the difference coefficient (23.75%).

Restore activity achieved a mean of (3.38) and a standard deviation (0.83) and a difference coefficient (24.55%).

Contain damage activity achieved a mean of (3.32) and a standard deviation (0.86) and a difference coefficient (25.90%).
Preparedness and prevention activity achieved a mean of (3.26) and a standard deviation (0.87) and a difference coefficient (26.68%). Detect alarm signals activity achieved a mean of (3.23) and a standard deviation (0.83) and a difference coefficient (27.55%).

Table 2 Description and diagnosis of the responses of the research sample of crisis management

<table>
<thead>
<tr>
<th>Dimensions of crisis management</th>
<th>x</th>
<th>SD</th>
<th>COV %</th>
</tr>
</thead>
<tbody>
<tr>
<td>Detect alarm signals</td>
<td>3.23</td>
<td>0.89</td>
<td>27.55</td>
</tr>
<tr>
<td>Preparedness and prevention</td>
<td>3.26</td>
<td>0.87</td>
<td>26.68</td>
</tr>
<tr>
<td>Contain damage</td>
<td>3.32</td>
<td>0.86</td>
<td>25.90</td>
</tr>
<tr>
<td>Restore activity</td>
<td>3.38</td>
<td>0.83</td>
<td>24.55</td>
</tr>
<tr>
<td>Learning</td>
<td>3.41</td>
<td>0.81</td>
<td>23.75</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>3.32</td>
<td>0.85</td>
<td>25.60</td>
</tr>
</tbody>
</table>

Analyzing the Correlation between the Employees Empowerment Strategy and Crisis Management

Table (3) shows the correlation matrix showing the relationships between the employees empowerment strategy and crisis management. It was found that there is a significant relationship between the employees empowerment strategy and crisis management. The value of (t) calculated (7.136) is greater than the tabular value of (2.330) below the level of (0.01), The correlation value (0.613) is a positive correlation supporting the validity of the first hypothesis (There is a significant relationship between the employees empowerment strategy and crisis management), this result means that the surveyed company adopts the employees empowerment strategy for crisis management.

Table 3 Interrelationships between the employees empowerment strategy and crisis management

<table>
<thead>
<tr>
<th>Independent variables</th>
<th>Dependent variable</th>
<th>Correlation of coefficient</th>
<th>t-test</th>
</tr>
</thead>
<tbody>
<tr>
<td>Information sharing</td>
<td>Crisis management</td>
<td>0.582</td>
<td>7.641</td>
</tr>
<tr>
<td>Freedom and autonomy</td>
<td></td>
<td>0.525</td>
<td>6.917</td>
</tr>
<tr>
<td>Replace hierarchical structure with self-employment teams</td>
<td></td>
<td>0.496</td>
<td>6.851</td>
</tr>
<tr>
<td><strong>Employees empowerment strategy X</strong></td>
<td><strong>Y</strong></td>
<td><strong>0.613</strong></td>
<td><strong>7.136</strong></td>
</tr>
</tbody>
</table>

Analysis of the Impact of the Employees Empowerment Strategy in Crisis Management

Table (4) shows the results of the regression analysis between the employees empowerment strategy and crisis management. It is noted that there is a moral effect of
the employees empowerment strategy in crisis management. The value of (f) calculated (12.590), which is greater than the tabular value of (1.729) below the level of significance (0.01). Observing beta coefficient (0.384), which indicates that the change of one unit in the employees empowerment strategy is accompanied by a change of (0.384) in crisis management, this indicates the importance of employees empowerment strategy for crisis management. The value of the (R^2) was 29.1%. It indicates that 29.1% of the total variation in crisis management is determined by the study sample's understanding of the employees empowerment strategy and how this affects the crisis management, and the remaining percentage represents the rate of influence of other variables unknown. This result confirms the validity of the second hypothesis (there is an impact on the employees empowerment strategy in crisis management).

### Table 4 A simple regression analysis between the employees empowerment strategy and crisis management

<table>
<thead>
<tr>
<th>Independent variables</th>
<th>Dependent variable</th>
<th>(R^2%)</th>
<th>f</th>
<th>B</th>
<th>a</th>
</tr>
</thead>
<tbody>
<tr>
<td>Information sharing</td>
<td>Crisis management</td>
<td>30.3</td>
<td>13.621</td>
<td>0.398</td>
<td>1.595</td>
</tr>
<tr>
<td>Freedom and autonomy</td>
<td></td>
<td>27.7</td>
<td>11.183</td>
<td>0.387</td>
<td>1.789</td>
</tr>
<tr>
<td>Replace hierarchical structure with self-employment teams</td>
<td></td>
<td>29.4</td>
<td>12.968</td>
<td>0.369</td>
<td>1.805</td>
</tr>
<tr>
<td>Employees empowerment strategy X</td>
<td>Y</td>
<td>29.1</td>
<td>12.590</td>
<td>0.384</td>
<td>1.729</td>
</tr>
</tbody>
</table>

### Conclusions

Employees empowerment strategy is a modern and sophisticated management approach that is consistent with the environmental and regulatory changes imposed by the business environment, competition and the need for organizations to be more flexible to respond to those changes. Implementing the employee empowerment strategy gives the real weight of the human resource as the most important element that contributes to crisis management.

1. It turns out that the employees empowerment strategy play an important role in crisis management of the company.
2. It has been shown that the company can get rid of the high failure rates compared to other companies, if it can manage its crises, which will increase organizational excellence in the community, which in turn reflected on the high confidence in the products provided by them to them.
3. The results of correlation analysis revealed a significant correlation between the employee empowerment strategy and crisis management. This leads us to the validity of the first hypothesis and its subsidiary hypotheses.

4. The results of the regression analysis showed a moral effect of the employee empowerment strategy in crisis management. This leads us to the validity of the second hypothesis and its sub-hypotheses.

**Recommendation**

The company should conduct a careful survey of its capabilities to determine the gap between it and the organizations that have implemented the employee empowerment strategy by adopting objective measures that identify their strengths and weaknesses.

1. Redefining and analyzing jobs in the light of the empowerment strategy and working with the logic of the self-managed teams.
2. The need to enhance the role of human resources in crisis management for the company in question and encourage them to do their utmost in service, through the adoption of a series of incentive programs that raise the morale of human resources and strengthen their loyalty.
3. The necessity of establishing workshops and lectures for the human resources in order to familiarize them with the importance of the employee empowerment strategy and mechanisms to strengthen them because of the benefits both to the human resources and the organization.
4. The company should invest the employee empowerment strategy in crisis management by providing employee with information as well as providing them with freedom and independence as well as providing them with the opportunity to form teams.

**References**


