

The Role of Human Resource Governance in Crisis Management Case Study (PEYRISSAC Company)

Dr. Badia Abed Al Latif Srour

Faculty of Economics and Business Administration, Islamic University of Lebanon, IUL,
Lebanon.

E-mail: badiasrour@hotmail.fr

Received August 20, 2021; Accepted December 02, 2021

ISSN: 1735-188X

DOI: 10.14704/WEB/V19I1/WEB19065

Abstract

The study aimed to show the role of human resource governance in crisis management by examining the relationship between it and crisis management. The study used a questionnaire as a means of collecting information, as the study population consisted of employees from PEYRISSAC Company. The study sample was selected to be total of (200) employees from PEYRISSAC Company on the basis of a random sample. The results of the study showed the following: the presence of a statistically significant relationship in improving the effectiveness of human resources and crisis management, the existence of a statistically significant relationship in the effectiveness of continuous improvement in crisis management, the existence of a statistically significant relationship in improving the organization of work in crisis management and improvement in effectiveness in managing Crises, the existence of a statistically significant relationship to improve effectiveness in crisis management and administrative capabilities. The study contain in set recommendations, including: Governance is an important issue for all organizations, especially in our current era that is prone to financial collapse and economic crises, the need to develop an appropriate structure and distribute administrative tasks to employees, which are the most important pillars in which the organization succeeds, in addition to the need to pay attention to good planning and the participation of workers in developing future strategies, In conclusion, the research was able to shed light on all aspects related to the topic "The Role of Human Resources Governance in Crisis Management". Managing human resources and the means and methods by which crises can be avoided and how to deal with them through the use of some previous studies and benefit from the results of studies and their inclusion in the current study.

Keywords

HRM, Continuous Improvement, Organization of the Work, Administrative Capabilities, Managing Crisis Effectiveness.

Introduction

In recent years, interest has begun in the issue of governance, and organizations' departments have become aware of the importance of governance as well as other stakeholders of the importance of this topic due to the advantages it achieves for today's organizations. However, the study of governance and its applications on specific aspects of the organization, especially aspects of human resource management and its role in facing challenges and managing The crises faced by organizations, while there are other aspects that have not taken sufficient attention to the side of human resources, which are in fact the most important and complex resources of the organization. (Mohammad Khalil, 2018).

Where this study comes in an attempt to know the role of governance of human resources in crisis management in organizations to give a basic idea of how to adopt governance in the field of human resources management and its applications, in addition, our research deals with this aspect of building tools and techniques that help in achieving governance in the field of human resources.

Since the high competition between institutions and companies working in the same field, in addition to the nature of the risks that are related to the surrounding environment, in addition to the emergence of modern technology and rapid development, which led to the emergence of many new crises and other problems that cause many risks, it is also They are considered new and great challenges, and the human element can also be considered threatened if it is not properly utilized to serve the interest of the organization, and the strengths of the organization are as follows: Where the human element is the most important pillars of the organization through which the organization's activities are run and its goals are achieved. The failure or success of the organization on the performance of its employees if the job tasks are not distributed correctly to serve the goals of the organization, so achieving high-quality performance at the present time depends on the most important reasons for the success of the organization, so the challenges facing the organization can be overcome through the human element by providing The necessary skills and human resource development through preparing strategic plans and seeking to develop them, implementing the correct policies in the process of selecting employees, and working on developing the capabilities of employees n through participation and motivation, so that the human resource is the weapon through which it can lead to the process of competition between organizations and companies, and the organization can face its challenges through the qualified human resource to overcome any risks or crises

that may occur within the organization, so the current study sheds light on the role of human resource governance in crisis management." (Ansell, C. and A. Gash. 2018).

Research Questions

The main question of this study is; what is the effect of HRM (continuous improvement, organization of the work, administrative capabilities) on Effectiveness of crisis management

The following sub-questions can be derived from the main research question:

1. Is there any effect of continuous improvement, on the Effectiveness of crisis management?
2. Is there any effect of organization of the work, on the Effectiveness of crisis management?
3. Is there any effect of administrative capabilities, on the Effectiveness of crisis management?

Research Objectives

1. To examine the effect of continuous improvement, on the Effectiveness of crisis management
2. To examine the effect of organization of the work, on the Effectiveness of crisis management
3. To examine the effect of administrative capabilities, on the Effectiveness of crisis management.

Research Hypotheses

H1: There is a significant effect at of continuous improvement on the d Effectiveness of crisis management at $\alpha \leq 0.05$.

H2: There is a significant effect at of organization of the work on the d Effectiveness of crisis management at $\alpha \leq 0.05$.

H3: There is a significant effect at of administrative capabilities on the d Effectiveness of crisis management at $\alpha \leq 0.05$.

Literature Review

Governance Concept

Governance is a center of interest for all international and local organizations and institutions, especially during the past few decades, in light of economic collapses and

financial crises. Governance has become an important topic to address the problems that have arisen by preparing policies for implementing specific mechanisms that ensure transparency in organizations. Studies have shown that organizations It needs a sound management that ensures the implementation of the correct management skills methods through which it is possible to practice the processes of follow-up, supervision and control over all its activities. Economic units such as: The Cadbury Commission, which was created by some companies such as Cadbury Best Practice 1992 in the United States, as well as the Organization for Economic Co-operation and Development. (Kabuku, N. 2015).

The Organization for Economic Co-operation and Development (OECD) laid the foundations for corporate governance in 1999, and the General Pension Fund (Calpers) in America, as well as the Blue Ribbon Commission in America, which issued its proposals in 1999. (Kapucu, N. 2015). Referring to the dictionaries, the word “rule” means: to be prevented and repeated; from this it was said that the ruler among the people is a ruler because he prevents the oppressor from oppression; among the meanings of the word “governance” is: to rule a thing, and to rule it both: to prevent it from corruption. (Mohammad Khalil, 2018).

As for the concept of corporate governance, there are several formulations, and if they differ in terms of words, their connotations are similar, including the following: Corporate Governance: It is the framework in which companies practice their existence. Governance focuses on the relationships between employees, members of the board of directors, shareholders, stakeholders and makers of government regulations, and how all these parties interact in supervising the company's operations.

The Organization for Economic Cooperation and Development (OECD) has defined corporate systems (Kapucu, N. 2015) as an organizational structure through which tasks and jobs are distributed to employees in the sense of administrative organization, in addition to the follow-up and control processes from the company's management, and that this structure ensures the existence of A motivational system for managers and boards of directors whose tasks are related to the performance of the company, and through which it seeks to increase the profits of the shareholders, which in turn helps to encourage shareholders to invest in high quality and efficiency operations, and through which transparency is also ensured in all that is issued by the management as well as responsibility About information and data.

Human Resource Management Strategy

For the institution, organization or body: it is all the human elements present in the institution or administration and distributed across various interests and positions, and they work towards achieving specific goals in the short, medium and long term. At the level of society or the state: it includes all people and individuals who exist and live in it, whether society or the state, and it is often translated statistically through the number of the population (military or civilian) or it can be expressed through the population density, such as citizens who are considered under the rule and umbrella of the state from Economic, social, educational or political aspects. (Aqoun Sharaf, 2017).

It is a long-term plan through which to ensure the practice of the policies and plans that are prepared by the management of the organization and which guarantees the strategy of dealing in the distribution of tasks to employees and their follow-up and control over the workflow within the organization, so that the work is commensurate with the policies and is complete and consistent with the general strategies of the organization, which Through which the goals, vision and mission of the organization are achieved in light of the presence of many variables surrounding the organization, including external and internal variables, the most important of which are the processes of intense competition between local and international organizations (Aqoun Sharaf, 2017). In addition, strategic management of human resources has been defined as The long-term plan, which contains many activities within limited time programs, meaning that it has a beginning and an end, in addition to the policies that include the administrative tasks and functions of human resources within the organization, which also includes a set of decisions and actions taken by the management of the organization and circulated to human resources, which includes many The tasks and functions of each worker in the organization (Aqoun Sharaf, 2017). The strategic resource management also aims to achieve the working manpower that is highly qualified and able to assume the responsibilities through which the objectives of the organization are achieved and is able to achieve the aspirations of the organization and its general strategic requirements. (Aqoun Sharaf, 2017).

HR Governance

Many studies have known that the concept of governance has many meanings and definitions, however, scholars have agreed that the concept of governance is a set of processes and practices that are used to help organizations achieve their goals in a systematic manner that achieves high ethics for the benefit of stakeholders and employees. The governance of human resources in non-profit sectors is concerned with

managing the available resources as well as managing their energies through stakeholders, which includes workers and dealers in particular and society in general. In addition, it includes taking appropriate decisions aimed at achieving the general strategy of the organization, which also ensures that employees and management are reviewed with the tasks entrusted to them and held accountable (Aqoun Sharaf, 2017), despite the presence of some obstacles, challenges and obvious complexities of human resource governance, in addition to the management of third-party organizations. It is also profitable that my father seeks to facilitate its management operations by focusing on four points: It is essential as a framework for governance, which is the implementation of plans, policies and practices, compliance with the correct rules and regulations, the development of skills and capabilities of employees and human resources forces, in addition to updating plans and policies in line with the surrounding environment and rapid developments, in addition to ensuring the presence of high quality human resources expertise within the members of the Board of Directors or the highest authorities of the organization. (Aqoun Sharaf, 2017).

Importance of Human Resources Governance

Human Resource Governance is an exciting topic. However, despite the appeal of the buzzword, governance style is often not understood, not formally established, and often uninvested in HR functions. In this blog, we will discuss various elements of human resource management, and in particular define the role of the human resource governance committee. We will also discuss the risks and benefits of the most common structural alternatives to HRM committee. (Abdulmula, 2018). The blog will conclude with ten practical and impactful questions that will help HR leaders assess whether their HR governance is mature and exemplary in their organizations. Every HR organization advocates governance but what is HR governance. This answer may vary depending on the organization, industry you work in, or even the leader of the HR function.

Governance will also differ based on the specific activity for which the organization wants to take a disciplined approach to oversight of activity. There are many examples of good governance. A special project may have a steering committee to govern it. The big technology implementation training team may have its own training management committee. Vendor management is a very important form of management. Indeed, third-party service providers have made a living by introducing improved forms of disciplined governance. Of course, the Board's Executive Compensation Committee is an important form of governance. (Abdulmula, 2018) As a Senior HR Consultant when I assess the effectiveness of the HR function, I begin by evaluating governance, decision-

making, and the quality of two-way communication flows. A lack of investment or effective discipline in these intangible areas of HR can have a real tangible impact on both the cost and effectiveness of HR. (Abdulmula, 2018).

Concept of Crisis and Crisis Management

There are many definitions that dealt with the *concept of the crisis* as a direct result of the rapid and successive internal and external environmental changes in which organizations operate, whether they are production or service. This results in crises that impose on the organizations to manage them efficiently and effectively, with the aim of reducing their negative results and benefiting from their positive results. (Sami Selim, 2018). The crisis has been defined as the critical moments that control the fate of the administrative entity that is affected by it, so that it is negatively reflected on the decision-makers, which makes it out of control and unable to make the right decision, and represents the big problem for decision-makers. Any decision he takes becomes within a circle of uncertainty, lack of knowledge, mixing causes with results and the successive collapse that increases the degree of unknown in the developments of what may resulting from the crisis (Mahmoud JadAllah, 2019). In another definition, the crisis: is a sudden change from the usual behavior - it means the collapse of a series of interactions. This results in the emergence of a sudden situation that involves a direct threat to the fundamental values or interests of the state, which requires (Laurence Barton, 2018).

Crisis management has also been defined as a set of activities aimed at investigating, exploring, researching and obtaining information, through which it can help decision-makers and the organization's management to take appropriate decisions that contribute to avoiding crises, and seeking to provide the necessary climate to face expected challenges and control. On the expected crises, and taking positive decisions aimed at achieving the goals of the organization and making positive changes through which the organization can be promoted and the exclusion of all crises and negative aspects that could affect the functioning of the organization and threaten its activities (Jonathan Bundy, 2017).

There is no doubt that crisis management is a science and an art, but in practice, it is an art more than a science, because it is related to the talent of leadership that cannot be acquired with knowledge, and the purpose of crisis management is to change the development of the crisis into fighting the situation. failed (Amin Howaidi, 2018).

The science of crisis management is considered one of the modern human sciences whose importance has increased in our present era, which has witnessed many intensifying variables, which are considered miracles at the international, regional or national levels. The Administrative Encyclopedia has given a definition of crisis management as “preserving the organization’s assets and property and its ability to generate revenues, as well as preserving its individuals and workers against various risks (Mahmoud Jadallah, 2018)”. The concept of crisis management has been defined “that it basically means how to overcome crises with various scientific and administrative tools, avoid their negatives and take advantage of their positives. (Alsaid . Aliwa, 2017).

It is taking emergency measures under various and multiple pressures and internal tension to solve problems caused by the psychological crisis, either by doing or exporting another party, or by accumulating the effects and negatives of disasters and bureaucratic risks. (Farouk Mahmoud, 2018) . It is the administrative process that seeks to pay attention to the processes of forecasting and investigating the existence of crises that can occur through many tools, including monitoring or sensing through potential external or internal environmental variables that can lead to the emergence of a crisis and through which this administrative process can also develop Capabilities and resources available through prevention or avoiding crises, such as disasters, and how to deal with them correctly so that the crisis is overcome with high quality and efficiency. (Misse Wester and Malin Mobjork. 2017) It is also considered the follow-up and control management through which it is possible to raise the efficiency and high ability to take the right decisions at the collective or individual levels, and to avoid the occurrence of bureaucracy in dealing with the available elements that may be unable to meet the challenges Or make positive changes. (Misse Wester and Malin Mobjork. 2017). The evaluation preparation process is one of the important processes in diagnosing, analyzing and evaluating problems inside or outside the organization that can affect the organization and cause a crisis. survival or profit. (Misse Wester and Malin Mobjork. 2017). It is also the ability of the organization's management to deal with the problem before, during and after the occurrence of the crisis (Misse Wester and Malin Mobjork. 2017). According to the researcher: that the researcher presents a concept of crisis management that is consistent with the nature of the current study, which is “it is an unusual case that goes beyond the scope of control and control and threatens the achievement of goals by the organization on time. The definition of crisis management is consistent with the nature of the current study.” Crises The effective management of the crisis using knowledge and planning to achieve a level of scientific readiness in order to reduce the crisis and the various dangers.

Research Framework

Consequently, based on the preceding evidence, the conceptual framework below illuminates the influence of HRM (continuous improvement, organization of the work and administrative capabilities) on effectiveness of crisis management. Continuous improvement, organization of the work and administrative capabilities were the independent variables, while effectiveness of crisis management was dependent. Finally, Figure 1 represents the conceptual framework.

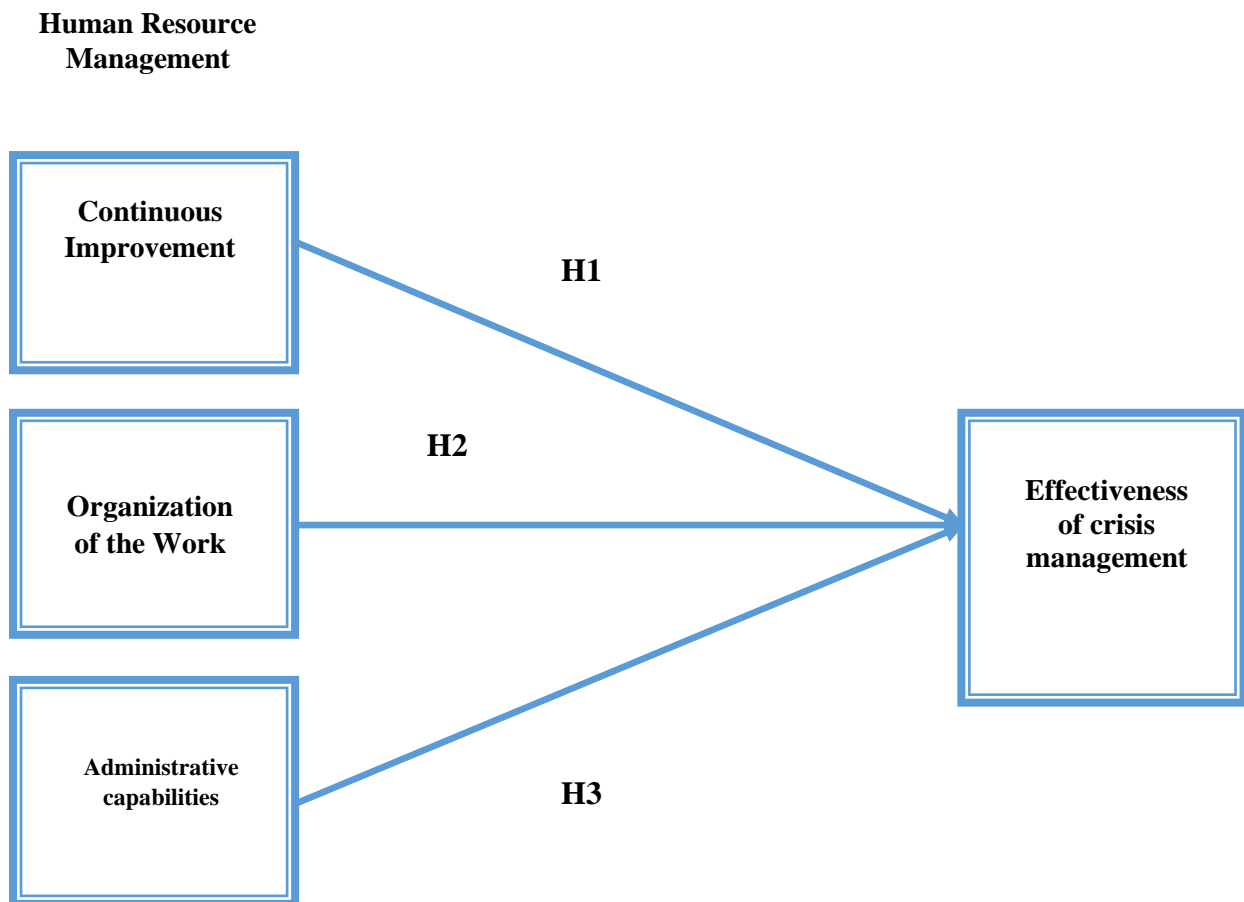


Figure 1 The conceptual framework of the study

Methodology

The researcher used the descriptive analytical method in order to answer the basic question about analyzing the nature of the phenomenon and its environment by clarifying the relationship between the elements and components. Where the description relates to units, relationships, classifications, or categories, as well as patterns and conditions This included the attitudes and opinions of respondents through the processes involved, in

addition to the trends and effects that emerged, and this can be explained as being among the elements of the descriptive approach that studies the work of the phenomenon (Abuhatab & Sadeq, 1991).

The Population of Study

The population study consists of the employees from PEYRISSAC Company.

The Sample of Study

The study sample was chosen to be totally (200) employee of PEYRISSAC Company, based on the random sample way in.

Table 1 demographic characteristics of the

variable	category	N	%
gender	Male	143	71.5%
	Female	57	28.5%
	Total	200	100.0%
title	Worker	165	82.5%
	Administrative	35	17.5%
	Total	200	100.0%
qualification	Bachelor or less	182	91.0%
	Master	18	9.0%
	Total	200	100.0%
Years of experience	less than 5 years	61	30.5%
	from 5-10 years	36	18.0%
	more than 10 years	103	51.5%
	Total	200	100.0%

Questionnaire Scale

The researcher has used a questionnaire to measure the response to the questionnaire's items as in the following table:

Table 2 Questionnaire scale

Response	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
Response	Very Low	Low	Medium	High	Very High
Degree	1	2	3	4	5
Range	Low than 1.80	2.60 – 1.81	3.40 – 2.61	4.20 – 3.41	more than 4.21
Relative weight%	Less than %36.0	- %36.1 %52.0	-%52.1 68.0	-68.1 %84.0	More than %84.1

Reliability and Validity of the Measure

Internal Consistency

The internal consistency is a second statistical test that is often used to test the validity of the test, where the internal consistency refers to the total correlations of each item or statement of the total degree of the method, as it shows the correlation of the sum of each method on the total scale (Al Agha, 2004).

In order to know the internal consistency, the researcher used the calculation of the correlation coefficients between the scores and the total score of the scale, in addition to calculating the Pearson correlation coefficient between the score of each item or statement and calculating the total score for the dimension to which it is related, as shown in the following tables:

Table 3 Shows the Correlation coefficients between dimension of the measurement and the total degree of the measurement

Item	Dimension	Person Correlation	p-value
1	improving its effectiveness in managing crises	0.35	0.001**
2	Continuous Improvement	0.25	0.001**
3	organization of work	0.28	0.001**
4	administrative capabilities	0.28	0.001**

** significant at 0.01

*significant at 0.05

\\ not significant

Reliability for the Measure

Reliability, which is the overall consistency of the scale that is selected, where the measure of high reliability is when the same result is given with constant conditions (Neil, 2009) Reliability can also be measured by these two methods: Alpha Cronbach and Spilt-half techniques.

Cronbach's Alpha

Where the researcher found the credibility of the overall scale through the process of calculating Cronbach's alpha coefficient, where the value of alpha = (0.85), and this indicates that the scale enjoys a high degree of reliability, which fulfills the requirements for applying the scale to the sample targeted by the study, as shown in the following table.:

Split Half Method

The researcher used calculating the reliability of the scale by dividing the half as another way to try to test the degree of reliability, where the Pearson correlation coefficient for the

whole scale indicated a value of (0.78), in addition to the Spearman-Brown formula, which gave a value of (0.88), and this could indicate that the test process has a high degree of reliability, as shown in the following table.

Table 4 Constancy coefficient using Cronbach's alpha and half-split for the measures

Dimension	N	alpha	Coefficient	
			r	spearman prowen
Total degree	31	0.85	0.78	0.88

Statistical Methods

The researcher used statistical package for social science (SPSS v25) to analyze data by:

1. **Frequencies & Percentages** to describe Demographic Information for the research sample.
2. **Mean of Answers & RII-Relative Importance Index** to identify to what extent the responses for items and the main dimensions of the research and **Standard Deviation** to show how much variation or dispersion exists from the mean.
3. **Cronbach's Alpha and Composite reliability:** to estimate the reliability of the questionnaire dimensions.
4. **Person correlation coefficients** to assess the Internal consistency and Structural validity.
5. **T-test for independent samples** to test the presence of statistically significant differences in the level of Agreement on variables due to gender.
6. **One sample T-test** to determine the direction of respondents' responses to the value (5.5)
7. **Analysis of Variance- ANOVA** to test for the presence of statistically significant differences in the level of Agreement on variables of the research due to other Personal information variables.

Results of the Study

Is there a statistically significant relationship between Continuous Improvement and improving its effectiveness in managing crises?

To figure out the relationship between Continuous Improvement and improving its effectiveness in managing crises, the researcher used means, std. The relative weight and standard deviation of each measurement and the total expression as shown at the following Table:

Table 5 Shows means, std. deviations, the relative weight of each sentence and the total dimension “Continuous Improvement”

#	Statement	M	SD	RII	R
1	The organization seeks to develop the skills and capabilities of the organization’s employees by integrating them into effective programs that are compatible with work goals and future plans.	3.97	0.8	79.40	5
2	The organization uses employee evaluation results for continuous improvement processes	4.03	0.8	80.50	2
3	Employee evaluations are used through the principle of integrity and transparency	4.00	0.8	80.00	4
4	The control departments have the capabilities and powers that qualify them to carry out their tasks with high efficiency and complete freedom.	3.93	0.8	78.60	7
5	The company is concerned with scientific research, development and improvement efforts	3.94	0.9	78.80	6
6	The organization provides within its programs moral incentives and material incentives in order to encourage employees to innovate, develop and improve	4.07	0.8	81.40	1
7	The organization has clear mechanisms and procedures that enable customers and employees to submit complaints and suggestions, while providing complete confidentiality.	4.01	0.8	80.10	3
Continuous Improvement		3.99	0.3	79.83	-
Hint: M=Mean of answers, RII=Relative Importance Index ((Mean/5) *100%), SD=Standard Deviation., T = statistics of one sample T-test about (3) (T= 42.1, p-value=0.001>0.01), R=Rank.					

The results indicated in the descriptive measurements in the elements that are interested in continuous improvement, as it is in Table, where the result indicated in the first paragraph about the level of approval is “St.6”: about granting the organization material and moral incentives and encouraging workers to improve, develop and innovate to (The organization has clear mechanisms and procedures that enable customers and employees to submit complaints and suggestions, while providing complete confidentiality.” (M = 3.93 out of 5, RII = 78.60%, SD = 0.8) where she also indicated that the results give a high degree of agreement.

The final score also indicated the necessity of continuous improvement (M = 3.99 out of 5, RII = 79.83%, SD = 0.3), according to the sample T-test about the mean value (3), where the results indicated that there were statistically significant differences and a significant difference between the mean The answers to each item and (3) a value, it indicates that the average of the answers is more than (3) and this indicates that the

respondents gave a high positive agreement about the impact of continuous improvement on crisis management.

Is there a statistically significant relationship between organization of work and improving its effectiveness in managing crises?

To figure out the relationship between organization of work and improving its effectiveness in managing crises, the researcher used means, std. The relative weight and standard deviation of each measurement and the total expression as shown at the following Table:

Table 6 Shows means, std. deviations, the relative weight of each sentence and the total dimension “organization of work”

#	Statement	M	SD	RII	R
1	The organization encourages self-discipline of employees	3.99	0.8	79.80	6
2	The institution has alternative scenarios to face the expected crises	3.95	0.8	78.90	7
3	There is a prioritization of urgent measures to confront crises	4.01	0.8	80.10	5
4	It believes that the institution provides a work mechanism that helps in the process of communication and follow-up and enhances the methods of permanent communication with employees and customers and informs them of all that is new in services.	4.08	0.8	81.50	1
5	It is there to reduce material and human losses	4.06	0.8	81.10	2
6	There is a good use of the time available to face potential crises	4.04	0.8	80.70	3
7	There is an increase in the effectiveness of decision-making to face potential crises	4.02	0.8	80.40	4
organization of work		4.02	0.3	80.36	-
Hint: M=Mean of answers, RII=Relative Importance Index ((Mean/5) *100%), SD=Standard Deviation., T = statistics of one sample T-test about (3) (T= 41.3, p-value=0.001>0.01), R=Rank.					

The statistical results showed that the descriptive measurements of the work organization items, as shown in Table, where the first item obtained the level of approval "St.4": about the belief that the organization provides a mechanism of action that helps in the process of follow-up and follow-up and supports the means of permanent communication with employees and customers by informing them about the new services.” (M = 4.08 out of 5, RII = 81.50%, SD = 0.8), and the statistical results indicated a high degree of approval. As for the last item in the table, the statistical results indicated a level of approval that is. St.2: On the organization’s possession of alternative scenarios to face the expected crises” with (M = 3.95 out of 5, RII = 78.90%, SD = 0.8) This item has obtained a high degree of approval compared to other items in the table.

The final score about organization of work at a high level (M = 4.02 out of 5, RII = 80.36%, SD = 0.3), according to one sample T-test about the mean value (3), the results indicate a significant difference between the average answers On each item and (3) a value, it indicates that the average of the answers is more than (3) which means that the respondents gave a positive and high agreement about the impact of work organization in crises.

Is there a statistically significant relationship between administrative capabilities and improving its effectiveness in managing crises?

To figure out the relationship between administrative capabilities and improving its effectiveness in managing crises, the researcher used means, std. deviation, the relative weight of each statement and the total measure as shown at the following Table:

Table 7 Shows means, std. deviations, the relative weight of each sentence and the total dimension “administrative capabilities”

#	Statement	M	SD	RII	R
1	The organization provides workers with the ability to perform a variety of tasks	3.93	0.8	78.60	7
2	The Foundation develops scenarios for crisis management according to realistic studies	3.99	0.8	79.70	4
3	The Foundation invests the human energies represented in the skills and capabilities available to its employees and employs them in the appropriate places.	4.04	0.8	80.70	2
4	The organization seeks to diversify the skills of employees through job rotation	3.95	0.8	79.00	5
5	Workers can deal with different work problems	3.95	0.8	79.00	6
6	The Foundation uses experts to develop plans for crisis management	4.09	0.8	81.80	1
7	Employees participate in developing plans for crisis management	3.99	0.8	79.70	3
administrative capabilities		3.99	0.3	79.79	-
Hint: M=Mean of answers, RII=Relative Importance Index ((Mean/5) *100%), SD=Standard Deviation., T = statistics of one sample T-test about (3) (T= 40.60, p-value=0.001>0.01), R=Rank.					

The statistical results indicated that the descriptive measures of the items of administrative capabilities, as Table shows, the first item on the level of approval is "St.6": The institution uses experts to develop plans for crisis management. With (M = 4.09 out of 5, RII = 81.80%, SD = 0.8), the statistical results about this item indicated a high degree of agreement, as the last item in the table that obtained the lowest level of agreement is

“St.1: Provides organization workers' ability to perform a variety of tasks" with (M = 3.93 out of 5, RII = 78.60%, SD = 0.8) this result indicates a high degree of approval.

Where the statistical results in this item about administrative abilities indicated a high degree of agreement (M = 3.99 out of 5, RII = 79.79%, SD = 0.3), according to the sample T-test about the mean value (3), the results indicate a significant difference between The average of the answers to each item and (3) a value, it indicates that the average of the answers is more than (3) which means that the respondents gave a high degree and positive agreement about the impact of management capabilities in crises.

Discussion

At the end of this research, we were able, through this research, to shed light on all aspects related to the topic of "The Role of Human Resources Governance in Crisis Management." Human resources management and the means and ways through which crises can be avoided and how to deal with crises by working to improve and develop the efficiency of the administrative process Through which to overcome the expected crises and work to improve crisis management by paying attention to the human element as it is the backbone of the organization, which contributes significantly to achieving the goals of the organization.

References

- Selim, S. (2018). *A proposed model for the relationship between knowledge management and crisis management*. Ph.D. thesis, Faculty of Commerce, Ain Shams University, 70.
- Allah, M.J. (2019). *Crisis Management*, Dar Osama for Publishing and Distribution, 6.
- Barton, L. (2018). *Crisis in Organization Managing & Communicating in the heat of chaos*. South western, U.S.A, 2.
- Hamid, R.A. (2020). *The Role of Leadership in Decision-Making during Crises*. Al-Iman Press for Printing and Publishing, 26.
- Mitroff, & Persone, C. (1991). *Programs frame work and services*, Center for Crisis management, 13-15.
- Webster, (2009). *New Dictionary*, second edition, libraric due Liban, Beriut, 495.
- Bundy, J. (2017). Crises and Crisis Management Integration. *Journal of Management, Arizona State University*, 2.
- Howaidi, A. (2018). The Art of Managing Arab Crisis in the Current World Order. *The Arab Future*, 13-15.
- Jadallah, M. (2018). *Crisis Management*. Dar Osama for Publishing and Distribution, 26.
- Alsaid, A. (2017). *Crisis and Disaster Management - Scientific Solutions*. Library of Arabic Books, 17.

- Mahmoud, F. (2018). Building a Continuous Preventive Culture. *A working paper submitted to the Third Annual Conference on Crisis and Disaster Management, Ain Shams University, 3.*
- Wester, M., & Mobjörk, M. (2017). A Brief Survey of the Work Being Performed by Crisis Organisations in European Union Member States on Climate Change Effects. *Journal of Contingencies and Crisis Management, 25(4), 364-369.*
- Luoma-aho, V., Moreno, A., & Verhoeven, P. (2017). Crisis response strategies in Finland and Spain. *Journal of contingencies and crisis management, 25(4), 223-231.*
- Rashad, H. (2018). Crisis Management in the Tourism Sector. *A working paper presented to the Sixteenth Annual Conference on Crisis and Disaster Management, Process Research Unit, Faculty of Commerce, Ain Shams University, 2011, 1190-1191.*
- Al-Serafy, A. (2018). *Crisis Management*. Hoss International Foundation, 48-49.
- Ali, P.M. (2016). Emergency Plans and Crisis Management in the Petroleum Sector. *An applied study, the eleventh annual conference on crisis management in light of contemporary environmental changes, Ain Shams University, Cairo.*
- Rashad, H. (2018). Crisis Management in the Tourism Sector. *A working paper submitted to the Sixteenth Annual Conference on Crisis and Disaster Management, "Process Research Unit, Faculty of Commerce, Ain Shams University, 199.*
- Rahman, T.A. (2017). *Crisis Management: Planning for What Might Happen*, Cairo, Professional Experience Center for Management.
- Nasr, M. (2018). *Crisis and Disaster Management*, Library of Arabic Books, 246.
- Elwi, M. (2016). *Egypt's International Behavior during the June 1967 Crisis*. *Al-Nahda Magazine*, Faculty of Economics and Political Sciences, Cairo University.
- Hamid, R.A. (2010). *The Role of Leadership in Decision-Making during Crises*. Cairo, Al-Iman Press for Printing and Publishing, 28.
- Rashad, H. (2017). Crisis Management in the Tourism Sector. *A working paper presented to the Sixteenth Annual Conference on Crisis Management and Disasters, Crisis Research Unit, Faculty of Commerce, Ain Shams University, 1194.*