THE ROLE OF HUMAN RESOURCES MANAGEMENT IN ORGANISATIONAL CRISIS MANAGEMENT

Mahmood Abdullah Hamood Al-Maqashi
Management department. Dr. Babasaheb Ambedkar Marathwada University
Aurangabad, India

Dr. Arvind Prabhakar Rayalwar,
Assistant Professor
Department of Commerce. Swa. Sawarkar Mahavidyalay, Beed Diat. Beed Maharashtra. Dr. Babasaheb Ambedkar Marathwada University
Aurangabad, India

Saleem Abdullah Hamood Al-Maqashi
Computer Department. Dr. Babasaheb Ambedkar Marathwada University
Aurangabad, India

Abstract— **Organizations may encounter some crises in this era which can be out of control, as crises have become an important and influencing event in organizations, Because of the difficulties in gaining control of them as a result of abrupt and rapid changes in the external environment, it is a source of concern for both leaders of organizations and authorities. The most recent example is the current Covid19 epidemic, which has resulted in significant human misery and economic damage in various countries. As we know, every organization has a section for human resources management, and the success of any organization is counted by the efficiency and quality of human resource management. Human resource management practices and the effectiveness of organizational crisis management are two areas of knowledge that were and still the focus of many studies, however, the combination of them, as well as the examination of the link between them and the role that human resource management techniques play in crisis management efficacy, is a novel and essential topic. In this research paper, we tried to explore the role of human resource management in organizations' crisis management activities, we have found out that there is a correlation and impact of human resource management practices ineffectiveness of organizational crisis management facing organizations.**

Keywords— HR, HRM, Crisis, Crisis Management

I. INTRODUCTION

Human Resources began in the early twentieth century, produced by the movement of human relations, and the success of any project depends largely on the effectiveness and skills of workers in the performance of their work because they are the source essential foundation for achieving competitive excellence. Depending on that, we can as one human resources management definition of basic functions in modern facilities that specialize in the efficient use of the human element in all types of institutions. We human resources management is defined as one of the most important organizational units of modern companies and institutions. Become more important in times of crisis, because it is an important dimension of crisis management.

An ancient historical crisis, the term refers to the origins of Greek medicine means a turning point in the sense it is a critical moment in the life of the patient. It was launched to refer to a sudden and fundamental change in the human body, by the nineteenth century and repeated use to indicate the appearance of problems or serious moments of a turning point in the development of political, economic and social relations. Then, the use of this term in the various branches of the humanities, and this means a set of circumstances and sudden events that involve a clear threat to the status quo is stable in the nature of things, a critical point, the moment critical in determined by the fate of development, either for better or worse. Also known as a turning point in unstable situations that can lead to undesirable results in which and through which the parties concerned are unwilling or unable to contain or avoid risk points.

People today is seeing numerous genuine emergencies, regardless of whether financial, social or natural, however the most annihilating crises are those security crises which closes toward the day's end does not end wars, killing thousands each year and the displacement of millions of others. In fact, you can avoid most of those who are destroying conflicts if the parties have adopted the relevant wisdom through the development of common interests before their own objectives, choose patience, and debate obstinacy and extremism, especially if wars and crises do not produce a country or civilization and destroy everything. The current situation presents new issues to address. The theoretical framework provided by diverse scientists may not be adequate to address this issue. (crises Topper B, Lagadec P. Fractal, 2013).

II. LITERATURE REVIEW

Crisis events continue to pose a threat to the costly organizations. But even though a decade has witnessed terrorist attacks and natural disasters and violations of ethics, it reported less than 60% of the employees that their organization is not well prepared to respond effectively to the crisis (Fegley & Victor, 2005). Similarly, many senior managers share this viewpoint (Moynihan, 2008)

companies frequently fail to consider crisis management from a strategic standpoint. As a result, businesses are not well equipped to cope with crises when they occur. (Sheaffer & Mano-Negrin, 2003). Miller (2002) found that just 47 percent of the 137 big organizations evaluated had a catastrophe strategy in place. Similarly, 40% of specialists in human (HR) Resources surveyed conducted by the Human Resources Management Association confirmed that their organizations had no plans to crises and disasters. (Cohen, 2002). Purposes behind an absence of crisis readiness arranging are many, going from a deficiency of assets to defective presumptions that an association would be invulnerable from crisis occasions (Howell, 2004; Pearson & Mitroff, 1993). However, as organizations become more technologically complex, multinational, and operate in more turbulent environments, the need to align crisis management planning with business methodology gets unmistakable to diminishing expected weakness of basic assets (Boin and McConnell, 2007; Elliott, 2006; Preble, 1997).

See more and more organizations need to develop crisis management plans. Results showed an overview of HR The Board Affiliation (SHRM) for 2011 on fiasco arranging in associations that 76% of 300 US associations reviewed have a proper arrangement. However, just 33% of businesses thought they were prepared to a great or very large level, while 42% thought they were prepared somewhat. It can be explained by the separation between the high level of preparedness and the low level of readiness through lack of comprehensive crisis management programs and regular operations planning across all organizational (Wang, Hatchins, and Garavan, 2009 units).

Developing crisis management abilities necessitates specific corporate learning, performance, and intervention that allows stakeholders to recognize events, respond to crises, and recover. High-level successful implementation of plans for crisis management requires a strategic integration between human resources development, organizational structure, culture, strategy. To acquire stakeholder support and enable effective implementation across different organizational units, learning interventions, change, and performance must be aligned with organizational strategy. (Wognum & Lam, 2000). However, absent from the existing literature is to consider the strategic role that human rights defender may play in helping organizations to crisis planning, handling and recovery (Hutchins et al., 2008; Hutchins and Wang, 2008; Liou and Lin, 2008). Therefore, this article the ways in which they can explore for SHRD achieve both operational capacity and the ability to learn from the crises that will enhance the ability of organizations and their flexibility and confidence to deal with unexpected events (B. Roberts & Lajtha, 2002).

Can crises that threaten the sustainability and survival of organizations today take a variety of forms, ranging from corporate scandals and the collapse of the Internet, and the spread of diseases, natural disasters, violent attacks / lethal on staff or between them, and so far the terrorist attacks. Organizations may be overwhelmed by the number and complexity of potential crises that can occur and are planning only for the events that it considers potentially very or can be dealt with, such as fire evacuation (Wang, et al., 2009). One solution is to have a structured planning for crisis management can be applied to a wide range of crisis situations, enough to deal with the complexities of each stage of the crisis. In this regard, crisis management revolves around the development of the Organization's capacity to respond flexibly and quickly to various forms of crises (Lockwood, 2005).

It is important for every institution in this modern age, regardless of the size of the company, the role of human resources strategically to ensure the realization of its crisis and to submit a plan for the future to help reduce their impact (Eldadak, 2014). The company in order to become more efficient and successful, could lead the human resources function to create solutions that focus on business (Al Shobaki et al., 2016).

III. STATEMENT OF THE PROBLEM

Exploration issue was formed in the accompanying question:

" What is the role of human resources management in organizational crisis management? "

IV. OBJECTIVES OF RESEARCH

1) To find out the role of human resources management in organizational Crisis management

2) To know the concepts of human resources and human resource management, crises and crisis management.

A. *Human Resource*

William R. Tracey in "Glossary Human Resources as: "the people who manage an organization", as opposed to the financial and material resources of the organization.

Muhammad Aqoni in "Human Resources" define Human resources are among the most important assets owned by the institution and it is one of the most important resources. Managing these resources allows the company to fulfil its objectives. Fixed assets owned by the corporation cannot be managed without human resources and without human resources the corporation becomes a group of assets that are not leaders in production. Generally, five major jobs were identified for managers, with most researchers agreeing that these positions are planning, organizing, shaping, driving, and controlling.

Human resources refer to people working in organizations and institutions. It is the management of any institution or organization, and that is through supervision, planning, examination, appointment, organization, direction and control of all aspects that relate to individuals and employees, in order to conservatism, develop, sensitize and compensate them without the need for any specialized management, the human resources department is concern with managing these people through specific strategies methods that increase employee performance, solve business problems, and achieve the organization's intended goals and also help it to gain a competitive advantage, considering that human resources are an investment capital that must be developed because it has a strategic dimension to the success of the organization or Work, HR plays a key role in helping companies deal with a rapidly changing environment and increasing employee demand Quality.

B. *Human Resource Management*

"Organizes, assembles, plans, and supervises the securing and promotion, payment, matching, retention, and segmentation of human resources, the primary pool of resources to meet personal, level, and society goals," for example. (Edwin Flippo, 1976). The Public Organization of Individual Administration (NIPM) of India has characterized HR – individual administration as "That piece of the executives that thinks often about individuals at work and their connections within the organization. Its goal is to collect and develop the men and women who form projects and develop into an effective organization and take into account the well-being of individuals and work groups, to enable them to make the best contribution to its success."

The Human Resources Department is concerned with the human dimension in management. Because each organization is made up of people, access to their services and develop their skills and motivation at the highest levels of performance and to ensure that they remain dedicated to the organization. It is critical to achieve organizational objectives. Regardless of the sort of organization - government, business, education, health, or social work - this is true. (Decenzo and Robbins, 2016).

HRM, defined as a "senior organization method to managing company," aims to gain an edge by establishing a fundamental plan for a high-duty and capable staff, utilizing a wide range of social and structural procedures and persons"; while see Byars & Rue (2004) Human Resources Management as "designed to provide and coordinate the activities of resources humanity for the enterprise " (Storey,2007).

Researchers goes with that Human resource management can be considered as one of the most important administrative processes in the organization, as it represents the beating heart within any organization, because it plans, organizes, directs, follows up on, and monitors work and workers inside the organization, it strives for work stability.

The Human Resources Department is concerned with the workforce (the human element) to carry out its daily activities and operations in the organization, as it works to encourage, support and motivate its employees in order to achieve the goals of the organization with high efficiency.

Effective human resource management helps to rehabilitate, train and develop its employees in modern ways that enable them to overcome the challenges and difficulties they face, this leads to an increase in the rate of high-quality output, giving the institution a competitive edge that keeps it in the labor market.

Human resources management is the link between the administration and its employees, which works to solve all problems and disputes between employees themselves, and between management and employees and also has an effective role in managing the current or future crises of the organization.

C. Crisis

The term crisis brings many different meanings to the mind when considered.

The crisis may be characterized as particular occurrences that cannot be foreseen and occur outside of the organization's current processes, resulting in a high level of distrust and jeopardizing the attainment of the organization's goals and strategies for understanding and disclosure. (Lucero M, 2009).

In the definition of organizational crisis, it is best to make a difference between the crisis and the event of unwanted (disaster). Brent (2003) had an effect and said: "Portrays the condition of the crisis could be the base of the marvel issues and concerns, including regulatory constructions and techniques of inadequacy or failure to adapt to change; disaster, on the other hand, signifies that the firm is confronting catastrophic unexpected or abrupt changes over which it has no control" (Brent, 2003).

The regulatory crisis is not only a disaster, such as economic recession, or a plane crash or limited companies, leading to significant loss of life or damage to environmental severe, but can be in different forms, such as product or supporting service distortion or product boycott distortion, strike, rumors basic, theft, bribery and bribery, hostile conflict, natural disaster to destroy the products, the regulatory system is damaged or the information system for the parent companies (Behnamiri, 2012).

The Organizational crisis is a condition through the possible occurrence of high value and effective value that pose a threat to the existence of the organization in the eyes of the main beneficiaries and mental point of view, it is a direct threat to them. Mutual knowledge and beliefs are distinctive to the individual, which adds to the uncertainty of cause-and-effect linkages and how to cope with concerns of mental capability illness. During the crisis, it will take the decision under the influence of a short period of time and the limits of knowledge (Pearson, C.M & Clair 2017).

Crisis creates a substantial operational risk that, if not managed appropriately, may be disastrous. (Coombs.T, 2011).

Researchers defined crisis as a sudden imbalance, un important and influential event in the organization because of sudden and unexpected situations that may effect on the organization's system, and it is a turning point either for the better if the crisis is contained and managed by identifying the problem and optimizing planning to find a suitable solution for it at the appropriate time, or for the worst in case that the necessary measures are not been taken to remedy the crisis by the concerned parties due to the lack of experts and specialists who are able to put in an appropriate and effective planning for a specific problem that may lead to the complete destruction of the organization.

D. Crisis Management

The board of crisis is to distinguish dangers to the association and its partners, and strategies utilized by the

organization to deal with these threats. Due to the unpredictability of global events, institutions must be able to deal with the possibility of radical changes in the way you do business. Crisis management is often required to make decisions within a short period of time, often after the occurrence has already occurred. In order to minimize uncertainty in the event of a crisis, organizations often develop a plan for crisis management (ADAM HAYES, 2019).

The process of dealing with an occurrence that is bothersome and unexpected and threatens to hurt the company or its stakeholders is known as crisis management. (Bundy, Jonathan; Pfarrer, Michael D.; Short, Cole E.; Coombs, W. Timothy ,2017).

Senior management can affect the organization's ability to reduce the severity of the events of this crisis. The board at the most significant level ought not interfere, overlook or persistently endure the counter crisis exercises of supervisors at lower levels. (Crandall, Parnell & Spillan, 2014).

After observing on all above definitions which are all so important for crisis management, researchers went with that crisis management is the administrative sciences that deals with the study of crises about the diversity of their classifications and is concerned with how to deal with crises and how to overcome them, as well as avoiding negative effects, whether in the short or long term, addition to how to solve the resulting problems and transfer them from harmful negatives to positive ones that can be benefited.

E. The role of human resources management in crisis management

In the information economy and knowledge today, institutions are increasingly dependent on human capital (knowledge workers) to build competitive advantages and realize their profits, rather than just the equipment, technology and systems. Then there are the exceedingly susceptible organizations, regardless of their size, continuity, or success, when an employee makes a mistake. People are both the problem and the answer. The leaders of the human resources role and responsibility of strategic partners to ensure that their organization is aware of the internal weaknesses of the human side towards the different types of crises and to ensure that the crisis management plan covering all potential risks and concerns. To be recorded as an essential accomplice in crisis the board, with different capacities, for example, hazard the executives and business congruity, should HR experts to comprehend and talk "the language of" crisis management. Human resources can guarantee that all crisis management and business continuity strategies include human capital. It can provide human resources to protect or enhance the true value through deliverables such as plans for crisis communications, crisis planning and resources, and training on safety and security, and talent management and succession planning to help reassure employees and prepare them (Marc Ronez, 2014).

The role of human resources in the corporate world today has changed dramatically to accommodate different developments and needs in the workplace. The involvement of human resources in crisis management is one of these developments, has led to the establishment of human resources play an active role in the planning and training for crisis management. According to recent study, firms that incorporate employee well-being into crisis management are more likely to succeed than organizations that are only concerned with system security, processes, infrastructure, and public relations as is evident traditionally. HR is an job is to give workers with adequate knowledge about potential crises that may affect the business and to ensure that they are aware of their role in crisis management. Human resources provide the skills and knowledge needed to ensure the ability of staff to contribute to the sustainability of the institution through participation in crisis management process (Seif Athamneh, 2018).

The functions of human resources management play an important role in determining the current organization problem and is working to find the best solutions and methods to deal with them. As Armstrong (2020), consists functions of human resources management:

Planning

Organizing

Directing

Controlling

The planning and arranging of crisis management upgrades the organization's capacity to manage crisis and guarantees an expedient recuperation when the association faces a crisis. Crisis the board arranging is a basic interaction in crisis the executives since it gives direction on forestalling or evading crisis, managing crisis and the recuperation cycle (Seif Athamneh, 2018).

Administrative organization in any institution is not free from crises between its employees, whether between employees and each other or between employees and management. It is known that the administrative organization as the management teams are present in the various institutions and also expresses any human gathering within an institution that exercises its tasks to achieve the goals and includes projects and known crises that the situation involves a threat or carries the problem. Successful management of crises is avoiding crises and trying to contain the crisis with minimal losses by searching for the causes of the crisis and taking appropriate measures to deal with those crises until reaching appropriate solutions for them in the best way, and crises are not only limited to relationships between individuals, but also extend to all forms of crises which is not without a work environment, whether as a result of unexpected problems resulting from the political and economic changes, Or even legal circumstances or crises that result occur to the problems of management and the level of administrative organization within the institution or even because of the lack of information or distortion, which requires constant

readiness to provide adequate plans to deal with such crises and management to avoid the need to make decisions under the first pressure, which may lead to a lot of problems, usually crisis management plan that includes identifying the most important elements of the crisis and the threats involved, both in terms of time or lack of capacity or other expected losses that could result from ignoring the crisis or deal with it in a way is good and the level of dealing with the crisis and management is well chosen by controlling a number of criteria, including the crisis's level of complexity, the degree of threat or pressure linked with the nature of the event, and other aspects (Arab British Academy for Higher Education, 2019).

Steps for disaster and crisis management:

- The enactment of laws and policies

- Definition of the task

- The formation of the Working Group

- Explanation of responsibilities, capacities and resources analysis.

- Risk studies and the possibility of their occurrence.

- Risk prevention

- Preparation and handling response plan.

- Implementation and response.

- Healing or restoration or redeployment.

- Monitoring and control.

- Evaluation and review.

- Training and education.

The steps mentioned above are working on disaster and crisis management through planning, regulation and administrative guidance and crisis management through (Euro Training, 2011).

Human resources management over the past years have developed significantly dramatically, especially in large organizations that have the ability and broad access to the latest studies in the importance of the role of human departments resources in the Organization's success in general, has shaped the role of the administration difference a great performance and reputation of the organization Organizations concerned with the human vendor at all levels have several signs of success via the activation and investment in human resources responsibilities, through its ability to attract talent and keep them, providing the creativity of a stimulating work environment and innovation which contributed to, which contributed to the guidance of all human capacities and capabilities to clear and specific goals and means to achieve the organization's strategy. For example, the Corona virus outbreak presents a significant challenge not just for human resource management, but also for other departments and executives to efficiently carry out their responsibilities, creating innovative practices to mitigate the impact of the financial and diligence as well as the payment of the operation as soon as possible the capacity in line with demand and maintain the lowest cost rates during this crisis.

The following figure shows the processes for managing crises through human resource management functions.
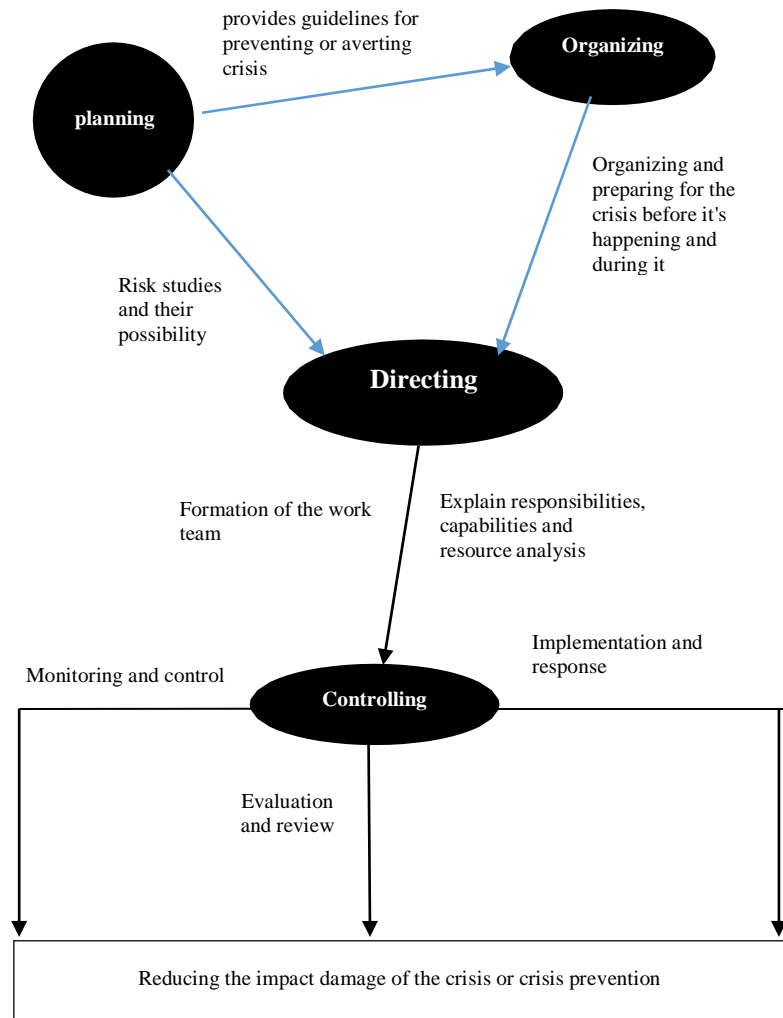

Figure. 1. stages of Crisis management process

V. FINDINGS

- The function of HRM in crisis management is to improve employee preparation and hence enable successful catastrophe planning.

- Human resources management is the link between the administration and its employees.

- There are four functions of human resources management play very important role in crisis management.

- Human Resources Management HR is always the link between management and all workers and also works to provide an appropriate work environment and ensure their rights within any company and its greater role in achieving the goals of all parties within the organization or company and this role appears more clearly in times of crisis.

- By using a methodical and ability-driven approach, Human Resources Management may better equip businesses to respond to the complexity and ambiguities inherent in the events of the current crisis.

- It helps to form a common goal and integration of efforts towards crisis management, creating a culture of crisis is ready, and the development of organizational readiness and the ability to survive in a crisis.

- The functions of human resources management play

an important role in determining the current organization problem and is working to find the best solutions and methods to deal with them. As Armstrong (2020).

- HRM offers the skills and information required to guarantee that employees can contribute to the organization's long-term viability by participating in the crisis management process.
- HRM came to ensure that employees are aware of good about the potential crises that may affect the organization and they are aware of their role in dealing with the crisis

VI. CONCLUSION

In this research paper, we explored the role of human resource management in organizations' crisis management activities and that was in early detection of the crisis and determining its size, type, the use of modern methods and technology as well as the human side to deal with it, and that by enhancing preparedness among employees and thus ensuring effective disaster planning. The researchers found out that there is a correlation and impact of human resource management practices in effectiveness of organizational crisis management facing organizations. The study concluded that human resources management in any organization should move from traditional roles and adopt more contemporary aspects of human resources, including participation in crisis management. Accordingly, employees are considered key stakeholders in the crisis management process, and therefore human resources must be proactive in this process, and organizations that allow human resource management to interfere in resolving any crisis are more successful.

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