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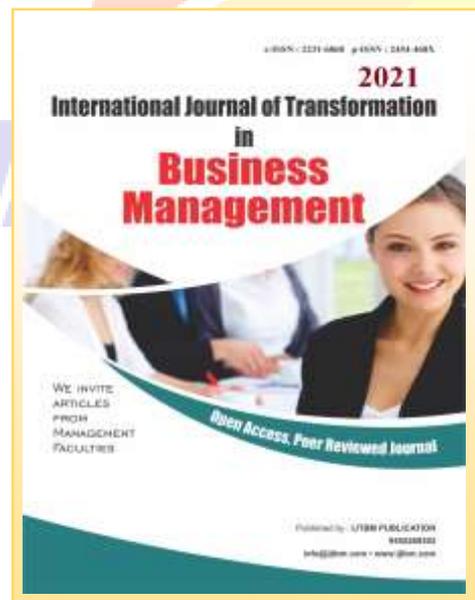
CRISIS MANAGEMENT IN THE DIRECTORATE OF
HUMAN RESOURCES MANAGEMENT OF THE IRAQI
MINISTRY OF INTERIOR

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ABSTRACT

The research aims to identify the theoretical foundations of both strategic flexibility and its impact on crisis management in the Iraqi Ministry of Interior - Directorate of Human Resources Management. The researcher distributed (170) questionnaires to the research community represented by (the Directorate of Human Resources Management in the Iraqi Ministry of Interior) on a sample. The questionnaire was formulated according to the five-point Likert scale, and a number of statistical methods were used, represented by (arithmetic mean, simple regression coefficient, multiple regression coefficient, exploratory factor analysis, Cronbach's alpha scale, percentages, coefficient of variation, coefficient of determination, and standard deviation). The data was analyzed through the programs (AMOS V.23 & V. 23 SPSS), and the research reached a number of conclusions, the most prominent of which is strategic flexibility a positive contribution to crisis management in the Directorate of Human Resources Management of the Ministry of Interior, due to its ability to adapt and deal with various crises. Although not up to the level of ambition, as there are crises that are not controlled and in which factors overlap. The most prominent recommendations are the necessity of having information protection programs and collecting them in an orderly manner to benefit from them later in strengthening their information systems to develop their services, as well as organizing their communication in a horizontal and vertical manner between their departments and units, respectively, to achieve their goals in quickly adapting to changing environmental conditions, facing crises and the need to limit procedures Routine and the use of electronic administration in the provision of services to the community.

INTRODUCTION

Organizations today face many challenges that have forced them to take a strategic approach in their work in order to achieve their goals, and then ensure survival and continuity in a changing environment as a result of increasing levels of environmental uncertainty. As a result, organizations have already begun to pay attention to strategic flexibility, as it provides a high ability to responding to environmental changes surrounding the organization. Organizations that enjoy strategic flexibility have the ability more than others to confront complex

environmental threats and seize opportunities to achieve their planned goals. Strategic flexibility has become a strategic option to increase the ability of organizations to control in an environment characterized by rapid dynamic changes and thus have the ability to face various crises that may exposed. Environmental change often leads to strategic surprises that necessitate a review of the organization's plans, as uncertainty leads to the organization falling into a state of internal turmoil, and therefore this limits the possibility of the organization's ability to

grow and adapt to various circumstances, and for an organization to be able to Addressing any crisis that may befall it, it should have leaders who are able to plan and develop appropriate plans to address the current and future crisis, and this comes through the possession of these leaders with high flexibility in developing strategic plans. Today's world is characterized as a world full of crises, whether political or financial crises and even Health, which naturally affects the reality of organizations and threatens their survival and continuity. And that these changes may occur suddenly, which leads to putting the organization in a state of confusion indicating the existence of an abnormal defect, and in this case requires a high strategic flexibility capable of managing that crisis.

RESEARCH PRACTICAL PART

First: The Concept and Definition of Crisis Management

With the increasing frequency and complexity of organizational crises, the need for planned efforts to mitigate crisis events has become a critical need and a source of serious concern for organizations. It is also important to learn quickly from the crisis events that occur. Here, organizational crisis management is understood as a series of actions taken to maintain or resume business operations, reduce stakeholder loss, and use

learning to improve crisis management processes (Wang et al, 2009: 5).

The characteristics of crisis management are characterized by several unambiguous advantages, namely:

1. It develops from emergency preparedness, and consists of four main interrelated activities: prevention, preparedness, response and review, with the aim of preventing crises and reducing and containing the damage they cause (Coombs, 2012: 5).
2. It consists of the sum total of common employee activities, along with diverse stakeholders, to effectively avoid crises or manage those from which they occur (Pearson, Clair, 1998: 61).
3. It is an evolutionary and complex process consisting of activities based on organizational structure, culture and politics within the organization (Carmeli & Schaubroek, 2008: 180).
4. They form part of good corporate practice (Lockwood, 2005: 3).
5. It is important to overcome threats and reduce the role of crises on organizations (Sapriel, 2003: 349).
6. It is the appropriate response to crises, and that it has a pivotal role in determining the success of the

organization from its failure (Spillan & Hough, 2003: 400).

7. It assumes that the crisis can be managed before, during and after the crisis (Parnell et al, 2010: 111).
8. It is an important strategic factor for organizational success (Light, 2008: 57).
9. It can be viewed as a set of activities aimed at predicting or identifying potential business crises, improving prevention measures, or reducing the consequences of crises (Preble, 1997: 777).
10. According to what has been mentioned, the term effective crisis management is important to understand and distinguish so that the organization can know the options available to it when dealing with crises, in order to avoid potential crises and reduce their duration and effects (Pearson, Clair, 1998: 61).

Crisis management is defined as the strategies, processes and measures that are planned and implemented to deal with the crisis. (Glaesser, 2006: 23).

Second. Crisis management requirements

Coombs (2006), (Bernstein, 2011), (Barton, 2001) argued that dealing with a crisis situation is primarily about communication, as often the success rate of an organization

coming out with the least amount of damage depends on what and how it communicates. Given this importance, communication in crisis management has its own literature, and here the function of communication falls on the trained public relations practitioners in crisis management teams, the function of conducting communication and communication in crises, the organization (Bakis, 2018: 528).

In the same regard, he argued (Sellnow & Seeger, 2013: 14) that successful communication is critical to overcoming crisis problems within the organization, as indicated (Jaques, 2011: 10) that clarity and accuracy are required in crisis communications, as the culture of openness and communication acquires a special importance in Organization in times of crisis in such a way that the advantages of effective crisis management are reflected in improved reputation, improved organizational culture, and employee collaboration and creativity.

Also, (Abbawi, 2007: 54) identified a number of factors that contribute to the success or failure of crisis management, pointing out that there are many requirements for crisis management, which are:

1. **Planning:** That the process of making and making decisions in the organization stems from a planning process and not from improvisation, randomness and chaos.
2. **Simplifying the procedures:** by setting regulations and instructions that ensure avoidance of everything that would complicate matters and create confusion and misunderstanding in the organization.
3. **Coordination and Cooperation:** Coordination and cooperation between the crisis management team and the rest of the departments and members of teams, departments and other administrative levels.
4. **Permanent presence:** The permanent presence of members of the crisis management team in crisis management positions to ensure that they are informed of all relevant developments, and enable them to meet all other requirements of the nation's management.
5. **Delegating authority:** It is crucial for crisis management in order to divide tasks, prevent wasting time and ensure results are achieved by delegating powers and authorities to others and motivating them to carry out work at the required level.

Third. The dimensions of crisis management

1. Awareness of the crisis: the crisis is a state of tension and a turning point that requires a decision that results in new situations, whether negative or positive. These decisions affect the various related entities (Al-Zwaili, 2011: 2), and the administration plays a major role in realizing the crisis and containing it in the appropriate time, and that Through: (Alwan, 2016: 83)

- A. Determine the nature of the crisis to identify it.
- B. Establishment of administration and control to control the crisis.
- C. Mobilizing the energies and capabilities necessary to deal with the crisis.
- D. Providing a database to know the characteristics and history of the crisis.
- E. Determine the targets to be attacked in the context of the crisis according to the weakest or according to the strongest to overcome the crisis.

And. Defining tasks and delegating powers to apply flexibility in decisions.

2. **Crisis management system:** The effectiveness of crisis management is represented by the organization's ability to raise the level of vigilance, and continuity through education, repeated training,

development, control, audit and inspection, and thus its ability to prepare for the crisis by taking measures to reduce potential losses resulting from the crisis, taking into account that there are two types of preparedness For the crisis, the first is the preparedness designed for crises in general, and the second is the preparedness for a specific and specific nation (Ping, 2011: 8-11), and all researchers in the field of crisis management stress the importance of planning to confront the crisis by focusing on important issues such as detection, prevention, preparation, containment and recovery (Rasheed et al., 2020: 81).

2. Crisis management system: The effectiveness of crisis management is represented by the organization's ability to raise the level of vigilance, and continuity through education, repeated training, development, control, audit and inspection, and thus its ability to prepare for the crisis by taking measures to reduce potential losses resulting from the crisis, taking into account that there are two types of preparedness For the crisis, the first is the preparedness designed for crises in general, and the second is the preparedness for a specific and specific nation (Ping, 2011: 8-11), and all researchers in the field of crisis management stress the importance of planning to confront the crisis by focusing on important issues such as detection,

prevention, preparation, containment and recovery (Rasheed et al., 2020: 81). In order to effectively manage the crisis and overcome it, there must be a system to manage it. The system consists of input, processing, output and feedback, through communication, communication and information management by the organization's management, as well as control, coordination and management of logistics services (Tagarev & Ratchev, 2020: 15th).

3. Implementation of crisis management and communications: Communication has existed since human existence, as it is one of the most important basic elements in human interaction, and the reality that should be focused and understood. The main principle of communication in crises is not to isolate, in the event of a crisis or a problem, and communication is the most effective thing in crisis conditions. Communication represents a vital component in the life of any organization in normal working conditions, it becomes more important in crises (Salman and Mahawi, 2016: 191), We can explain communication and information flow here as the delivery of the required quantity and type of information in a timely manner to the decision maker in order to be able to overcome the crisis and manage it successfully and effectively (Awda, 2008: 42). A communication system must be

available that is streamlined and accurate, in addition to speed, to allow the flow of information from all administrative levels (Al-Khudairi, 2003: 250).

After reviewing the variables and dimensions of the research, the researcher

concluded the hypothetical scheme, which represents the relationship between (strategic resilience and crisis management), as shown in Figure (1) below.

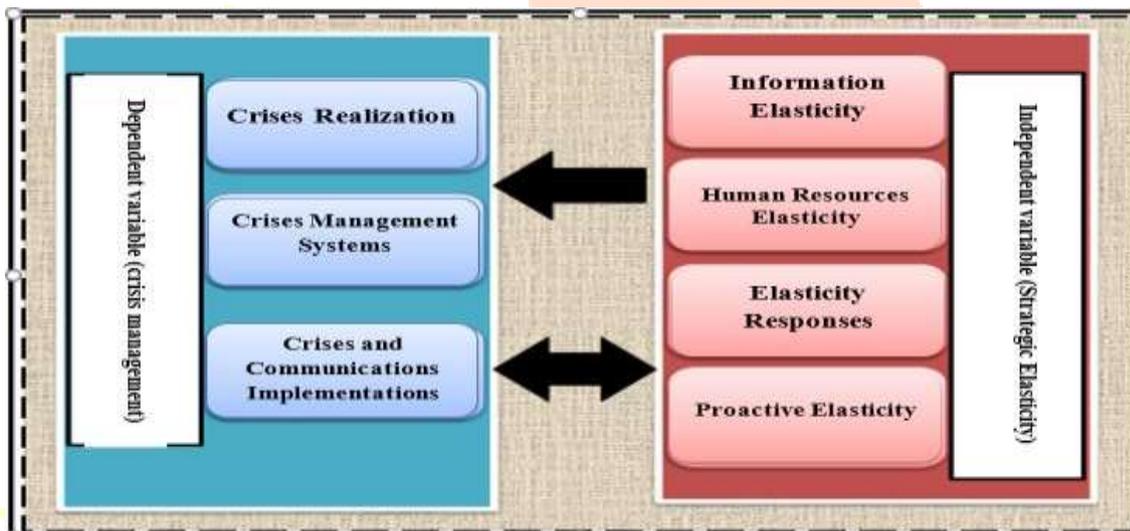


Figure (1) The hypothesis of the research

This variable achieved in the research sample in the Directorate of Human Resources Management of the Ministry of Interior an arithmetic mean of (3.66) and a good level and a standard deviation of (1.00), which indicates the existence of a good effectiveness of the Directorate of Human Resources Management of the Ministry of Interior in managing the organizational crises it faces, especially in terms of (decision speed response, communication and information flow, mobilization and resource

mobilization). Through the research answers, we find that the arithmetic means of the variable are close, and so is the case with the standard deviations.

Awareness of the crisis: According to the hypothetical research model, the realization of the crisis was adopted as one of the dimensions of crisis management, as Table (1) shows the recurring distributions of the sample answers, their percentages, the arithmetic mean and the standard deviation of those answers. Communication channels

for settlement with governmental and regulatory bodies) with a value of (3.85), a good level, a standard deviation (0.80), and a coefficient of variation (20.78%), which indicates the existence of many and varied teams that are prepared for crises related to the work of the Ministry. Although paragraph (8) (the Directorate anticipates in advance that there will be casualties from citizens once the crisis occurs) came as the lowest paragraph, it came with an arithmetic mean (3.31), an average level, a standard deviation (0.96) and a relatively high coefficient of variation of (29%), which indicates On the directorate's expectation of casualties when the crisis occurs, but in total it came after realizing the crisis with an

arithmetic mean (3.66), a good level and a standard deviation (0.89). The coefficient of variation for this dimension reached (24.35%), which indicates an acceptable speed in emergency response decisions but it is not at the level of ambition, according to the researcher's opinion. As the nature of the directorate's work resulting in the protection of citizens, the directorate's reaction to urgent matters should be very high in order to prevent the loss of lives, as there was a percentage of approximately (27%) who believed that the directorate did not have a high reaction to crises, which is a high percentage that needs to be reviewed by the before the administration.

Table (1) Statistical description of the answers of the researched sample about the realization of the crisis

Relative importance	Variation coefficient	standard deviation	middle of my account	Likert scale					vertebrae	
				5	4	3	2	1		
				Totally agree	Agreed	neutral	I do not agree	I don't totally agree		
%76.6	%21.15	1.8	3.83	27	103	25	14	1	N S	1. Crisis management is not a standalone activity but is implemented as part of management activities.
				%15.9	%60.6	%14.7	%8.2	0.6 %		
%75.8	%22.43	.85	3.79	28	95	34	10	3	N S	2. Crisis management is

					%16.5	%55.9	%20.0	%5.9	1.8 %	%	characterized by the fact that it includes many activities of management, including prevention activities.
%73.2	%25.96	.95	3.66	27	84	40	13	6	N S	%	3. Employees know very well the types of crises that can happen to the directorate.
				%15.9	%49.4	%23.5	%7.6	3.5 %			
%75.0	%22.93	.86	3.75	26	91	41	8	4	N S	%	4.The Director ate has criteria that can distinguish the type of crises that may occur.
				%15.3	%53.5	%24.1	%4.7	2.4 %			
%72.4	%23.76	.86	3.62	22	78	56	11	3	N S	%	5.The Crisis Management Manual defines individuals and their duties during the crisis phase
				%12.9	%45.9	%32.9	%6.5	1.8 %			
%73.8	%23.58	.87	3.69	24	86	48	7	5	N S	%	6 . The Directorat e is able to distinguish the type of difficulties according to the stage when carrying out crisis management activities.
				%14.1	%50.6	%28.2	%4.1	2.9 %			
%73.6	%25.27	.93	3.68	27	83	43	12	5	N S	%	7.Citizens participate in cooperation with the concerned authorities in facing the crisis.
				%15.9	%48.8	%25.3	%7.1	2.9 %			
%66.2	%29.00	.96	3.31	16	61	55	35	3	N S	%	8.The Directorate anticipates in advance that there will be casualties from the citizens as
				%9.4	%35.9	%32.4	20.6 %	1.8 %			

											soon as the crisis occurs.
%69.2	%28.61	.99	3.46	21	74	39	34	2	N	%	9 .The Directorate anticipates in advance that citizens will hinder the work of managing the crisis.
				%12.4	%43.5	%22.9	20.0 %	1.2 %	S		
%77.0	%20.78	.80	3.85	32	90	39	8	1	N	%	10.Towns communication channels Directorate settlement with government bodies and regulatory.
				%18.8	%52.9	%22.9	%4.7	0.6 %	S		
%73.3		%24.35	.89	3.66	Total awareness of the crisis						

2. Crisis Management System

Through the search results researcher found that the highest value after the system of crisis management has come to paragraph) (6 1) confirming the Directorate on internal communication and external communication (and a mean (3.8 (8 and a good standard deviation standard (0.79)and coefficient of variation was ,(% 20.36) which indicates the existence of adequate knowledge about the volume of information possessed by the directorate through internal communication between the divisions of the directorate and between external communication, that is, between other directorates of the Ministry of Interior . And the lowest value came to paragraph) (2 1)owns the Directorate's budget crisis management (and mean (3.4 (5 and a good standard deviation standard (1.05) and a factor of high variation (%30.43) This indicates the existence of a budget like any government department , but there is no allocation of financial a specific crisis management either in total , we find that the value of crisis management system has come a good standard and central arithmetic (3 (71 .and deviation standard (0.91)and coefficient of variation , (%24.66) which indicates the presence of a good interest by the Directorate of the crisis management system of the Directorate and has the resources adequate and good at the time of crisis as it seeks to reduce the human and material losses suffered by employees at the time of the crisis through the actual and proper attention in the crisis management system, this refers to the availability of programs and plans adequate and ready for e management crisis in the Directorate works to review and develop them continuously.

Table : (2)Statistical description of the answers of the researched sample about the dimension of the crisis management system

Relative importance	Variation coefficient	standard deviation	middle of my account	Likert scale					vertebrae	
				5	4	3	2	1		
				Totally agree	Agreed	neutral	I do not agree	I don't totally agree		
%75.2	%25.00	.94	3.76	32	89	30	15th	4	NS	11.The Directorate has an intranet system that helps with internal communication.
				%18.8	%52.4	%17.6	%8.8	%2.4	%	
%69.0	%30.43	1.05	3.45	21	76	41	22	10	NS	12.The Directorate has a budget for crisis management.
				%12.4	%44.7	%24.1	%12.9	%5.9	%	
%75.0	%24.53	.92	3.75	33	83	35	17	2	NS	13.The directorate has a network backup system and a firewall system.
				%19.4	%48.8	%20.6	%10.0	%1.2	%	
%74.2	%23.99	.89	3.71	23	96	36	9	6	NS	14. The crisis management team compiled the various crises and management sections of the general organizational level.
				%13.5	%56.5	%21.2	%5.3	%3.5	%	
%73.2	%26.23	.96	3.66	30	76	45	14	5	NS	15. The staff knows their roles in the position of the crisis properly.
				%17.6	%44.7	%26.5	%8.2	%2.9	%	
%77.6	%20.36	.79	3.88	33	93	37	5	2	NS	16.The Directorate emphasizes internal and external communication.
				%19.4	%54.7	%21.8	%2.9	%1.2	%	
%76.4	%20.42	.78	3.82	24	104	31	9	2	NS	17.Senior management realizes that a crisis can occur in any part of the directorate.
				%14.1	%61.2	%18.2	%5.3	%1.2	%	
%75.0	%25.33	.95	3.75	33	84	37	10	6	NS	18. Directorate

				%19.4	%49.4	%21.8	%5.9	%3.5	%	has control of the media can scan / discover potential problems or crisis signals system.
%73.8	%25.20	.93	3.69	28	85	38	15th	4	NS	19. explore the Directorate of Public opinion regularly or continuously.
				%16.5	%50.0	%22.4	%8.8	%2.4	%	
%73.2	%25.14	.92	3.66	26	84	39	18	3	NS	20. Crisis information is reported to the crisis management team or senior management immediately.
				%15.3	%49.4	%22.9	%10.6	%1.8	%	
%74.3		%24.66	.91	3.71	Total crisis management system					

3. Implementation of crisis management and communications

The results presented in Table (3) show the frequency distributions, arithmetic means, and standard deviations of the crisis management and communication dimension ,which reflect the answers of the research sample .It came amid higher my account represented by paragraph) (21) **Directorate has a plan for crisis management and guide crises** (and mean (3.70) and a good standard deviation standard (0 (84 .and the value of coefficient of variation of .(%22.70)The lowest value came in paragraph) (29) **being included the role of the crisis team in the strategic management process of the organization as a whole** (.And mean (3 (46 .and a good standard deviation standard (0.91) The coefficient of variation have reached .(%26.30)But in total it has achieved after the crisis management and communications center of my account (3 (55 .and a good standard deviation standard (0.94) and coefficient of variation was , (%26.59) which indicates the presence of a good interest by the Directorate of communication system and the flow of information to the concerned authorities , as the The Directorate works on the flow of information to the concerned authorities, as information is distributed, stored and provided to managers, and all experiences of dealing with crises are being documented in order to take advantage of them in the future, through specialized communication centers in the Directorate that work to ensure the flow of information on crises .Which indicates the lack of dispersion of the answers of the sample and their agreement that the data and information of the Directorate are constantly updated in order to keep pace with everything that is new.

Table (3) Statistical description of the answers of the researched sample about the dimension of implementation of crisis management and communications

Relative importance	Variation coefficient	standard deviation	middle of my account	Likert scale					vertebrae	
				5	4	3	2	1		
				Totally agree	Agreed	neutral	I do not agree	I don't totally agree		
%74.0	%22.70	.84	3.70	22	91	45	8	4	NS	12. The Directorate has a crisis management plan and a guide for crises.
				%12.9	%53.5	%26.5	%4.7	%2.4	%	
%72.4	%26.80	.97	3.62	23	90	32	19	6	NS	13. The Directorate has an official spokesperson in the event of a crisis.
				%13.5	%52.9	%18.8	%11.2	%3.5	%	
%73.6	%25.27	.93	3.68	27	83	43	12	5	NS	14. The Directorate conducts a training or workshop for crisis management regularly.
				%15.9	%48.8	%25.3	%7.1	%2.9	%	
%70.8	%28.53	1.01	3.54	27	71	44	23	5	NS	15. The directorate conducts crisis simulations so that employees can handle the crisis well.
				%15.9	%41.8	%25.9	%13.5	%2.9	%	
%69.6	%29.60	1.03	3.48	23	71	52	13	11	NS	16. The Directorate understands the characteristics of journalists and the press well to prepare for crises, and to benefit from them in a normal situation.
				%13.5	%41.8	%30.6	%7.6	%6.5	%	
%69.8	%27.51	.96	3.49	18	81	41	26	4	NS	17. Directorate create the type of communication
				%10.6	%47.6	%24.1	%15.3	%2.4	%	

										activities through the target audience in crisis situations.
%70.4	%26.70	.94	3.52	17	85	42	21	5	NS	18.In the event of a crisis, the Directorate forms an integrated crisis management team immediately.
				%10.0	%50.0	%24.7	%12.4	%2.9	%	
%70.0	%26.57	.93	3.50	21	69	59	16	5	NS	19. There is a team in the directorate that collects and deals with internal/external signs of crisis symptoms.
				%12.4	%40.6	%34.7	%9.4	%2.9	%	
%69.2	%26.30	.91	3.46	14	81	48	23	4	NS	20.The role of the crisis team is included in the strategic management process of the organization as a whole.
				%8.2	%47.6	%28.2	%13.5	%2.4	%	
%70.2	%25.93	.91	3.51	17	78	55	14	6	NS	21. The Directorate has media lists (database) to deal with correspondents in crises.
				%10.0	%45.9	%32.4	%8.2	%3.5	%	
%71.1	%26.59	.94	553.	Total implementation of crisis management and communications						

And for the purpose of the order of importance to the dimensions of the changing of crisis management, was the use of the coefficient of variation based on the arithmetic mean and standard deviation ,and the table (4) shows that after the crisis management system was the least fragmented in terms of the sample answers , as a large percentage of the sample were in agreement about After the crisis management system .While we find that the T scatters has slightly risen around after realizing the crisis as it came more fragmented in terms of the sample answers about the dimensions of crisis management and in the last place was after the implementation of crisis management and communication.

Table (4) order of importance for the dimensions of crisis management according to the arithmetic mean and the relative importance

Ranking	Relative Importance	Variation % Coefficient	Standard Deviation	Arithmetic Mean	Crisis Management	Ns
The Second	%73.3	%24.35	.89	3.66	Realizing The Crisis	1
The First	%74.3	%24.66	.91	3.71	Crisis Management System	2
The Third	%71.1	%26.59	.94	553.	Crisis Management Implementation And Communication	3
	%72.9	%25.2	0.91	3.64	Crisis Management	

CONCLUSIONS

The researcher reached a number of conclusions, which can be explained as follows:

1. Strategic flexibility and its dimensions (information flexibility, human resource flexibility, response flexibility, proactive flexibility) are positively related to crisis management, because it has a good level of information flexibility that enables it to address and prepare for crises, as well as the ability of managers to deal with crises by training them to face the most difficult circumstances.
2. Strategic flexibility contributes positively to crisis management in the Directorate of Human Resources Management, due to its ability to adapt and deal with various crises, even if this is not at the level of ambition, as there are crises that are not controlled and factors overlap.
3. Human Resources Directorate is constantly archiving information to retrieve it when needed.
4. The employees of the Human Resources Directorate have the ability to adapt to various environmental variables.
5. The Human Resources Directorate continuously conducts training and crisis management workshop on a regular basis.

RECOMMENDATIONS

Based on the conclusions reached, the researcher recommends the following:

1. The necessity of having information protection programs and collecting them in an orderly manner to benefit from them later in strengthening their information systems to develop their services, as well as organizing their communication horizontally and vertically between their departments and units, respectively, to achieve their goals of quickly adapting to changing environmental conditions and facing crises.
2. The use of experts and specialists from outside the institution when forming a crisis management team.
3. The researcher recommends the researched directorate to provide an advanced information base on the expected crises and disasters, based on modern information technologies.
4. The directorate in question should provide training and development programs in order to perform the job tasks efficiently and effectively by benefiting from the successful experiences of countries in crisis management.
5. The necessity of allocating a sum of money, as well as allocating sufficient and good resources when crises occur. It also seeks to reduce human and material losses to workers when the crisis occurs through actual and correct attention in the crisis management system.

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