

Impact of Strategic Human Resource Management on Enhancing Crisis Management.

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Abstract

This study aims to demonstrate the impact of strategic human resource management on enhancing organizations' ability to effectively manage crises. The importance of this topic stems from the increasing challenges and crises facing organizations in contemporary work environments, necessitating the adoption of strategic management practices capable of raising the level of organizational preparedness and rapid crisis response. Strategic human resource management is considered one of the most important tools that helps organizations develop their human and organizational capabilities, thus achieving stability and continuity of performance during crises. Management literature indicates that strategic human resource management contributes to supporting crisis management through several key avenues, most notably developing employee skills and enhancing their decision-making abilities in emergency situations, strengthening organizational communication systems within the institution, and supporting effective leadership that encourages teamwork and cooperation among employees. This management also helps in preparing proactive crisis management plans, such as succession planning and establishing specialized crisis management teams, which contributes to reducing the negative impacts of crises on organizational performance. The study also emphasizes that investing in human resource training and development is a crucial factor in raising the level of efficiency and organizational preparedness, enabling employees to deal with crises efficiently and flexibly. Furthermore, adopting an organizational culture based on continuous learning and innovation contributes to enhancing an organization's ability to adapt to rapid changes in the work environment. The study concludes that strategic human resource management plays a pivotal role in strengthening crisis management within organizations by building qualified human capabilities, improving communication and organizational processes, and developing proactive crisis management plans. Therefore, organizations adopting a strategic approach to human resource management is a fundamental factor in enhancing their ability to confront crises and achieve organizational sustainability.

Keywords: Strategic human resource management, crisis management, organizational efficiency, strategic planning, organizational leadership, training and development, organizational communication.

Introduction:

In recent years, the world has witnessed numerous changes encompassing various aspects of political, economic, cultural, and social life (Noe et al., 2017). These changes can lead to successive crises that confront organizations and threaten their survival and continuity. Management systems have found themselves compelled to develop their methods and approaches to address these evolving situations, which carry with them boundless risks resulting from these explosive crises, all in pursuit of organizational goals (Binnashir-Alketbi et al., 2023). Human resources are considered the most important resource an organization possesses, especially as it adopts modern management concepts (Keeble & Ramsay & Armitage, 2010). They are the greatest force determining an organization's identity and future (Cooper et al., 2019). Therefore, it has become essential to increase the value and efficiency of these resources by managing them with a strategic vision aimed at supporting various activities that contribute to developing their skills and capabilities (Subramanian, 2017). This involves studying their behavior, understanding their motivation, goals, needs, and expectations (Ruparel et al., 2020). Furthermore, this helps identify ways to achieve appropriate changes in this behavior, encouraging and motivating these resources to exert more effort and contribute to the benefit of the organization they work for. Ultimately, this leads to a workforce characterized by outstanding skills, loyalty, and a sense of belonging. This is confirmed by recent studies and experiences, which show that qualified human resources and their positive behavior in the work environment are the main drivers of change and innovation in organizations (Al-Jaafari & Muhammad, 2019: 8). Human resource management and crisis management effectiveness have gained significant importance due to the former's role in leading employees as essential elements of the organization's work and as an invaluable asset (Vinay Ojha et al., 2018). Thus, human resource management plays a strategic role for the organization. As for crisis management effectiveness, its importance has increased because it is the management responsible for pre-planned contingency measures and the ability to respond quickly to organizations (Bayraktar & Şencan, 2017).

This must be supported by leadership, information management, and communication capabilities to enable the organization to make quick strategic decisions within its environment, thereby allowing for recovery and protecting the organization's reputation and survival (Tweedie et al., 2019). Thus, crisis management effectiveness plays a strategic role for the organization. Therefore, organizations must achieve coherence and integration between the goals of these two departments and the organization's main goals in order to survive, continue, and maintain the organization's reputation (Poisat et al., 2018).

Research Methodology

This study adopted the descriptive-analytical approach (Habes et al., 2021, 2023; Habes, Al-Adwan, et al., 2022; Habes, Ali, et al., 2022) deemed suitable for examining the relationships between organizational variables and analyzing the impact of human resource training on job performance. This approach aims to accurately describe the phenomenon under study and analyze the relationship between the independent variable, human resource training, and the dependent variable, job performance, through the collection and analysis of field data using appropriate statistical methods (Habes et al. 2020).

Literature review

Human resources are considered the primary asset of all organizations. While physical capital and natural resources are important and necessary, they ultimately rely on a competent, well-trained, and prepared workforce (O'Bryan & Casey, 2017). This has led organizations to dedicate a specialized human resources unit to oversee activities related to this element. This unit works to develop the necessary practices that contribute to achieving the organization's goals and objectives (Alqarni et al., 2023). Material, human, technological, and informational resources all contribute to organizations achieving their objectives (Tewari & Pant, 2020). Undoubtedly, all these assets are crucial to the success and effectiveness of an organization. However, human resources are considered the most important asset today because the performance of other assets is directly linked to their performance (Gorman et al., 2017). The efficiency and effectiveness of human resources determine the level of activity in various functions within the organization. Therefore, managing these resources is one of the most challenging and critical objectives of modern management (Shet, 2020). The field of human resource management has enjoyed a prominent position over the past two decades, both in academic literature and as a center of management practice (Marwat et al., 2011). This is generally because human resource management is integrated into the strategic management process, leading to the emergence of a new discipline known as human resource management (Alqahtani et al., 2023). The goal of human resource management is the effective application of human resources to meet the strategic requirements and objectives of organizations. While traditional human resource concepts emphasize functional and sub-functional specialization and focus on individual competence, human resource management focuses on the overall contribution of the company, overall effectiveness, and the integration of functions. The key feature of strategic human resource management is the concept of relevance or integration (Stavrou et al., 2007). Strategic Human Resource Management (SHRM) represents a relatively new shift in the field of human resource management. Today,

SHRM is more popular than ever. However, SHRM is not a completely new and revolutionary field. Its roots can be traced back to the mid-1950s. More specifically, the birth of SHRM came in the early 1980s through the article by Wright and McMahan (2011) which was dedicated to exploring the relationship between business strategy and human resources on a large scale. Although SHRM became popular in the 1980s, the concept of SHRM was launched in the mid-1970s (Collings & Mellahi, 2009).

The Concept of Strategic Human Resource Management:

The fundamental characteristic of strategic human resource management is the concept of alignment or integration (Haak-Saheem & Darwish, 2021). In this regard, two types of alignment can be interpreted as vertical alignment and horizontal alignment. While vertical alignment involves aligning human resource management practices with the organization's strategic management process, horizontal alignment means the congruence between different human resource management practices. Therefore, vertical alignment relates to aspects of the entire organization, while horizontal alignment relates to the human resource management function within the organization (Hmoud & Varallyai, 2023). There are several definitions of strategic human resource management, including one defined by (Tumasjan et al., 2020) as a distinctive management style that views the organization holistically in an attempt to maximize its competitive advantage, enabling it to excel in the market and occupy a strong competitive position. This is achieved by making strategic decisions that consider current opportunities and challenges while simultaneously anticipating and preparing for the future. (Harris et al., 2020) considers the concept of strategic management to be a developmental process that maintains the relationship between the organization and its operating environment. This is achieved through developing or defining goals, objectives, growth strategies, and business portfolio plans related to all the operations or activities undertaken by the organization. Cunha et al. (2020) believes that the purpose of adopting the strategic management concept is to help the organization allocate its resources in a way that enables it to achieve a competitive advantage. A strategic perspective helps balance the concepts of efficiency and effectiveness (Banmairuoy et al., 2022). It is noteworthy that two types of resources available to management—organizational resources and human resources—are directly linked to the human resource management function. Strategic management consists of the organization taking actions related to analysis, decision-making, and control in an effort to create and maintain competitive advantages. Strategic human resource management is defined as a strategic asset that contributes to the success of organizations. It aligns human resource management with the organization's strategic content and human resource strategy. Strategic human resource management focuses on establishing and implementing human resource practices that ensure individuals contribute to organizational goals (Nzonzo & du Plessis, 2020). Integrating human resources into strategy has become essential for improving efficiency, but it is also crucial for organizations to take actions that contribute to increased effectiveness (Sharif & Ghodoosi, 2022). The relationship between human resource management and strategy has evolved with changes in the strategic paradigm and the role of human capital. Traditionally, strategy is defined as a set of decision-making criteria chosen by managers to determine and structure the company's activities over the long term (Amin, 2022). Strategic human resource management is defined as proactive human resource management that aligns human resource strategy with the organization's overall strategy to achieve organizational goals, improve performance, and gain a competitive advantage. It also encompasses a set of activities that influence and motivate individuals to design and implement the organization's strategic needs (Bibu et al., 2015, p. 669).

The importance of strategic human resource management:

The role of human resources is confirmed in that the organization's workforce provides it with a clear competitive advantage, and thus supports its ability to grow, expand and continue. The concept of human resource management has recently developed at the macro and micro levels. At the national level, human resources have become the source of competitive advantages that achieve the highest rates of productivity, innovation, exports and GDP. At the micro organizational level, the human resource management function has become one of the most important functions responsible for achieving competitive positions at the local and sectoral levels and ensuring growth, expansion, creativity and customer service (Al-Shammari, 2017). Strategic management considers the return on investment in human resources in the long term through strategic human resource planning, effective organization through error-preventive control, motivation and incentives, optimal employee selection, efficient recruitment, and integrated development and training (Amara & Al-Khalidi, 2022). The philosophy of strategic human resource management is based on the organization trying to establish a strategic human resource structure in order to achieve its goals, and the organization trying to reconcile the challenges (internal and external) with the human resources it has to adapt to environmental changes, and to align human resource management with the factors of change surrounding the organization (Qala'i & Kantour, 2022).

Requirements for Implementing a Human Resource Management Strategy:

To implement a human resource management strategy, which clarifies the relationship between human resources and the organization's strategic objectives to improve its performance, several requirements must be met (Al-Lafi, 2018): A strategic planning process is essential, guiding the organization toward a clear vision for the future through a defined mission, prioritization, and goal setting. A clear list of strategic objectives is necessary; these objectives, resulting from the planning process, provide the organization with a sound guide for effective human resource performance (Mahmood, 2022). A correlation exists between human resource practices and the organization's strategic objectives (Al-Shammari, 2024). The role and structure of human resource management must be modified through changes in job design, organizational development, and employee motivation. Attention must be paid to building strategic unity, which refers to the degree of participation of the organization's stakeholders—both internal (employees) and external (customers, shareholders, etc.)—in the core values and assumptions of the organization (Flöthmann et al., 2018).

Crisis Management

The emergence of management is linked to the existence of humankind on this earth, and it has become an essential part of the accumulated sciences throughout different eras (Boiral et al., 2021). It is indispensable for organizing their collective efforts to meet their needs and achieve their goals. Hence, the human need for management emerged, which became the supporting element that permeates all aspects of human activity (Yusef, 2016). However, the importance of management in the modern era has increased due to the important role it plays in the success or failure of societal institutions of all types and purposes. No business or institution can succeed without successful management. Because management represents the tool for guiding nations and peoples to achieve their goals in the present and future, especially in light of the rapid changes resulting from the use of technology and the trend towards specialization (Al-Titi, 2016: 21). Humans in the current era live in a world where problems causing crises are increasing, whether on a personal, professional, or global level. Crises take many forms depending on their causes and severity, impacting the environment and potentially leading to material and human losses. Despite the development of crisis monitoring and forecasting systems, these tools do not prevent crises from occurring, but they do contribute to some extent to mitigating their destructive and devastating effects on the work of the organization. Therefore, dealing with crises before, during, and after they occur requires an integrated system of communication and information, in addition to the availability of leadership personnel capable of improving the utilization of available capabilities and resources. The organization, and working to create the organizational climate in order to predict expected crises and deal with them quickly when they occur (Nasr, 2017: 18).

Management and Crisis Management

Management emerged through the individual's organization of his affairs and the affairs of his family, which is governed by a group of individuals who cooperate in matters that concern and benefit them, in order to overcome the difficulties they face (Alhazmi et al., 2026; Attar et al., 2026; Safori et al., 2023). Management has existed since human societies began their lives on this planet, working to invest their resources by defining their activities, until the time of the birth of management - as a science with its principles and theories - came, which was specifically at the

beginning of the twentieth century; The first concept of management appeared on a scientific basis, until it moved to the fields of education (Al-Marri, 2014). The concept of management appeared in the field of industry at the beginning of the twentieth century, where it is considered one of the early scientific concepts that is considered a pioneer of this trend according to (Frederick Taylor), who is nicknamed the father of scientific management. His interest was focused on studying the efficiency of performance and saving the effort expended in physical work. This scientific trend in the management of industry and business was reflected in the concept of educational management, which adopted for itself a similar theoretical framework (Tahat et al., 2023). The behavioral school quickly appeared at the hands of Elton Mayo, whose focus was on the human factor. Individual motivations provide management with a basis for identifying the problems facing employees within an organization. Management aimed to reconcile the satisfaction of diverse human needs with the achievement of organizational goals (Al-Deeb, 2014). The systems theory emerged, defining the organization as a social system designed to achieve specific objectives. This system operates within an environment or community from which it obtains its resources and basic inputs. It then transforms or processes these inputs and presents them to society as outputs. In other words, systems theory focuses on studying the overall structure (internal and external) of the organization rather than concentrating on its individual parts. It also clarifies the multiple and interconnected relationships between subsystems (Salem, 2015). Crises are an integral part of the fabric of human life in any society and a defining characteristic of modern life. The need to deal with crises has increased, especially in the current era, whether they are economic, social, administrative, or educational crises. Some have even dubbed our current era the "age of crises," and the term "crisis" has become commonplace in our everyday language, as in "the education crisis" and other similar crises. Crises are a phenomenon that almost no organization or institution is free from, be it a country, a school, or a family (Al Adwan et al., 2023). Humans are exposed to many crises that have direct or indirect economic, social, and psychological effects (Ambaw, 2019). The concept of crisis management also refers to several meanings and concepts, including planning to prevent crises from occurring, developing plans to respond to a crisis when it occurs, and mitigating its effects (Habas & Abu Alasal, 2025). Although this concept is prevalent in the field of international relations, it has expanded to encompass all aspects of life. Life, States, and Organizations (Habes et al., 2023).

The Role of Human Resource Management in Crisis Management:

In a world rife with crises and ongoing risks, human resource management becomes more crucial than ever. Organizations in the field are exposed to numerous crises that can impact their performance and ability to fulfill their tasks effectively. To mitigate these crises and risks, many leaders and managers resort to crisis management. This process involves continuous planning to address potential crises through the analysis of various indicators that affect performance and disrupt organizational progress (Gibbons, 2020). The role of human resource management in crisis and risk management in the workplace helps reduce the financial and operational costs resulting from various crises. Therefore, every manager and leader in the field must strengthen crisis and risk management to achieve success and excellence in their respective field or location. Furthermore, the role of human resource management in crisis management is vital for the continuity of any organization or institution (Aldhafri & Ayyad, 2022). During crises, the responsibility for organizing work and managing employees falls largely on human resources management, which plays a key role in avoiding potential losses and ensuring the continuity of operational productivity (Binnashir-Alketbi et al., 2023).

Stages of Establishing and Preparing a Strategic Human Resources Management for Crisis Management:

It is evident that the process of establishing and preparing a strategic human resources management involves several stages, which can serve as a mechanism for the Palestinian Red Crescent Society to address (Al-Shehhi et al., 2020; Bye, 2020; Rahi et al., 2020). These stages are (Boin et al., 2016) his involves analyzing the organization's external environment, identifying opportunities to be exploited and threats to be avoided, as well as the organization's internal environment, identifying strengths that can be used to capitalize on opportunities in the external environment or to counter threats (Tailab, 2020). It also includes identifying weaknesses that must be improved and strengthened if the organization has the necessary resources and capabilities. Some of the organization's strengths and weaknesses relate to its human resources. Every activity strategy is assessed, reviewed, and evaluated from the perspective of human resources, financial aspects, marketing, and other functional areas within the organization. Human resources managers also analyze the gap between the required and available workforce to identify the organization's strengths, weaknesses, and constraints related to human resources before providing the necessary data for strategy design. Some available and implementable activity strategies include diversification strategy, technical quality leadership strategy, functional quality leadership strategy, cost leadership strategy, and strategy for focusing on a specific market segment (Kanakaner et al., 2020; Montesi, 2021).

discussion

Strategic human resource management is a crucial factor in enhancing an organization's ability to effectively manage crises. It contributes to building the organizational and human capacities necessary to deal with emergencies and unforeseen changes. Strategic human resource management is not limited to traditional personnel management; rather, it focuses on aligning human resource policies with the organization's strategic objectives, thereby strengthening its preparedness to confront and manage crises efficiently. Strategic human resource management contributes to developing employees' skills and crisis management capabilities through continuous training and development programs, such as training in risk management, decision-making in emergency situations, and working under pressure. These programs help prepare a workforce capable of responding quickly and effectively to crises, thus minimizing their negative impact on the organization. Furthermore, building an organizational culture based on learning and flexibility enhances employees' ability to adapt to sudden changes. Strategic human resource management also plays a vital role in promoting effective internal communication during crises. Clear communication channels between management and employees facilitate the rapid and transparent transfer of information, limit the spread of rumors, and increase trust within the organization. Furthermore, supportive leadership that encourages employee participation and collaboration contributes to more effective collective decision-making during crises. Strategic human resource management also helps in developing proactive crisis management plans, such as succession planning, defining roles and responsibilities in emergencies, and forming specialized crisis management teams. These measures ensure organizational preparedness, enabling the institution to respond quickly and minimize potential losses. Therefore, adopting a strategic human resource management approach significantly enhances an organization's ability to manage crises effectively by developing human resources, strengthening communication and leadership, and building proactive crisis response plans.

Conclusion and Recommendations

In light of the discussion on the impact of strategic human resource management on enhancing crisis management, it is clear that human resources represent the cornerstone of organizational success in confronting crises and various challenges. Organizations that adopt a strategic approach to managing their human resources are better equipped to adapt to sudden changes and handle emergencies efficiently and flexibly. Furthermore, the integration of human resource policies with the organization's strategic planning contributes to building organizational capabilities that enable rapid crisis response and mitigate their negative impacts. The discussion demonstrated that strategic human resource management contributes to strengthening crisis management by developing employee skills, enhancing organizational communication, supporting effective leadership, and establishing proactive plans to address potential crises. Investing in human resource training and development also contributes to raising the level of organizational preparedness and enhances employees' ability to make appropriate decisions in unstable conditions. Accordingly, a set of recommendations can be offered to enhance the role of strategic human resource management in crisis management. First, organizations must adopt a strategic approach to human resource management that links human resource policies with the organization's strategic objectives.

Secondly, attention should be given to developing specialized training programs in crisis management and decision-making in emergency situations, thereby enhancing the efficiency of employees in dealing with crises. Thirdly, an organizational culture based on cooperation and effective communication between different administrative levels should be fostered, contributing to the acceleration of information exchange during crises. It is also recommended to establish specialized crisis management teams within organizations and clearly define roles and responsibilities to ensure a rapid response when crises occur. Furthermore, the role of organizational leadership in supporting and motivating employees during crises should be strengthened, as this has a significant impact on maintaining the stability of organizational performance. In conclusion, the success of organizations in crisis management depends largely on the efficiency of strategic human resource management and its ability to prepare and guide human resources in accordance with the demands of the changing environment.

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