THE IMPACT OF HUMAN CAPITAL IN CRISIS MANAGEMENT: A CASE STUDY OF THE HEALTH AND INTERIOR MINISTRIES IN JORDAN

ABSTRACT OF THESIS

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This study aimed to identify the impact of human capital in crisis management in the health and interior ministries in Jordan. The significance of the study has even been provided, giving the reader an idea about how the paper would be beneficial for future studies as well. The limitations of the paper along with the research hypothesis have been provided that aids the researcher to undertake the analysis in an effective manner. The introduction section has even provided a research methodology and has explained various articles that would be beneficial for the reader to understand the topic and what other researchers who had undertaken similar researches previously, the principle of crisis management and its various phases are even cited in this section of the paper. The methods of crisis management and the obstacles related to it are even discussed in a structured manner. All these aspects have been discussed so that the crisis management process can be analyzed with respect to the country Jordan can be evaluated in an effective manner.

Based on the interpretations made from the first and second hypothesis it can be clearly seen that Leadership Practices and Workforce Optimization directly influences the efficiency of Crisis Management Activities, also the third hypothesis it can be clearly seen that Knowledge Accessibility directly influences the efficiency of Crisis Management Activities in Jordanian Health and Interior Ministries. The fourth hypothesis of the research has been able to show how Employee Engagement directly influences the efficiency of Crisis Management Activities in Jordanian Health and Interior Ministries. The fifth hypothesis of the study has been further able to depict that Learning Capacity directly influences the efficiency of Crisis Management Activities in Jordanian Health and Interior Ministries. Based on the considerations of the six hypothesis can be clearly stated that Human Capital Management directly influences the efficiency of Crisis Management Activities in Jordanian Health and Interior Ministries.

Research Problem

A number of prior research and studies have proved that the organization’s human capital leader’s perception of a crisis or risk along with their ability to handle the situation directly determines the effectiveness of that particular organization’s crisis
preparedness plans, prevention and reaction strategies and overall crisis management operations. Therefore, it is important for the human capital professionals to invest the adequate amount of money to develop the right set of skills and capabilities by providing a generic awareness and training on the methods and techniques of crisis management. However, the main goal of this study is to address the planning and decision – making aspects associated with the crisis management activities undertaken by the Health and Interior Ministries of Jordanian government and how they utilize their human capital development in this process. Organizations such as this can face many forms and types of crises including corporate scandals, terrorist attacks, natural disasters, disease outbreaks and so on, which are turn, may potentially threaten the sustainability as well as their ultimate survival. Hence, it is the role of the Human Resource Department to advance their responsibility in supporting the organization’s crisis management efforts by building a strong and efficient human capital capable of undertaking all the required actions.

**Significance of the Study**

Many organizations focus more on communications and public relations in order to deal with the negative consequences of organizational crises, as compared to their leadership responsibilities. This process, in turn, may result in a substantial lack in formal training as well as on the job experiences, which is important for organizations to prepare their executives to lead a crisis. In the present study, the researcher has tried to link the impact of leadership and human resource competencies with crisis management and efficient crisis management is significantly dependent on substantial investment in human capital and development of HR practices as well as its relationship with the organization’s performance and efficiency at each individual level. Furthermore, that inadequately educated labor force is one of the major problem is implementing a proper crisis management plan. The Jordanian governmental ministries require proper planning in terms of ensuring a well executable crisis plan. For this purpose, the study explores the impacts of human capital it has on managing such crises.
Objectives of the study:

- To understand the relationship of the human capital and organizational crisis management.
- To analyze the basic role of human capital in managing organizational crises.
- To analyze the individual factors of human capital that directly contribute towards the organization’s performance in times of crises.
- To evaluate human capital management, predict the crisis management performance in Jordanian Health and Interior Ministries.

Research Questions

In the present context, it is crucial to formulate the appropriate research questions for this particular study that are able to guide the researcher towards the desired direction so as to be able to discover adequate, relevant and useful information and thereby, reach to a successful conclusion. For achieving that particular purpose, the research questions as demonstrated below will be significantly useful:

- Is human capital positively related to organizational crisis management and planning activities?
- What is the basic role of human capital in managing organizational crises?
- What are the individual factors of human capital that directly contribute towards the organization’s performance in times of crises?
- How does human capital management predict the crisis management performance in Jordanian Health and Interior Ministries?

Research Hypotheses

Based on the nature of the study, the research hypotheses are formulated for carrying out the research in the most appropriate way. To be more precise, in order to assess the impact of human capital in managing crises, the hypotheses are to be formed as statements for speculating upon the outcome or result of this particular study. Based on the below mentioned hypotheses, the researcher analyzes the facts and theories of both human capital and crisis management, along with their relationship in the context
of the Health and Interior Ministries of Jordanian government. The hypotheses are pointed out below:

**H1:** Leadership Practices directly influences the efficiency of Crisis Management Activities in Jordanian Health and Interior Ministries

**H2:** Workforce Optimization directly influences the efficiency of Crisis Management Activities in Jordanian Health and Interior Ministries

**H3:** Knowledge Accessibility directly influences the efficiency of Crisis Management Activities in Jordanian Health and Interior Ministries

**H4:** Employee Engagement directly influences the efficiency of Crisis Management Activities in Jordanian Health and Interior Ministries

**H5:** Learning Capacity directly influences the efficiency of Crisis Management Activities in Jordanian Health and Interior Ministries

**H6:** Human Capital Management directly influences the efficiency of Crisis Management Activities in Jordanian Health and Interior Ministries

Therefore, the research hypotheses as formulated above will help the research in obtaining relevant and useful information associated with the topic under concern. However, for achieving this purpose, it is important to carry out a thorough and detailed investigation on all the major aspects of crisis management in order to understand its significance in a proper manner. For this reason, crisis management planning, preparedness, crises models and all related components have to studied to find the close connection with the human capital in the above-mentioned organizations.

**Research Methodology**

The research method selected for conducting this study follows a **Deductive Approach** based on the existing concepts and theories practiced on human capital and organizational crisis management. For this purpose, the study involves formulation of **Research Hypotheses** based on those existing theories.

After that, the selection of appropriate research strategy is taken into consideration, which is **Descriptive Design** for describing the distinct set of characteristics through
Quantitative Research. This method will be the most suitable one, as there is nothing to invent new. In more details, through this research study, any new theory or model will not be developed. It is about the analysis of the present relationship between the two variables and the impact of one upon another. A thorough Primary Data Collection process is undertaken in order to obtain relevant information through online survey. At the initial level of the research study, the background information regarding the research topic will be gathered from the review of the available literatures in the area of the human capital and crisis management. After that, the employees of the health and interior ministry will be the target people of the survey for collecting the quantitative data of the study.

Therefore, the specific Research Methodology utilized for the present purpose of the study makes use of secondary data following a Quantitative Approach to be able to describe and explain the relationship between human capital and crisis management. In relation to this context, how the human resources of the two ministry departments are associated with the crisis management and how they are affecting the scenario will be investigated by collecting the data from the target population.

Findings of Different Chapters

This work of the paper has provided an introduction to the research topic and provided an insight to human capital and how it has been discovered to be a valuable asset for any Sector. The first phase provided a highlight about the fact that how the organizations take care of their human capital and construct various strategies and policies that would be beneficial for the preserving the human capital and motivating them in order to bring out their output. The background of the topic is even provided in this section where the case history and various aspects have been with respect to the impact of human capital during crisis management. the research problem identifies the factors due to which the research paper has been constructed and tries to discover the solutions to the problems. The aims and objectives of the Research provided an access to the researcher to identify the process and goal that required to be accomplished and thereby initiates various action plans so that the objectives specified can be attained during the completion of this work. The significance of the study has even been provided, giving the reader an idea about how the paper would be beneficial for future
studies as well. The limitations of the paper along with the research hypothesis have been provided that aids the researcher to undertake the analysis in an effective manner. The introduction section has even provided a research methodology and has explained various articles that would be beneficial for the reader to understand the topic and what other researchers who had undertaken similar researches previously. The Second Phase of the Research provided a theoretical framework of crisis management with respect to the case scenario in Jordan. The Researcher has provided a description of crisis management and what is its effect and the risks related to it. This section provides the definition of crisis and how it has an impact on the level of human capital. The statements for and against crisis is even provided in this segment. The following point discusses about the differences between crisis and various other terms that are used by human beings during any issues or problems. Each and every one of them is explained so that they are differentiated from the meaning of crisis. The approaches for identifying the crisis and the process of diagnosis has even discussed in this Work. The causes for crisis are even explained so that the reader has sufficient idea about the crisis management. The various characteristics of crisis are even provided that would provide an idea to what type of management can be undertaken. The various kinds of crisis and their divisions have even been provided. The various levels of risks and their effect on each level is even was given out providing an idea to the researcher about how to handle such crisis at various levels. The difference between crisis management and management by crisis is given as these two aspects are completely different. The principle of crisis management and its various phases are even cited in this section of the Research. The methods of crisis management and the obstacles related to it are even discussed in a structured manner. All these aspects have been discussed so that the crisis management process can be analysed with respect to the country Jordan can be evaluated in an effective manner. The 3rd Phase is the third chapter of the Research that has explained the governmental system and the overall governmental structure in Jordan and the policies that have been framed in order to sustain the human capital and handle the crisis management as well as understand the impact on human capital due to crisis management. The ministry structure in a general view has even discussed so that every department of the ministry of Jordan and the structure that is followed by each and every
departments of ministry. An overview of the ministry of health is undertaken public health has been one of the significant areas of crisis management that directly impact the human capital. Each and every section associated with the ministry of health is explained so that role of every department can be disclosed. An overview of the ministry of interiors is even analyzed as this ministry deals with the internal affairs of the country and manages and strategizes plans to answer the crisis management and its impact on human capital. The 4th Phase consists of the data analysis section where answers of 200 respondents that have been gathered are discussed in detail and is compared with the hypothesis in order to reach a conclusion to the paper and the research problem. There has been a total of thirty questions that have been framed and these questions have been in relation to the six hypotheses that have been framed earlier in the Research. Each hypothesis has been relation to one of the factors and every one of them has been analysed with the help of descriptive statistics and pie charts for the same has been provided as well. The recommendation and the conclusion that has been provided with respect to this paper state that in case of a crisis, the communication level requires to be effective in order to tackle the situation. The use of a specific management style requires to be maintained in order to handle such situations and lower the negative impact on human capitals. The attitude of the manager is even a crucial aspect as it would id in satisfying the employees as well. The Research therefore concluded with the fact that effective crisis management can have a positive impact on the human capital. At the end of the work and Based on the interpreted result this has been seen that majority of the research population has agreed that proper communication from the leaders may be conducive in managing crisis situations. It has been further inferred that the management style followed by the managers are the important part of the crisis management. From the different types of interpretations made from the primary analysis it has been discerned that the various types of motivational activities of the managers have an influential role on crisis management. This is evident with 74% of the respondents strongly agreeing that the motivational activities have an important role on crisis management. The various depictions made from the study clearly shows how the research subjects has agreed that behaviors of the managers have a crucial role in management of the crisis with a total of 23% strongly agreeing and 53% agreeing to this fact. The various interpretations made from the study clearly show how
majority of the respondents have agreed that decision-making criteria have an influential role in crisis management. The various depictions made from the study, it has been clear that the respondents have mostly agreed that proper job assigning is conducive in crisis management situations. Most of the respondents have agreed that selection of the employer is important in overall crisis management.