

**The Impact of Human Recourses Management Strategies on Crisis Management Effectiveness: The Moderating Role of Authentic Leadership in Public joint stock companies.**

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### **Summary**

This study aimed to investigate the impact of human resources strategies on the effectiveness of crisis management: the moderation role of authentic leadership. A study was conducted on Public joint stock companies, the study adopted the quantitative approach through the descriptive analytical approach, the study population consisted of CEO's and Deputy CEO's in the Public joint stock companies in Jordan, which are (51) companies, and the study found a statistically significant effect at the level of statistical significance ( $\alpha \leq 0.05$ ) for human resources management strategies in crisis management through authentic leadership as a moderated variable in Jordanian Public joint stock companies.

**Keywords:** *HR Strategies, Crisis Management, Authentic Leadership, Public joint stock companies , Jordan.*

## 1. Introduction

The human resource is one of the most important elements of the capital owned by the organization, and even goes beyond that until the progress and development of organizations depends directly on the capabilities and abilities possessed by their human resources, so organizations today are required to develop and adopt the creative ideas of their employees and provide them with all forms of support and assistance to them to excel in various organizational aspects (Bader, et al., 2022), especially after the convergence and compatibility between markets and cultures. On the other hand, crises of all kinds, which have become a feature of the markets, need positive leadership with a holistic view, creative thinking skills, and the view of leadership has become different from what it was previously, especially in light of scientific and technological progress at the present time, so the original leadership style emerged to form a leadership trend aimed at improving the administrative, social, psychological, material and environmental conditions prevailing within the organization, which have a significant impact on functional and personal relations between workers in organizations (organizational climate). (Abu Al-Ghanam, et Al., 2013)

Successful financial performance is one of the most important goals of administrative leadership in productive companies, and rational leadership performance has a clear impact on the organization's functions, whether marketing, production, or financial, ..., etc., which in turn is reflected in the organization's competitive position vis-à-vis direct competitors, thus maintaining a strong competitive position. On the other hand, the other challenge facing organizations is the crises they face repeatedly, whether within the direct or indirect strategic environment.

## 2. Study problem and questions

The study problem lies in enhancing the effectiveness of crisis management in various organizations, whether service or productive, private or governmental, and the extent to which organizations realize the importance of building human resources strategies that contribute mainly to enhancing the effectiveness of crisis management, and the importance of having an authentic leadership that believes and supports efforts to benefit from the capabilities of human resources in facing their crises, and therefore the problem of the study can be summarized as the following main question:

- **"What is the impact of HR strategies in enhancing the effectiveness of crisis management with authentic leadership as a modified variable in Jordanian Public joint stock companies?"**

The main question is divided into the following sub-questions:

- **What is the reality of the practice of study variables in Jordanian Public joint stock companies?**
- **What is the relative importance of the study variables (human resources strategies, crisis management, and authentic leadership) from the point of view of those in charge of Jordanian Public joint stock companies?**

## 3. Study Module

Hypothetical module aims to clarify the logical relationships of the main and sub-variables set, as shown in Figure (1-1) below:

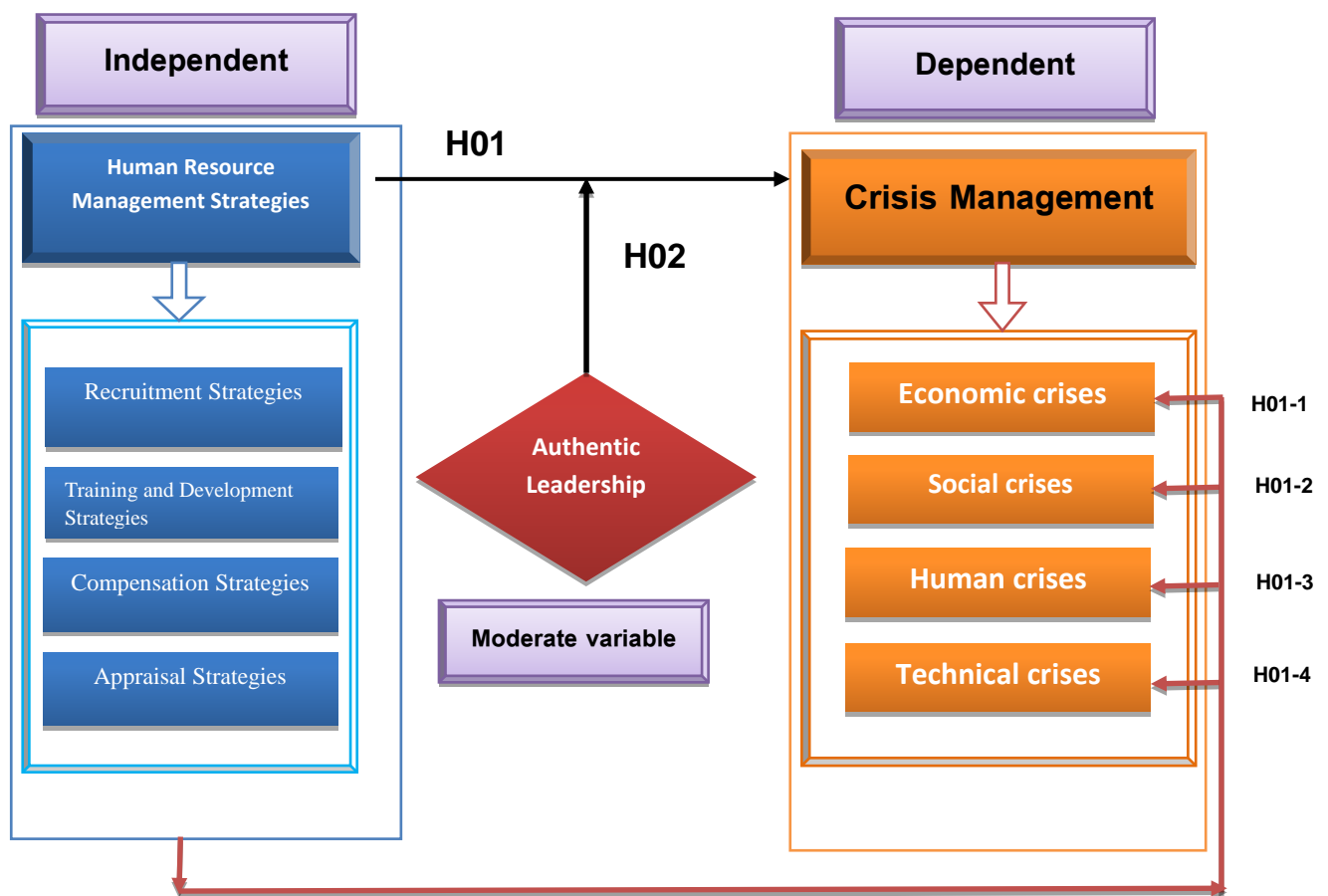


Figure (1) Study Model, Source: The researchers based on the following references:

- Dimensions of the dependent variable "crisis management": (Abu Fara, 2009), Garcia (2015).
- Dimensions of the independent variable "HR strategies": a study (Abu Baqar and Ertima, 2015), (Chana et. al 2021).
- Dimensions of the intermediate variable "authentic leadership": Purwanto et al. (2021), Mansi (2020).

#### 4. Study hypotheses

Within the framework of the problem, objectives and model of the study, the following main hypotheses were crystallized:

**H01:** "There is no statistically significant effect at the level of significant ( $\alpha \leq 0.05$ ) of human resources strategies and their dimensions (recruitment strategies, training and development strategies, compensation strategies, evaluation strategies) in crisis management in Jordanian Public joint stock companies.

The following sub-hypotheses emerge from this hypothesis:

**Sub-hypothesis:**

**Ho 1-1:** "There is no statistically significant effect at the level of significant ( $\alpha \leq 0.05$ ) Recruitment Strategies in Crisis Management in Jordanian Public joint stock companies.

**Ho 1-2:** "There is no statistically significant effect at the level of significant significance ( $\alpha \leq 0.05$ ) Training and Development Strategies in Crisis Management in Jordanian Public joint stock companies.

**Ho 1-3:** "There was no statistically significant effect at the level of significant significance ( $\alpha \leq 0.05$ ) Compensatory strategies in crisis management in Jordanian Public joint stock companies.

**Ho 1-4:** "There is no statistically significant effect at the level of significant significance ( $\alpha \leq 0.05$ ) Evaluation strategies in crisis management in Jordanian Public joint stock companies.

**H02:** "There is no statistically significant effect at the level of significant significance ( $\alpha \leq 0.05$ ) of human resources strategies in their combined dimensions (recruitment and recruitment strategies, training and development strategies, compensation strategies, evaluation strategies) in crisis management with the presence of authentic leadership as a modified variable in Jordanian Public joint stock companies.

## 5. Previous studies and literature review

The study referred to a number of previous studies related to the subject of the study, and one of the most prominent studies was the study of Chana et. al (2021), which aimed to reveal the link between strategic human resource management and crisis management through organizational resilience mediation, based on the theory of ordinary incidents, and applied to 176 human resources managers in textile companies in Pakistan. The results showed that human resource management is positively correlated with crisis management. The results also revealed that organizational flexibility plays A key role in facilitating the relationship between human resource management and crisis management. The study of Mathani et al. (2021) aimed to identify the role of strategic thinking in crisis management in its stages (signal detection stage, prevention and preparedness stage, damage containment and reduction, recovery of activity, learning) in the Irbid District Electricity Company. The study population consisted of (104) individuals occupying leadership and supervisory positions. The results of the study indicated that there is a role for strategic thinking with its basic elements on the stages of crisis management as a whole among workers in leadership and supervisory positions in the Irbid Governorate Electricity Company.. Purwanto et al. (2021) aimed to measure the impact of authentic leadership style on the innovative work behavior of a manufacturing company in Indonesia when psychological capital is an intermediate role. The study sample consisted of (213) individuals who were randomly drawn. The results of this study showed a positive impact of authentic leadership and psychological capital on innovative work behavior. As well as the existence of a positive role for psychological capital as a mediating variable between authentic leadership style and innovative work behavior.

study of Al-Mansi (2020), aimed to test the extent of differences between employees of the General Tax Authority in Dakahlia towards the degree of authentic leadership practice. The researcher used authentic leadership as an independent variable with its dimensions (self-awareness, balanced treatment, ethical perspective, and relational transparency) and bullying behaviors in the workplace as a dependent variable. The sample consisted of (314) employees. The results of the research were: There are substantial differences between employees' attitudes

in tasks in application towards the degree of authentic leadership practice according to age and experience. While the study of Al-Rumaidi and Talhi (2020) came to show the impact of applying the authentic leadership style on the situational work outputs in their dimensions (job satisfaction, organizational commitment, job integration, family-work conflict), behavioral work outcomes in their dimensions (organizational citizenship behaviors, creativity behavior), and performance work outputs (job performance, withdrawal from work) in Egyptian tourism companies category "A" in Cairo. The study sample included (700) individuals working in these companies. The results of the study indicated the significance of the impact of authentic leadership on the outputs of conciliatory work (job satisfaction, organizational commitment and job integration), while there was no moral impact on the family-work conflict, and the results also found a moral impact of authentic leadership on the behavioral work outputs in their combined dimensions, as well as the results found that there is a moral impact of authentic leadership on the performance work outputs represented in job performance, while the impact was not positive on withdrawing from work.

Sura I. Al-Ayed, 2019, which explored the impact of strategic HRM practices (the strategic value of HR practices, HR analytics and high-performance business practices) on organizational resilience (cognitive, behavioral and contextual dimensions) in private hospitals. The questionnaires were distributed to a random sample of 500 administrative staff working in private hospitals. The results confirmed that strategic HRM practices have a positive impact on organizational resilience. The results showed that the strategic value of HR practices was the most influential variable on organizational flexibility, followed by HR analytics, and then high-performance business practices. The study (Kendrick et. al, 2017) aimed to test the role of strategic human resource management (SHRM) activities in crisis management in two hospitals in Australia from a crisis management (CMT) perspective. The comparative case study approach was used, by comparing their annual reports, 'success' was expressed as the hospital's ability to integrate operations. Therefore, as a result of the study, it showed a gap in human resource management (HRM) in relation to successful integration, and showed that there is a lack of knowledge of successful human resource management in the context of health care.

The study of Al-Abbadi, Irtaimah, and Al-Abbadi (2017) aimed to identify the impact of strategic flexibility in its dimensions (capacity flexibility, resource flexibility, information flexibility, coordination flexibility) in crisis management in its dimensions (early warning signal detection, preparedness and prevention, damage containment, recovery of activity, learning) through electronic readiness, the questionnaire was distributed to a sample of (270) employees of supervisory and control positions in the Greater Amman Municipality, and the results of the study showed an impact of strategic flexibility in crisis management, and also showed the presence of The impact of strategic flexibility in its combined dimensions in crisis management with the presence of e-readiness as a modified variable. The study of Abu Baqr and Ertima (2015) aimed to identify the impact of the effectiveness of human resources management functions on the intelligence of the organization in Islamic banks operating in the presence of human resources information systems as an intermediate variable, and the banks were Jordan Islamic Bank, Arab Islamic, Jordan Dubai Islamic, and Al Rajhi. Where 230 questionnaires were distributed to employees in senior and middle management in these banks, and the study reached a number of results, the most prominent of which were: The existence of a significant impact of human resources management functions on the intelligence of the organization. The existence of

an indirect impact of human resources management functions on the intelligence of the organization through human resources information systems.

## **human resources management strategies**

Human resources management have become one of the jobs that directly support the competitive position and market share of the organization at various local and international levels, but reserving a distinctive and sustainable market share requires and requires the organization to adapt and harness its strategies towards the organization's tasks and objectives, whether from attracting, appointing, selecting, and evaluating (Saadi, 2018), and here it can be said that organizations must search for compatibility between the strategies of human resources functions and the strategies of the organization to the extent that ensures its continuity, growth and survival. It is (Human Resources Strategies) works to find solutions to the compatibility between the work of human resources and the problems of the organization itself and how to solve these problems in an appropriate way (Fahmi, 2014).

### **(1) The concept of human resources strategy**

The concept of strategy goes back to its Greek origin, which means "commander of the army", and this concept had developed later to enter the field of social, economic and administrative sciences, which did justice to this concept and entered its field from its widest doors (Cascio, 2018). This concept supports the individual worker as the asset of the investment for the organization and that the human resources department is the first financier of this investment (Khidr, 2015).

<sup>1</sup> Human resources strategy is defined as the relationship between the desired goals to be achieved by the organization and the human resources in that organization to improve the quality of its production and increase its efficiency. The study defines it as the philosophy pursued by the human resources department in the organization to transform this energy into an effective investment to achieve its short and long-term goals.

### **(2) Importance and dimensions of the human resources strategy**

Human resources management is interested in several areas towards working individuals as it seeks to develop material resources in terms of incentives and promotion, improve their behavior and guidance and thus train them and indicate strengths and improve weaknesses and address them (Khidr, 2015). As for the human resources strategy, it focuses on the mental areas of the individual in terms of increasing mental and mental ability and developing creative thinking.

From the above, it may become clear the difference between the importance of human resources management in that it supports human resources in material terms and the human resources strategy that deals with human thought and looking at it as a capital that directly supports the success of the organization (Chauhan, 2014).

The development of highly efficient strategies for the investment and development of human resources in a way that achieves the objectives of the organization, and the public interest is very important, and therefore the most important strategies (Purposeful, 2015) are:

#### **\* Recruitment and Recruitment Strategy**

Attracting working individuals has become a future vision for the organization and not only to fill its functions (Braton & Gold, 2017), and therefore the recruitment strategy is defined as the set of activities carried out by the organization with the aim of reaching the largest number of qualified people for the vacancy in that organization, whether the internal polarization from within the organization, such as promoting an employee or transferring an employee from one department to another or from outside it through electronic means of communication or newspapers and magazines and appointing the best among them (Al-Anzi & Al-Ghamdi, 2017).

#### **\*Training & Development Strategy**

The success and excellence of any organization depends on the training and development of its individuals, and the contribution of this training to the effectiveness of the organization's activities and management, as they are two means to increase and improve productivity in the organization (Al-Harbi, 2017). This strategy works to ascertain the capabilities and skills of individuals with the requirements of the tasks assigned to them in this job, whether current or future, and the extent of their awareness and knowledge of the culture of the organization to which they belong (Amer, 2015).

#### **\*Compensation Strategy**

The compensation strategy is defined as one of the most important tasks that deal with wages and salaries, which is one of the most important factors that push the worker to excel at work and increase his productivity (Adeoye & Fields, 2014). Pingle (2014) defined compensation as paying high-performing employees compared to lower-performing employees.

#### **\*Evaluation Strategy**

The level of performance is the basis of evaluation for any individual in his work. For this, standards are set commensurate with the conditions and environment of work that ensure the fairness of the evaluation, and then these standards are transferred to the ground to be the actual evaluation of performance and reach the final image of that evaluation (Aboona, 2015).

#### **- Authentic Leadership**

The leadership style is one of the most important criteria in determining the success or failure of an organization, as it contributes to achieving the goals set for a rational strategy in a process of stimulating movement towards vision (Bousmaha, 2018).



The new idea in the concept of authentic leadership is that it is a model that is clearly and clearly based on serving others by the administrative leader, and considers it one of the conditions of ethical leadership, not service in the functional sense, but in the spirit of service manifested in every behavior, starting from the soul, family, group and nation to the smallest and largest organizations, he believes that organizations were only to serve the human being and not the other way around (Halabi, 2016).

### **(1) The concept of authentic leadership**

Original leadership is defined as leadership with a positive behavioral pattern that enhances teamwork and an ethical climate at work, which achieves transparency in relations, which increases work productivity and thus achieves higher profitability for the organization (whang, et al., 2020). (Shang, et al., 2019) define it as a reaction of working individuals to positive behaviors they receive from their leader or boss, which strengthens the relationship between them.

#### **\*Authentic driving dimensions**

Researchers differed in their opinions about the dimensions of this type of leadership, some of them believe that it has five dimensions (transparency of relationships, self-awareness, balanced treatment, support and empowerment and ethical behavior), and can be clarified as follows:

##### -Self-awareness:

It is achieved when the leader realizes the strengths and weaknesses he has in his personality, and the extent to which the individuals working for him accept this personality and behaviors (Al-mansi, 2020). It is also embodied when the leader himself realizes the behaviors of the individuals working for him and their needs, which increases the transparency and clarity of the relationship between them (Negm, et al. 2016).

##### -Internal ethical perspective:

It is to make the right positive decisions in accordance with the positive principles and values on which the organization is based and as it sees it without being affected by the pressure of its employees (Negm, et al. 2016).

##### -Balanced (unbiased) treatment:

Through it, the leader collects and analyzes data and information, extracts the results, reviews them and works to discuss them before making any decision (Ismail, 2015).

##### -Clarity and transparency of relationships:

One of the qualities of a successful leader is in addition to being one of the most important pillars of authentic leadership. Transparency increases trust and acceptance of criticism between the leader and his subordinates (Hajjar, 2017).

## **Crisis Management:**

The characteristic of our time is risks and crises, due to the recent economic crises and political and environmental transformations, which in turn greatly affect the course of life in general, which requires managing these crises and alleviating the burdens of their waste (Al-Mutairi, 2017).

### **(1) Crisis management and concept**

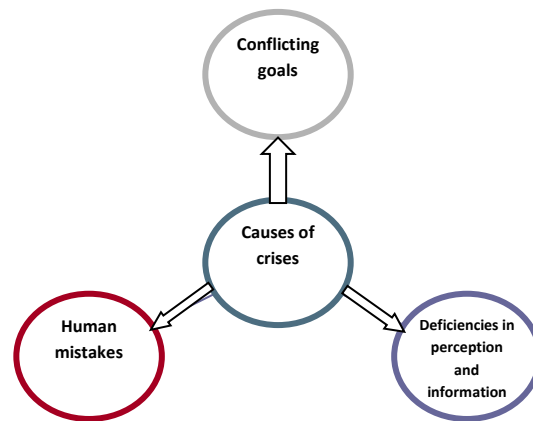
The concept of crisis management is one of the broad concepts for two main reasons: the first is due to the fact that management as a broad science is based on four main functions (planning, organization, guidance, and control) and between crises as a broad concept that includes crises of all kinds and various fields, examples of their types (political, economic, social, ... , etc) as well as examples of its fields (disasters, accidents, problems, conflicts, shocks, disagreements, etc.) .

Abu Fara, (2017) defines crisis management as the ability of an organization to deal quickly, efficiently and effectively with situational and police operations, and that the general goal is to reduce or prevent risks to humans from the ground up and reduce or prevent risks to public and private property resulting from the occurrence of a crisis and reduce the negative effects on the operations and work of the organization. Coombs (2015) defines crisis management as a combination of pre-designed factors to deal with crises and minimize the damage caused by them. He defined it Eliwa, (2006) It is the scientific method through which it is possible to eliminate that crisis or pass through it with the least material losses and benefit from its positives and infringe on its negatives.

The study defines it as the adoption of a set of modern administrative scientific methods and activities to avoid any symptom or disaster that the organization may be exposed to or be able to predict it and thus alleviate its symptoms.

The theoretical literature on crisis preparedness indicates that there are four interrelated factors: prevention, urbanization, review and response. These factors have been categorized (Coombs & Laufer,2018) into a three-stage approach to describe crisis management: pre-crisis, crisis, and post-crisis. Normal Accident Theory (NAT) emphasizes that accidents are inevitable in complex environments (Shrivastava, et al. 2009). This complexity, in turn, leads to interactions and the speed of these interactions increases and pushes towards system disruption in organizations and thus crises<sup>1</sup>. This theory also adds that instead of making efforts to avoid crises, surprises and threats when they occur, organizations should try to make efforts to prepare for crises and change crises. and threats to opportunities. Coombs & Laufer, (2018) suggest that the crisis can be avoided and the damage caused by the crisis can be minimized by developing strategies and plans to deal with the crisis. Here it can be said that strategically oriented organizations have the ability to implement the principle of proactivity by preparing plans and scenarios that enable the organization to manage its core resources during crises as well as preparing employees with competencies and capabilities who They enable the organization to develop responses to threatening situations, and also bear in mind the strategic and organizational flexibility, which is one of the main merits that organizations must rely on in order to prepare for crisis responses.

The researcher sees the characteristics of crises and their causes through the following figure (2):



## (2) Dimensions of crisis management

Garacia (2015) pointed out in his study that there are several crises that organizations may face, the most prominent of which are:

### \*Economic crises

These are crises that are material and measurable so that they can be dealt with materially, such as low sales or debt.

### \*Social crises

This type of crisis is concerned with the values of defending honor, family or even the local community, and this type of crisis may manifest itself among university students, for example.

### \*Human crises

Natural disasters and famines are among the most prominent types of crises that affect humanity or human aspects, and international or local relief agencies adopt this type of crisis, which may extend for weeks or months.

### \*Technical crises

It is a method and philosophy of scientific knowledge through which the administration deliberately transforms all human intellectual efforts, machines, equipment and modern technologies to face and reduce the crises that the organization is going through.

## (3) Human resources management strategies and crisis management

Mitrov et al. (1992) state that there are factors linking strategic management to crisis management: (1) a concern for the entire organization, (2) requiring senior management intervention, (3) focusing on influential stakeholders, (4) environmental considerations, (5) re-enacting emerging processes, and (6) maintaining the expression of a consistent management style. Here, it can be said based on previous studies as well as the theory of ordinary accidents

that the integration of strategic human resources management and crisis management may constitute a defensive force to prevent crises and minimize the effects of the crisis in as soon as they occur.

## **6. Study Methodology**

The study adopted the quantitative (descriptive and analytical) approach, and this approach was used to describe the variables of the study and to measure the impact of human resources strategies on the effectiveness of crisis management: the moderating role of authentic leadership from the point of view of CEO's & Deputy CEO's in Public joint stock companies, which are (51) companies regard to Securities Depository Center (2024) .

### **(1) Study population and sample:**

The study population consisted of all CEO's & Deputies CEOs in Public joint stock companies. The questionnaires were distributed to all population, where they were delivered to them after approving all its paragraphs, these questionnaires were distributed depends on google forms.

According to (Sekaran & Bougie, 2021) the research conducted the statistical side of research, amounting to (245) managers. The researcher distributed questionnaires to the members of the study sample, and retrieved (221) questionnaires, and (12) questionnaires were excluded for incompleteness, so that the researcher has (209) questionnaires valid for analysis, with a recovery rate of (89.6%), which is a statistically acceptable percentage.

### **(2) Study Tool:**

The study tool (scale) was built by reference to the theoretical literature and previous studies, and the study scale consisted of four parts:

The first part: includes demographic information, consisting of: gender, educational qualification, administrative level, years of experience,

Part II: The independent variable measures: (human resources strategies) through (16) items distributed on recruitment and recruitment strategies (1-4), training and development strategies (8-5), compensation strategies (12-9), evaluation strategies (16-13).

Part III: Measures the dependent variable through a set of paragraphs that describe crisis management (17-32).

Part IV: Measures the modified variable through a set of paragraphs that describe authentic leadership, (40-33) and Table (1) shows a description of the demographic changes of the respondents.

## 7. Data analysis and hypothesis testing

### (1) Description of the variables of the study model

This part of the study provides a detailed presentation of the results of analyzing the responses of the sample members to the different paragraphs of the study questionnaire, and a description of the variables of the main and sub-study model.

#### Description of the independent variable: human resource management strategies

#	Phrase	Mean	St. Div.	Rank	Relative Imp.
1	Procurement St,	3.919	0.630	4	High
2	Training & Development St.	4.033	0.612	1	High
3	Compensations St.	4.012	0.534	3	High
4	Appraisal St.	4.021	0.510	2	High
<b>HRM St.</b>		<b>4.057</b>			<b>High</b>
1	Economic Cris.	4.242	0.549	3	High
2	Social Cris	4.253	0.614	2	High
3	Human Cris.	4.432	0.491	1	High
4	Technical Cris.	4.014	0.4531	4	High
<b>Crisis Mang.</b>		<b>4.117</b>			<b>High</b>
<b>Authentic Leadership</b>		<b>4.231</b>			<b>High</b>

Table (2) indicates a high level of relative importance for all study variables (human resource management strategies, crisis management, authentic leadership) where the general mean of human resources management strategies was (4.057), It is also clear from the table that the level of all crisis management dimensions is high. With a mean (4.117) and a high level of relative importance, and the moderated variable came with a high level of importance with an mean (4.231).

## (2) Hypothesis testing

This aspect reviews the results and outputs of testing hypotheses developed for study, using various inferential statistics methods based on the statistical package program for social sciences (SPSS).

### - Test the first main hypothesis H01

The hypothesis stated that: "**There is no statistically significant effect at the level ( $\alpha \leq 0.05$ ) combined human resource management strategies in crisis management in Public joint stock companies.**"

Multiple regression analysis, which is one of the methods of inferential statistics, was used, and the results of the first main hypothesis test are as follows.

Dependent V.	Model				ANOVA	
	R	R <sup>2</sup>	Adjusted R <sup>2</sup>	Stan. Error	Calc. F	Sig (F)
<b>Crisis Manag.</b>	0.633	0.369	0.370	0.471	13.074	0.000

Table (3) shows the significance of the model, where the value of F Calculated (13.074) and with a significance level (SigF=0.000) It is less than 0.05, as can be seen from the previous table that the value of the correlation coefficient (R) has reached (0.633), which indicates a positive correlation between the variables of the study (independent: human resource management strategies and dependent: crisis management), and that the value of the coefficient of determination (R<sup>2</sup>) has reached (0.369), which indicates that the change in human resources management strategies leads to a change in crisis management by (36.9%), which is an average percentage.

Table (4)

Regression coefficient				
Independent V.	(B)	Standard Err.	T	Sig (T)
<b>constant</b>	0.353	0.485	0.738	0.468
<b>Procurement St,</b>	0.124	0.084	1.479	0.144
<b>Training &amp; Development St.</b>	0.200	0.093	2.219	0.031
<b>Compensations St.</b>	0.348	0.102	3.487	0.003
<b>Appraisal St.</b>	0.217	0.107	1.970	0.043

Table (4) refers to the values of the regression coefficients of the independent subvariables, through which it is clear that there is a significant impact for each of the training and development strategies, compensation strategies, and evaluation strategy, as the values of

the significance level (Sig. T) were less than 0.05, while no significant impact appeared for the recruitment and recruitment strategy, as the significance level values (Sig. T) were greater than 0.05.

Based on the above, the alternative hypothesis is accepted, which states:

**"There is a statistically significant effect at the level of statistical significance ( $0.05 \geq \alpha$ ) Human Resource Management Strategies combined in crisis management in Public joint stock companies."**

To determine which of the **Human Resource Management Strategies** The most influential in crisis management, regression analysis was used, which is one of the methods of inferential statistics, as follows:

Table (5)

MODEL	HRM ST.	B	CAL. T	SIGT	R <sup>2</sup>	F	SIG F
1	Training & Dev. St.	0.549	5.565	0.000	<b>0.241</b>	<b>30.082</b>	<b>0.000</b>
2	Training & Dev. St.	0.416	4.354	0.000	<b>0.365</b>	<b>26.449</b>	<b>0.000</b>
3	Compensations St.	0.325	4.265	0.000	<b>0.401</b>	<b>21.636</b>	<b>0.000</b>
	Training & Dev. St.	0.364	3.787	0.000			
	Compensations St.	0.256	3.186	0.001			
	Appraisal t.	0.228	2.187	0.030			

Table (5) indicates the order of **Human Resource Management Strategies** The most influential in crisis management in Public joint stock companies. It was found that (training and development strategies) are the most influential in business continuity, as it ranked first, and explained (24.1%) of the change in crisis management. It ranked second (compensation strategies), as its addition in the second model led to an increase in the percentage of interpretation by (12.4%) to reach (36.5%). While the (evaluation strategy) came in third place, its addition in the third model led to an increase in the percentage of interpretation by (3.6%) to reach (40.1%). The table shows that HR strategies He was It has an impact Morally except (recruitment and recruitment strategies).

- **H02Test:**

**H02: "There is no statistically significant effect at the level of statistical significance ( $0.05 \geq \alpha$ ) Human resources management strategies combined in crisis management under the original leadership as a modified variable in Public joint stock companies.**

To test this hypothesis, hierarchical regression analysis was used, which is one of the methods of inferential statistics, and the following are the results of testing the second main hypothesis.

Table (6)

Dependent V.	Independent V.	Stage 1			Stage 2		
		B	t	Sig t	B	t	Sig t
Crisis Management	Regression	0.353	0.738	0.468	2.523	-1.280	0.201
	Procurement St.	0.124	1.479	0.144	0.945	1.950	0.052
	Training & Development St.	0.200	2.219	0.031	0.302	0.542	0.583
	Compensations St.	0.348	3.487	0.003	0.430	0.699	0.484
	Appraisal St.	0.217	1.970	0.043	0.026	0.088	0.930
	Authentic L.				1.116	Variable	Category
	%	Gender 369			male		
	0.89	0.369			Female		
	0.20	Qualification 085			Bachelor		
	0.66	0.000			Master		

Table (6) refers to the results of the hierarchical regression which includes two models, where the results of the first model indicated a statistically significant effect (**human resource management strategies**) in (crisis management), where the value of ( $\Delta F = 13.085$ ) and the level of significance (Sig  $\Delta F = 0.000$ ) which is less than 0.05, and the value of the coefficient of determination was ( $R^2 = 0.413$ ), and this indicates that the change in **Human resource management strategies** lead to a change in crisis management by (36.9%).

While the results of the second model, on regression, indicated that there was a statistically significant effect (**human resource management strategies**) in (crisis management) under (original leadership), so that the introduction of this variable led to an increase in the value of the coefficient of determination  $R^2$  by (18.3%), and this percentage is statistically significant where the value of ( $\Delta F = 6.189$ ) and the level of significance (Sig  $\Delta F = 0.000$ ) which is less than 0.05. The value of the coefficient B was (1.116), and the level of significance (Sig  $t = 0.025$ ), and the moral impact of the interaction of the values of (original leadership) with (**human resources management strategies**) appeared at each of (recruitment and appointment strategies, training and development strategies, compensation strategies, evaluation strategies), and this confirms the difference in the moral impact of **human resource management strategies** in crisis management according to the difference of authentic leadership.



Accordingly, it is clear that: **"There is a statistically significant effect at the level of ( $\alpha \leq 0.05$ ) Human resources management strategies combined in crisis management through leadership as a moderated variable in Public joint stock companies**

- **Results:**

**The statistical analysis showed the following results:**

- The high level of relative importance of human resource management, crisis management, and authentic leadership strategies, and this indicates the awareness of the study population of the importance of the study variables and the extent to which the community is affected by them.
- The presence of a statistically significant effect at the level of statistical significance ( $0.05 \geq \alpha$ ) of human resource management strategies combined in crisis management in Public joint stock companies, and this indicates that human resource management strategies have an influential power in preventing crises or reducing their effects when they occur.
- The impact of each of (training and development strategies, compensation strategies, evaluation strategy) was significant at the level of significance ( $0.05 \geq \alpha$ ), except for (recruitment and recruitment strategies). This does not negate the importance of these dimensions but is considered a supportive dimension to the rest of the other dimensions that lead to a high level of human resources management strategies.
- The presence of a statistically significant effect at the level of significance ( $0.05 \geq \alpha$ ) of human resources management strategies combined in crisis management with the presence of authentic leadership as a modified variable in Public joint stock companies, and this indicates the impact of the presence of authentic leadership in enhancing the impact of human resources strategies to prevent the occurrence of crises and reduce their effects.

- **Recommendations**

1. Continuous orientation to reach high levels of application of human resources management strategies to prevent crises and reduce their effects by consolidating the principles of authentic leadership (conceptual skills, empowerment, and providing value to society) and enhancing them in the Public joint stock companies.
2. Raising awareness of the strategic management of human resources within the Public joint stock companies by linking them with the importance of facing the challenges that appear in the work environment by conducting many meetings between employees and those concerned with strategic planning, to present practical solutions to how to face crises and potential risks.

3. Establishing the dimensions of authentic leadership among leaders in Public joint stock companies by setting standards for each dimension and measuring the progress of that dimension and its effects on enhancing positive spirit and raising morale among employees.
4. Increasing the attention of the administrative leader to appreciate the role of the employee in achieving the objectives, by urging officials to link the tasks of their subordinates to the strategic objectives associated with crisis management, as well as recording positive and negative points for subordinates periodically according to the crisis-oriented performance appraisal system.

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