The impact of human resources training and development strategy on crisis management: an analytical study in the general company for food products

L. Hamza Hameed Yasseen[1], Mahmood Hasan Jumaah[2], L. Majid Mohammed Saeed[3]

[1,2]University of Diyala - College of Administration and Economics
[3]University of Fallujah - College of Administration and Economics

ABSTRACT

The current research aims to test the impact of HR training and development strategy on crisis management, the problem of the research is there an impact of the strategy of training and developing human resources in crisis management in the Iraq Insurance Company? A questionnaire was used to collect data according to the distribution of (80) questionnaires on the research sample. The data were analyzed using the SPSS program, using several statistical tools to test the hypothesis of the research. The research came out with a set of conclusions, one of the most important thinks was that there is an impact of the strategy of training and developing HR in crisis management in the Iraq Insurance Company. The research came out with many suitable recommendations.

Keywords:	HR training and development strategy, Crisis management.

Corresponding Author:

Mahmood Hasan Jumaah
College of Administration and Economics
University of Diyala
Diyala, Iraq
E-mail: jumaamahmood33@gmail.com

1. Introduction

The training & development strategy plays a fundamental role in success for organizations, and it has become one of the basic activities supporting HRM, after the organizations' awareness of the fact that training and retraining of workers to carry out future work burdens of a changing nature may determine the success or failure of the organization. The processes of training and developing HR and evaluating their performance represent vital activities that are interlinked with each other. The HR department cannot play an active role in achieving the organization's goals if it does not understand the nature of the required training based on identifying training needs according to a scientifically studied method. Personal training must be linked to organizational procedures, to be instilled in the cultural context in a way that yields cumulative and collective benefits. As a development, it includes the acquisition of knowledge and skills, types for behavior that improve the ability of workers to meet challenges the facing current and futures businesses [1]. The first step in dealing with crises is to understand their causes, properly identifying the crisis will enable management to determine the degree of impact of the crisis on the desired outcomes of the organization. It is well known that crises do not arise out of thin air, but there are many, disagreement, misunderstandings, natural disasters, desire for blackmail, despair, rumors, planned crises, conflict of purpose, conflict of interest, economic, political, and social causes, lack of accurate information or misrepresentation. Crisis management is a science of contemporary political science taught at international institutes and whose results and recommendations are taken by developed governments. Certainly, dealing with a crisis does not take place when it happens to be in the field of the actual response, but it is through its preconception and early preparedness of their occurrence [2].

1.1. Research methodology

The research problem is represented in the following questions:
- What is the annual level of HR training and development strategy dimensions of the company being investigated?

- What is the level of crisis management dimensions in the company being investigated?
- What is the nature of the impact of the critical dimensions of HR training and development strategy in the dimensions of crisis management in the company being investigated?

1.2. Research importance

The research acquires its importance through the importance of investigated variables. The research focuses on the important variables of HR training & development strategy and crisis management.

1.3. Research aims

The research aims to identify the level of both the HR training and development strategy and crisis management in the company being investigated. As well as the pursuit of coherence between the theoretical and practical reality through the principles and theoretical foundations on the ground, and the use of developed standards of researchers.
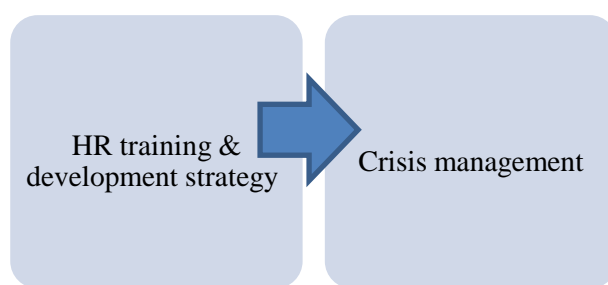
Figure 1. Research model

Accordingly, H is an impact on HR training and development strategy in crisis management.

1.3. Literature review

HR training and development strategy has become one of the most basic strategies in the organizations 'thinking as a programmed training & development process for HR behaviors, that is, a learning process because learning, development, and training is part of its strategy. Many researchers and specialists in the fields of training and HR development differed between each of the concepts of training and development, and others go to another direction, which is that there is a difference between training & development, as training is to provide working individuals with knowledge, theoretical information, and practical skills that affect their future behavior. Therefore, training - according to this viewpoint - focuses on providing workers with specific skills (related to their jobs) or helping them correct deviations in aspects of their performance. As for the development, it is represented by the efforts made to provide workers with the capabilities they need in the future, according to the perceptions of environmental and technological changes. Therefore, the development process is nothing but a strategic process that is not related only to the current situation or immediate needs and does not depend on providing skills for current jobs only. Rather, it is necessary to rely on the strategic director's vision for the jobs that will be future, and the organization must be viewed as an integrated work team that requires Adopting a holistic view, diversifying skills and capabilities [3]. In light of this, we can identify the differences between training & development in the following table:

Table 1. The comparison between training and development

N	Comparison dimensions	Training	Development
1	Concentration	Current jobs	Current and future jobs
2	Range	Working individuals	Working groups and teams
3	Time frame	Short-term	long-term
4	Objectives	Fill the current skills gap	Preparing for future skills needs

The training and development process brings together the most important activities that the organization uses to raise the efficiency and effectiveness of its employees, and although the general objective for them is one, the specific goal for each process is different in essence, training & development can be seen as the main tool in implementing the practices and policies of resource management [4].

The growing interest in training and developing HR has imposed many necessities as a result of the rapid changes in the world today, which have put pressure on organizations in all directions. In order to adapt to these

necessities first, and harmonize with these variables to maximize their ability to face the challenges of competition. Second, however, these necessities increased the importance of organizations training And developing their human resources [5].

1.4. Training process

Training Process means a series of activities and events that are related to each other in light of a specific scientific methodology characterized by a logical sequence that leads to the achievement of the required objectives of training. The stages of the training process can be identified in four main stages[6].

Identifying training needs is the first step in designing the Training process, which is the process used to determine whether training is necessary or not. Training Needs are defined as the gap between the requirements of a particular job and the capabilities of the employee who currently occupies it, As for "identifying needs" it is the process of knowing how close the learning Or performance Gap, as It involves identifying Important training Needs, And how to Address them, and it includes The process of comparison between The current situation and the required situation, Identifies problems And understand The behaviors And mechanisms That contribute To the Current Situation And identifying specific Behaviors And mechanisms that Can be Changed to Produce the Desired case, develop Solution strategies, And constructive support of Action. Training needs are defined on two main levels, the first of which is: analysis at the organizational level, and the last of them: at the individual level [7].

After identifying the training gaps and individuals who need a specific and organized training effort, the process of building and designing training programs begins in a way that includes a series of sequential procedures. The design process for the Training Program aims to develop a complete plan for implementing the Training program, starting from the objectives and up to the training budget [8].

The implementation phase means managing the program and bringing it into implementation, and the place and time for the program are determined, and often a supervisor or coordinator is identified for the implementation of the program, and at this stage the goodness and safety of the planning process, and the extent to which it can be successfully implemented, and in this stage also the main role is located It shall be the responsibility of the Training Program coordinator who is responsible for the Implementation process [9].

It is the process by which the effectiveness of the programs, the training efforts, the degree to which they achieve the planned goals, the reasons that prevented them from achieving these goals, the exclusion of low-impact programs, the identification of weaknesses within the programs and their treatment are determined. It is the process of determining the effectiveness of the Training program to verify that the results are positive and satisfactory, both for those in charge of the program, or for managers at higher levels who will make decisions based on the evaluation of the Training program, which are - also - Those procedures Used in Measuring The efficiency for the Training Programs And the Extent of their Success In achieving their goals In addition To measuring Of efficiency The trainees, And the Extent of Change that Training succeeded In bringing About In them, as well as measuring the efficiency of the trainers who implemented the Training programs [10].

2. Methods of resolving and dealing with crises

Denying the Crisis: A media blackout is practiced on the crisis, denying its occurrence, showing the solidity of the situation, and declaring that conditions are in good condition in order to Destroy the crisis and control it.

Suppression of The Crisis: it means delaying the Emergence Of a crisis, and it is a Type of Direct dealing with the crisis to destroy it.

Suppressing the Crisis: it is a very violent method based on a Violent public Clash with the Forces of the current Crisis, regardless of human feelings and values.

Underestimating the Crisis: that is, Underestimating the significance of the Crisis (Of its Impact And consequences), And here the existence Of the Crisis is recognized, But as an insignificant Crisis.

Venting The crisis: It is called the method of venting the volcano, where the director Resorts to venting the pressure Inside the Volcano to Relieve the State of Boiling and Anger to prevent the explosion.

Unloading crisis: According to This method, alternative and Multiple paths Are found in front of the main and secondary momentum generating the current of the Crisis, so that it turns into many Alternative paths That accommodate Its effort and reduce Its risk [11].

3.   Crisis management stages

Detect Alarm Signals: At this stage, it is important to monitor and analyze signals that confirm the existence of a crisis. Such as increased malfunctions in machinery and production lines, are taken as an early warning of deliberate internal sabotage, or possibly due to manufacturing defects.

Preparedness and Prevention: At this stage, plans and predictive scenarios for potential crises and unexpected crises are developed. The objective at this stage is to identify weaknesses in the organization's safeguard system.

Contain Damage: This stage focuses on the crisis as they occur, and the implementation of plans and scenarios prepared in the previous stage to contain the risks of this stage.

Restore Activity: This stage includes an attempt to compensate for what was lost in the previous stage, as well as re-planning and analysis of the damage.

Learning: At this stage, lessons are taken from the previous stages, which represent the post-crisis stage. They are characterized by a review of the crisis processes and an evaluation of the decisions, policies, and actions taken in the previous stages to avoid mistakes made in subsequent crises [12].

4.   Results and discussion

4.1. Description and diagnosis of answers the research sample independent variable: HR training & development strategy

Table 2 shows that the general arithmetic mean was (3.51), which is higher than the expected mean of the scale of (3), with a standard deviation of (0.86) and a coefficient of the difference of (24.5%).

Table 2. Description and diagnosis of the responses of the research sample to the HR training and development strategy

Independent variable	$\bar{x}$	SD	COV%
HR training and development strategy	3.51	0.86	24.5

4.2. The variable adopted: Crisis management

Table 3 shows that the general arithmetic mean was (3.34), higher than the expected mean of the scale of (3), a standard deviation of (0.88), and a different coefficient of (26.34%).

Table 3. Description and diagnosis of the responses of the research sample of crisis management

Adopted variable	$\bar{x}$	SD	COV%
Crisis management	3.34	0.88	26.34

4.3. Analysis of the impact of the HR training and development strategy on crisis management

Table (4) shows the results of the regression analysis between the HR training and development strategy and crisis management. It is noted that there is a moral effect on HR training and development Strategy in crisis management. the value of (f) calculated (17.904), which is greater than the tabular value of below the level significance (0.01). Observing beta coefficient (0.368), which indicates that the change of one unit in the HR training and development strategy is accompanied by a change of (0.368) in crisis management, this indicates the importance of HR training and development strategy for crisis management. The value of the (R^2) was 31.2%. It indicates that 31.2% of the total variation in crisis management is determined by the study sample's understanding of HR training and development strategy and how this affects the crisis management, and the remaining percentage represents the rate of influence of other variables unknown. This result confirms the validity of the hypothesis (there is an impact on HR training and development strategy on crisis management).

Table 4. A simple regression analysis between the HR training and development strategy and crisis management

Independent variables	Dependent variable	)R^2%(	f	B
Employees empowerment strategy X	Crisis management Y	31.2	17.904	**0.368**

The results showed that the training and development strategies adopted are through identifying the training objectives and needs in order to design the training program. The study also found that identifying training needs must be clear, accurate, and based on scientific foundations and comprehensively include all the company's HR, and the evaluation program must be before, during, and after the program and results are followed up within a certain period of time. The study also showed that training And development strategies have an important role in crisis management by paying attention to the development Program as well as training and not to confuse them with the importance of Development program that depends on scientific research and studies and providing human resources with scientific knowledge and developments that lead to encouraging innovation and creativity and increasing innovations in the field of The services and products of the company, the diversification of its sources of income, and the improvement of its structure, infrastructure, and administrative environment.

5. Conclusions

1. It was found that it is important for training and developing HR in the researched company to increase the readiness of its employees to adapt to environmental challenges and pressures, and to maximize the company's ability to use its resources properly and implement its programs and operational policy.
2. The Training and Rehabilitation Department of the company researched in the implementation of Training programs depends on central planning and implementation due to the failure to grant the powers authorized to carry out the training programs and the failure to provide the halls, training methods, and technical personnel qualified to carry out the training process.
3. There is a weakness in the process of evaluating the Training process in the research organization in the long term, which leads to the inability to identify the degree of benefit from the training.
4. It turns out that the company can get rid of the high failure rates compared to other companies if it can manage its crises, which would increase its organizational distinction in society.
5. The Results of the regression analysis showed a significant effect of training and developing HR in crisis Management, which leads us to the validity of the research hypothesis.

6. Recommendation

1. The necessity of establishing branches for the Training and Rehabilitation Department in the rest of the company's departments to implement the training and development Programs and to grant the authorized powers to carry out the training programs and to provide the halls and training means and the technical personnel qualified to carry out the Training process.
2. To evaluate the results of training and development in the long term after the completion of the training and development Programs in a sufficient period to focus on measuring and evaluating the impact of improvement on the behaviour and performance of the trainees.
3. The necessity to enhance the role of HR in managing crises of the researched company and encourage them to exert their maximum energies in its service, through adopting a set of incentive programs that would raise the morale of its HR and strengthen its loyalty to it.
4. Providing the Training and Rehabilitation Department and the HRD with the technical staff specialized in the field of training and development of holders of higher degrees in Business administration who possess long professional field experience.
5. Issuing the annual report of the Training and Rehabilitation Department, which includes the implemented and planned courses, the size of the gap and its causes, and includes the conclusions and recommendations that will be used for improvement purposes.

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