

# Crisis Management Model in Improving the Performance Level of Human Resources in the Ministry of Interior in the United Arab Emirates

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## Abstract

This study discusses crisis management and its role in improving the performance of human resources, the Ministry of Interior in the United Arab Emirates is considered a model. The study aims to determine the role of crisis management in the Ministry of Interior in the UAE in improving performance and measuring the impact of its employment on the performance of human resources and the quality of service provided. The problem of the study is that human resources have a very important role in crisis management and response. The presence of an active vital leadership is important when the organization is exposed to a real crisis and when the leadership alone is not sufficient. When a crisis is resolved, information systems may not be available and human resources may not be prepared, or able to respond to and deal with the crisis, leaving the organization in a dysfunctional state. Thus, demands from stakeholder's increase and public scrutiny intensifies. To achieve the objectives of the study, the researcher adopts the descriptive analytical approach to collect the information. The study concludes with a set of results and recommendations. The most important results are that there is a direct statistically significant relationship between the practices of human resource management strategies and plans, and the development of creativity aspects in crisis management. Regarding recommendations, the study recommended the necessity of working to enhance crisis management by developing plans and implementing policies and standards for crisis management and business continuity, in addition to the need to improve the level of human resources performance by employing competent people and setting a time plan for training employees of the Ministry of Interior at various levels about crisis management programs.

**Keywords:** Human Resources, Crisis Management, UAE, Ministry Interior.

## **Introduction**

Crises are considered important and influential events in the countries worldwide, as they are linked to the work environment, and represent a source of concern for state leaders and officials in official institutions due to the difficulty of controlling them. This is due to sharp and sudden changes in the external environment, on the one hand, and the weakness of responsible administrations in adopting a model of an appropriate administrative framework that enables the organization to face its crises quickly and effectively, on the other hand. The early detection of the crisis, determining its size and type, and the use of the scientific and logical approach to deal with it is necessary in order to find a way to manage them, and to find a technique directed to emergency situations that cannot be avoided. The use of these administrative methods and techniques varies according to the type of crisis and in line with the type of administrative leadership that deals with these crises (Al-Lami & Al-Issawi, 2015, 7).

The term "crisis management" arose within the scope of the activities practiced by the public administration, based on the role of the state in the face of sudden public disasters and emergency conditions. Business continuity management has become one of the most important approaches, frameworks and mechanisms aimed at enabling organizations to confront all crises and disturbances that may impede their activity or disrupt their business continuity. Business continuity management is defined as the process of developing advance arrangements and procedures that enable the organization to respond to events that occur in a way that sustains critical business functions according to previous plans or necessary changes. This is achieved by providing a framework that increases the effective response to the events, which benefits all stakeholders.

The first standard business continuity management model was designed in the United Kingdom in 2006, after the kingdom was exposed to many crises and disasters, which prompted experts to research the possibility of developing mechanisms that, if applied and adhered to, enhance the continuity of vital sectors in the country to carry out their tasks and provide the necessary services until recovery from a crisis or disaster is completed, and the normal situation is restored." National Emergency Crisis and Disaster Management Authority, (2015: 2). The British Standard for Business Continuity Management has a symbol characterization of (BS25999-1:2007); while the United States has designed a similar standard for emergency and crisis management and business continuity programs [1600:2010 (NFPA)].

Many countries have taken advantage of these two criteria in designing similar national standards that take into account the specifics of each of them, and are compatible with their requirements, capabilities, and administrative policies. In the Arab world, the United Arab Emirates is the first Arab country to formulate a national standard for business continuity management (Erekat, 2009,12).

The subject of the study was limited to the crisis management model in improving the level of human resources performance in the Ministry of Interior in the United Arab Emirates as it is the most important government agency that is entrusted with many roles related to crisis management, disasters and emergencies. This study highlights the concept of security

crises, and then explains its objectives and characteristics, then it discusses the reality of crisis management in the Ministry of Interior in the United Arab Emirates. It concludes with the issue of improving the performance of human resources in contemporary administrative thought, the UAE Ministry of Interior as a model.

### **Methodology**

The approach adopted during this study is the descriptive approach and the comparative curriculum, by describing Crisis management model in improving the performance level of human resources in the Ministry of Interior in the United Arab Emirates, by referring to the previous literature, analyzing it objectively, expressing an opinion and commenting on it. As for the comparative approach, by comparing the relationship between the pandemic and its developments and the fatwas.

Descriptive research aims to accurately and systematically describe a population, situation or phenomenon. It can answer what, where, when and how questions, but not why questions. A descriptive research design can use a wide variety of research methods to investigate one or more variables. Also, the descriptive research is usually defined as a type of quantitative research, though qualitative research can also be used for descriptive purposes.

### **Literature Review**

Literature review is a main pillar in this study, as it effectively contributes to an in-depth understanding of the aspects of the subject of the study, and it shows the nature of crisis management in improving the performance level of human resources in the Ministry of Interior in the UAE. The importance of the current study stems from the fact that it provides a set of information that help develop the appropriate methodology to achieve the goal of the study. In this section of the study, we review some previous studies, as follows:

Kamel and Ghazali (2016) explained in their study "the role of business continuity management in improving the quality of career - the performance improvement approach" that business continuity management positively affects improving the career quality. It is positively reflected on the overall performance of the organization and individuals in a way that enables the organization to achieve the preventive objectives from threats and risks, achieve readiness and flexible ability to face unexpected crises, and recover quickly from them.

Mahmoud (2017) explained in a study entitled "The Role of the Senior Leadership in the Success of Business Continuity Management and Risk Control Programs" that there is a problem represented in the dominance of remedial thought in dealing with disturbances, crises and disasters, the absence of preventive thought, and the weakness of business continuity management culture and practices. In addition, there is a lack of coordination and integration between the authorities concerned with managing disturbances and crises.

Jaafar (2017) in his study "The Impact of Strategic Planning in Crisis Management: An Applied Study in Public Institutions in the Suburbs of Jerusalem", discussed the impact of strategic planning in reducing crises faced by employees in public institutions. He identified the importance and dimensions of strategic planning in addition to the effective elements of

strategic planning. He also highlighted the factors that should be taken into consideration by management and that help mitigate the effects of crises to reduce risks and crises that face public institutions.

### **Data Collection and Analysis**

#### *The concept of security crises "Ministry of the Interior"*

Discussing security crises and their management is a positive matter that stems from the importance of the issue and its strategic effects for everyone who is exposed to such type of crises, especially in light of the challenges and sudden changes that may arise without warning. Throughout history, people have witnessed what happened to many countries that were exposed to severe security crises, and have seen how they had a great impact on the course of events and interests that affect the life of every citizen in the country.

Accordingly, it becomes clear that the crisis is: an event that causes a change in the normal life of the community. The time it takes for the crisis to return to normal life is called the time of recovery (Sheikh, 2003, 13).

Henry Kissinger, the former US Secretary of State, defined crisis management as: "A presentation of a problem reaching the stage immediately preceding the explosion, which requires the initiative to solve it before its consequences escalate" (Al-Dhahyan, 2001, 30).

The researchers procedurally define the crisis as: a situation or event that results in a threat and a change in the status quo, and has general and special effects according to its classification and place of occurrence, and it is accelerated. It requires practical intervention to prevent the increase and expansion of its negative effects, and to work to mitigate it and treat its effects.

### **Objectives of Security Crisis Management**

The objectives of security crisis management are classified according to the stages of the crisis, as follows:

1. The pre-crisis stage: the objectives of crisis management at this stage are as follows:
  - Developing a mechanism to predict crises, and detect early warning signals.
  - Analysing the types of previous crises, and determining the development of plans and future scenarios.
  - Preparing a general vision of how to face the expected crises.
  - Defining measures to prevent threats and restore order and stability (Ghubra, 2011, 80).

It is clear from the objectives of this stage that its essence is to prevent and anticipate crises and to try to prevent their occurrence.

2. A stage during the crisis: the objectives of crisis management at this stage are as follows:
  - Controlling the developments and trends of the crisis.
  - Making critical decisions to face the crisis.
  - Minimize damages.
  - Organizing efforts, and coordinating between the axes to confront the crisis (Salem, 2005, 11).
  -

The researcher concludes that the main objective of this stage is to limit the expansion of the crisis, and to take all means and capabilities to prevent the spread of its danger and existing effects, as well as arranging the tasks of the implementing agencies.

3. The post-crisis stage: the objectives of crisis management at this stage are as follows:
- Providing the necessary support to restore balance to its natural state.
  - Taking the necessary measures and precautions to prevent the crisis from happening again.
  - Documenting everything related to the crisis, starting with its emergence, passing through the ways of dealing with it, and ending with its disappearance. This is to present this documentation as lessons learned for the future (Salem, 2005, 11).

The researcher concludes from the objectives of the last stage that the duty of the responsible leadership is to provide stability and return the situation to the state before the occurrence of the crisis, and to take advantage of the mistakes that caused the crisis, with the aim of not happening again. Accordingly, the researchers highlight the importance of providing supportive information about the environment that was exposed to the security crisis to ensure the strength of treatment and management of the negative effects that resulted from the crisis.

We conclude from the foregoing that implementing the objectives of each stage of safe crisis management will have a positive impact on stabilizing the security situation and preventing imminent risks that affect the country, its economy and policy, and have a profound impact on preventing security crises.

### **The Characteristics of Security Crises**

The crisis is characterized by a set of characteristics that are available to give an illustrative picture of the nature of the crisis. A number of researchers have stated that the characteristics of the security crisis differ from the characteristics of general crisis, as follows:

- Surprise: a fast and mysterious unexpected event.
- Threat: The threat to the entity in which the crisis appears, and sometimes leads to its elimination.
- Lack of time: the events of crises occur quickly, which makes the task of the decision-maker more difficult (Jadallah, 2008, 23).
- A turning point, where the need for increased action and reaction to confront emergency conditions increases.
- a high degree of skepticism in the decisions presented.
- It is difficult to control events.
- The overlap and multiplicity of supporting and opposing causes, factors, elements and forces (Aliwa, 2001, 81-82).

### **The reality of crisis management in the Ministry of Interior in the United Arab Emirates**

Crises differ according to their nature, magnitude, and trigger factors. Confronting, and awareness of, crises has become necessary to avoid further material and moral losses. This includes crises resulting from natural disasters such as earthquakes and floods, as well as crises resulting from human actions that are connected to organized crimes. Contemporary regimes, including the UAE system, have realized that the possibilities of such crises to occur are always likely, and that they can do a lot to protect their countries through giving utmost importance to everything that would ensure the protection of their main assets without which it is not possible to maintain a minimum pace of work and its continuity. For example, protecting its technical assets in a way that ensures the preservation and retrieval of

information quickly and with the least possible losses. This makes business continuity strategies an extremely important part of its comprehensive management strategies (Saleh, 2012, 83).

Thus, the development of contemporary administrative systems, their methods and curricula has been necessary to confront the recurrent situations that incur limitless risks as a result of explosive crises. This has led to the growing circle of interest of the UAE legislator in activating and improving the role of human resources in crisis management, especially in the Ministry of Interior, because it is a major component of government work, and it represents the state's treasure that cannot be neglected. Contemporary administrative systems have become very keen to achieve maximum levels of efficiency and effectiveness in crisis management by directly relying on their human resources within the framework of strategic visions and programs that aim primarily to enable human resources to perform their strategic role in this field (Hamad, 2016, 97).

According to the vision of the legislator, the human being is considered one of the most important pillars upon which human development programs are based in the modern era. The Islamic Sharia has emphasized the need to pay attention to the development of capabilities, values, and skills. Islam has also highlighted the need to preserve the intellectual and mental aspects of the human being, this is a call for the necessity of realizing reason, participating in development programs through various methods, and supporting production processes in order to avoid the occurrence of economic problems and crises. To summarize, Islamic Sharia has established the general principles that achieve development and advancement in the field of human development management, and the achievement of sustainable development in all its forms. It has emphasized that work, spending, and production are among the collective duties that a person should perform in order to develop economic principles and overcome economic crises that threaten the security and stability of human life (Al-Ghandour, 2011, 62).

This is what has been approved by the UAE legislator within the framework of rationalizing the utilization of various human resources, where the legislator, along the lines of the advanced systems, and following the guidance of the provisions of the noble Sharia, decided to approve the systems of rationalization, adaptation, utilization and optimal control of the crisis management process in improving the level of human resources.

Based on that, this research aims to study and explore business continuity management and its impact on improving the level of human resources performance in crisis management, through what has been stated in contemporary management thought through an applied model on the Ministry of Interior in the United Arab Emirates.

### **Improving the performance of human resources in contemporary administrative thought, the UAE Ministry of Interior as a model**

The concept of improving human resource management is one of the most scientific concepts that have received interest in the modern era. It emphasizes the process of paying attention to the material and human aspects of the production process, especially in recent decades. The continuity of the work environment has become dependent on the behaviour of workers, customer service, and quality within institutions. It can use neuroscientific techniques to study the individual's reactions (Alsharif et al., 2022a; 2022b; 2022c) toward

the external environment and better understand the individual's responses (Alsharif et al., 2021a; 2021b). Therefore, it can be said that the human element in the UAE Ministry of Interior is considered the effective tool in achieving adaptation and compatibility with contemporary technological developments and the emerging challenges within economic institutions.

Human resources management is considered a set of administrative efforts and various activities that an economic institution provides based on the needs of human resources and the level of development it seeks in the light of career stimulation processes, and the pursuit of organizational objectives through effectiveness and high efficiency (Allam, 2011, 104).

The process of human resource management is of a special importance in contributing to the success of advanced economic institutions through achieving objectives and highlighting the importance of the human element.

Here is a set of objectives that the human resources management seeks to achieve:

- Achieving effectiveness and high production efficiency: The human resources management process helps achieve high productivity by integrating human resources with the material capabilities of the UAE Ministry of Interior, in light of the process of optimal utilization of those resources, which are called inputs. Technological machines and material resources are relied upon in order to increase the level of job performance, achieving efficiency, and reaching positive results, which are in the form of goods and services that are provided.
- Benefitting from comprehensive economic thought in the management of human resources by emphasizing the importance of the human element within the production process.

Regarding the jobs of human resources management in the UAE Ministry of Interior, there is a set of administrative processes such as planning, organizing, directing, controlling, following up, and evaluating job performance within the institution, through coordination between departments and various administrative units to achieve the objectives sought by the institution, as well as through the implementation of policies, programs, and plans aimed at motivating employees.

The administrative functions of the human resource management process include the resource planning process, work management, job analysis, resource selection, and performance management, as well as considering the impact of work motives on job satisfaction, development and vocational training processes, salary and wage systems, and defining and regulating work relationships in light of the rules and regulations that regulate jobs (Abu Bakr, 2008, 74).

### **Conclusion and Recommendations**

Throughout the aforementioned data, it is clear, beyond any doubt, that there is a development taking place in the UAE security system through the ability to manage crises in general and manage the human element in particular. Crises and the level of performance of human resources at the Ministry of Interior in the UAE. The study concludes with a set of results, the most important of which is that there is a relationship with a strong direct statistical level between the practice of crisis management and the level of performance of human resources in the Ministry of Interior in the United Arab Emirates.

It also concludes that there is a positive impact for the employees of the Ministry of Interior in the United Arab Emirates during the stages of crisis management. The study also concludes that the Ministry of Interior in the UAE succeeded to a very large degree in developing prior solutions related to crisis management.

The study reaches a set of recommendations, most importantly: it recommends the need to enhance the reality of crisis management by developing plans and implementing policies and standards for crisis management and business continuity. The study also recommends working to improve the level of human resources performance through the recruitment of competent people and the development of a time plan for training the employees of the Ministry of Interior at various levels on crisis management programs and dealing with events. The study recommends working to improve the performance of human resources management through developing an integrated work team for crisis management to search for solutions to the obstacles that prevent the application of the crisis management model in the Ministry of Interior.

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