

ORIGINAL RESEARCH PAPER

The strategic role of human resource management in crisis management considering the mediating role of organizational culture

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ARTICLE INFO

**Article History:**

Received 28 August 2018

Revised 11 November 2018

Accepted 20 December 2018

**Keywords:**

Crisis Management

Intellectual Capital

Modeling Structural Equations

Organizational Culture

Strategic Human Resource

Management

ABSTRACT

The main objective of this study is to investigate the role of strategic human resource management in crisis management with regard to the role of mediating organizational culture and intellectual capital. This study is based on the purpose of the applied type and in terms of data collection is a descriptive research type. The statistical population includes all 257 staff of the Governorate of Thran. The sample size is set to 225 people using Cochran equation. Simple random sampling is used as the sampling method. The data was gathered through distribution and collection of the questionnaire and the analysis has been performed using Statistical Package for the Social Sciences and Lisrel software. Confirmatory factor analysis and structural equation modelling have been used to investigate study hypotheses. The results of the study hypotheses indicate a positive and significant impact of strategic management of human resources with the value of 0.21, organizational culture with a value of 0.43 and intellectual capital with a value of 0.55 on crisis management. The mediating role of organizational culture and intellectual capital variables has also been confirmed in the model.

DOI:10.22034/IJHCUM.2019.01.05

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INTRODUCTION

The growing complexity of societies and the expansion of multifaceted communication and affiliation have provided a favorable environment for the quantitative and qualitative growth of opportunities and threats to the environment. On the one hand, the growth and development of human technology in the struggle with natural events, and on the other hand, the complexity and close connection of the industries have caused a total malaise in apparently unified events. In the past, part of the organization (perhaps

public relations) was responsible for dealing with the crisis, now all the units in the organization have considered this issue important and the complexity and progress of these programs has led the governments, financial institutions Services, etc., has come to recognize ways to deal with sudden and unforeseen changes, and crisis management is really part of all the strategic plans of organizations. Among the various sources of crisis management, the role of human resources is very important. Hence, human resource management or effective human resources management system is an important element in crisis management (Ahmadi *et al.*, 2012). Many of the crises result in material damage, depending on how the

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organization treats the crisis. Also, accurate communication reduces potential damage and assures people. In critical situations, most of the contradictory communications and a lot of information exchanged are false. Some organizations and people hide information because of fear, which reduces communication and causes serious damage to the organization. The study shows that the lack of effective communication between decision makers and administrators is one of the most effective causes of organizations failing to control the crisis and reduce its negative impacts (Dolatabadi and Nilipour Tabatabaei, 2017). There are many factors that affect crisis management, but in this study, strategic management of human resources, intellectual capital, and organizational culture have been identified as the most important factors influencing crisis management in the organization. Intellectual capital is one of the most important factors influencing crisis management. Intellectual capital can be defined as any process that derives from human power, knowledge, information, experience, innovation, organizational learning ability, customer relationship, and organizational structure (Ha et al., 2016). Intellectual capital means the intellectual power of the organization and the future financial capital. If businesses with such an important ability to drive intellectual capital into innovative business behavior, they can remain for many years and gain competitive advantage (Ornek and Ayas, 2015). This component is the focus of one of the sources of knowledge that connects these resources so that organizations gain the value they need to gain competitive advantage in the long run (Lentjushenkova and Lapina, 2014). Intellectual capital has three dimensions of human capital, structural capital, and communicative capital (Ha et al., 2016). The first dimension of intellectual capital is human capital. Human capital attracts knowledge, work skills, experience and innovation in the organization (Boujebene and Affes, 2013). This component is defined as a set of skills, knowledge and expertise of employees that plays an important and determinant role in increasing organizational productivity (Kucharcikova et al., 2015). Human capital is an important internal factor, which makes companies voluntarily and optionally follow environmental regulations and regulations (Lan and Munro, 2013). The second dimension of intellectual capital is structural capital. It involves the structures and processes of developing and employing personnel for effectiveness,

innovation, and being active and productive (Boujebene and Affes, 2013). Structural capital involves the structures and processes of developing and employing personnel for effectiveness, innovation, and active and constructive (Gogan et al., 2015). Structural capital, in fact, is the physical and organizational structure, the characteristics of a company that supports human capital and facilitates knowledge transfer (Ciprian et al., 2012). Finally, the third dimension is communicative capital. Communicative capital attracts knowledge of market paths and channels, customer and supplier communications, and industrial or governmental networks (Boujebene and Affes, 2013). It includes customer portfolios, relationships with competitors, suppliers, shareholders, governments and government departments, other stakeholders, and their impact on business. The capital of communication consists of business capital and capital related to establishing a relationship (Ciprian et al., 2012). Communicative capital refers to the total potential and actual resources generated through the communication networks included in the organization (Blonska et al., 2013). Another factor influencing crisis management is organizational culture. Organizational culture has been considered as one of the most important organizational issues for decades as it distinguishes between the values, expectations and expectations of employees with different cultural backgrounds (Belias and Koustelios, 2015). Organizational culture indicates that individuals and groups interact with each other, with customers and with stakeholders, with interacting effects. The performance of staff is the main pillar of the organization, which can lead to the development of an organizational culture (Osibanjo, and Adeniji, 2013). It expresses the fact that individuals and groups interact with each other, with customers and with stakeholders, with interacting effects. A healthy organizational culture in a company or business will increase productivity, growth, effectiveness and efficiency, and reduces behaviors that are contrary to the ethics of the organization (Davis et al., 2014). Ahmed et al. (2012), in their study, emphasized that organizational culture and organizational procedures, have the potential to integrate and provide solution to problems of the organization and facilitate the achievement of organizational goals. This factor can affect the organizational productivity and the effectiveness in a positive direction. He named organizational culture as an agent for solving organizational problems and

strengthening the morale of integration among members of the every firms. Being the main challenge, a desirable organizational culture allows an organization to address the changing problems of choosing an external environment and internal integration of corporate resources. Enhance staffing capabilities and organizational policies for organizational support, help the organization in the field of innovation, and facilitate channels for innovation, and ultimately create effective collaborative efforts among employees. This suggests that an undesirable culture can lead to problems in collaborating with employees and ignore organizational values (Naqshbandi *et al.*, 2014). Organizational culture has a positive influence on the decision-making process of members, which this aspect of culture can be viewed as a strong point in responding to the situations and encounters that an organization faces (Low *et al.*, 2015). One of the positive aspects of culture in an organization is the creation of appropriate communication channels in the organization. Organizational culture is related to the subject of business and the creation of formal and informal working environment of expectations. An aspect of the corporate culture is communication, which is the communicator of interpersonal and organizational communication. Thus, the nature of relationships between individuals in organizations is often interpreted as an organizational culture, and culture can be used to improve and strengthen constructive relationships and reduce organizational tensions (Zeithelin *et al.*, 2014). Finally, the last factor affecting crisis management is strategic management of human resources in the organization. (Porter, 1980) explicitly acknowledges that human resource management is an essential and necessary activity. This process will be achieved when combined with other value chain activities and achieve the organization's sustainable competitive advantage (Buller and McEvoy, 2012). Human resources management strategy means the direction of human resource management, which ensures individual organizational goals and ultimate missions of the organization. The concept of strategic human resources management (SHRM) in 1990 has been developed with emphasis on activities and methods for integrating values with a focus on HRM. SHRM focuses on a variety of issues, including the relevance of HRM practices and organizational strategic goals. Integrating HRM into senior management teams, developing HR activities with respect to recruitment, compensation, performance appraisal, and values, are added to the performance of HRM. It is also considered

as a planned pattern of activities for small and large-scale purposes, and involves linking and integrating with the strategic management process horizontally and vertically, in order to support each other and collective thinking (Sani, A.D., 2012). The main objectives of HRM in organizations are recruitment, retaining, motivating and managing the talent of employees in the roles assigned to them, and these goals have become important in recent years (Stone *et al.*, 2015). HRM is in fact the management of employee's behavior towards increasing individual, group, and organizational performance. Given the variety of external factors, organizations need better human resources to compete and manage their related factors in order to gain competitive advantage. In addition, human resource practices are influenced by the precise and sophisticated scientific behaviors of managers that effectively relate to organizational effectiveness and this effect results in increased performance (Muli, J.V. *et al.*, 2014).

These studies also argue that the correct results of HRM in the organization can include employee's satisfaction, motivation, retention, social conditions, trust, loyalty, security, reduced intent and intention to leave, increased labor productivity and this leads to an overall increase in performance. Organizations develop their strategies based on their employees' skills and talents, and they strive to achieve their goals (Stone *et al.*, 2015). SHRM affects productivity, maximizes organizational benefits, and realizes the goals and goals of the organization (Uyar and Deniz, 2012). The performance of a company reflects the efficiency of the organization and the reflection of the performance or the inefficiency. It can be evaluated mentally or objectively. Effective HRM activities increase HR performance, which improves the organization's performance at three levels of individual, group, and organizational (Muli, *et al.*, 2014). High quality human resources policies and programs, and integrated and business-oriented activities are likely to relate to the promotion and promotion of work results, resulting in more interaction between the environment and employees and higher productivity (Schroeder, 2012). Mikhailov *et al.* (2014) in their findings, showed that HRM affects the ability of individuals to operate, to compete, and to the effectiveness of the organization. According to Lobanova and Osola (2014), the integration of HR management ideas with old management systems cannot be considered as a huge and significant success, so organizations should be

highly consistent in their respective planning. According to Gumuz and Partners, (2013), three main sources for business are very important, and these three factors include manpower, capital and technology. The most important component among these components is human resource management as well as talent management in organizations. In the meantime, HRM cannot succeed unless there is proper planning to formulate its strategies. In this regard, the main question of the current study is that, what is the role of the strategic human resource management system in crisis management with regard to the mediating role of organizational culture and intellectual capital?

### MATERIALS AND METHODS

A conceptual model of the study is presented in Fig. 1. In this model the strategic human resource management is considered as an independent variable, the organizational culture and intellectual capital variables as intermediary variables and ultimately the crisis management variable as a dependent variable in the study model. The conceptual model of the study is presented in fig. 1.

This study is considered as an applied research in terms of purpose. The study based on how to obtain the required data is divided into two categories: descriptive (non-experimental) research and experimental study. Descriptive research consists of a set of methods aimed at describing the conditions or phenomena under investigation. Therefore, the present study is a descriptive research type. On the other hand, it is descriptive-survey study, since it studies the characteristics and traits of people in society and examines the current state of society in terms of several traits or variables and also a correlation type research. The statistical population includes all 257 staff members of the Governorate of Tehran. Therefore,

for determining the sample size due to the limited nature of the statistical population, the Cochran formula of the limited population, 225 individuals was selected. Simple random sampling method is used. For data collection, a questionnaire which its content validity was assessed in several sessions through discussion with the expert and all the reformations were performed on the structure and content of the questionnaire. To investigate the reliability, the questionnaire was distributed in 30 companies. Considering that the Cronbach's alpha for all variables in the questionnaire were higher than 0.7, the reliability of the questionnaire is confirmed. The exact values of these coefficients are given in Table 1.

### RESULTS AND DISCUSSION

#### Description of the study variables

Table 2, shows the statistical description of the variables of the study model.

#### Investigating study hypotheses using structural equation modeling

Figs. 1 and 2 show the outputs of the model in the standard estimation and meaningfulness of the properties and parameters obtained by the model, in which all the resulting properties are significant. The basis for confirmation or rejection of research hypotheses is the review of the model in the state of significant coefficients. According to the above, all hypotheses of the study are approved. The results of the assumptions are presented in Table 3.

The results of the study hypotheses indicated a positive and significant impact of SHRM with a value of 0.21, organizational culture with the value of 0.43 and intellectual capital with the value of 0.55 on crisis management. Also, the mediating role of organizational culture and intellectual capital variables has also

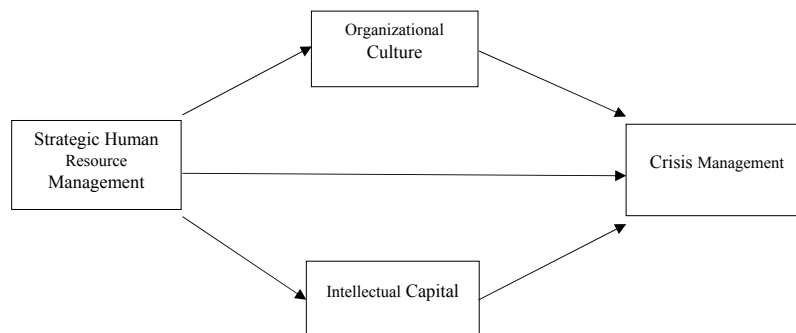


Fig. 1. Conceptual model of the study

Table 1. Reliability coefficients of the questionnaire variables

Model variables	Cronbach's alpha coefficients
Crisis management	0.88
Strategic human resource management	0.806
Organizational culture	0.836
Intellectual capital	0.821

been confirmed in the model. The indexes of model fitting along with its desirable values are presented. Comparing the values of the research model and the desirable values of this issue, the research model is in desirable condition for all the indices.

In 1900, Carl Pearson proposed to measure the

similarity between the experimental curves and the theoretical curves of  $\chi^2$ . This test indicates how much the model designed by the researcher is based on actual data.

*$\chi^2$  indicator*

One of the general indicators for calculating free parameters in calculating the fitting indices of the normal  $\chi^2$  index is calculated from the simple  $\chi^2$  distribution on the degree of freedom of the model. If this value is less than 2, it is desirable, and if it is smaller than 5, it is acceptable.

*RMSEA indicator*

The RMSEA index is used in most validation analysis

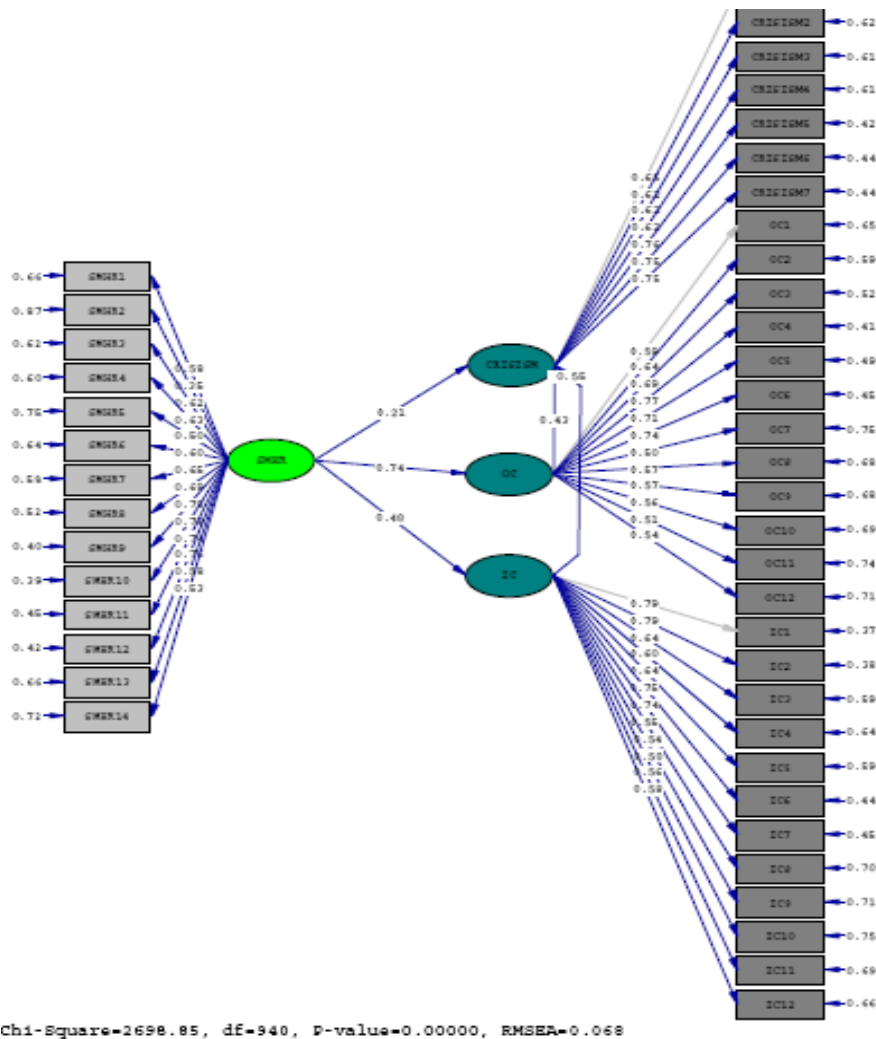


Fig. 2. Model of the study in standard estimation mode

Table 2. Statistical description of the variables of the study model

Variable	Number	Mean	Deviations	Skidding	Kurtosis
Strategic Human Resource management	225	2.9663	0.7091	0.251	0.731
Organizational Culture	225	3.2915	0.63019	0.569	0.139
Intellectual Capital	225	3.5026	0.57171	0.396	0.298
Crisis Management	225	2.8343	0.74232	0.635	0.269

Table 3. summary of the results of the study hypotheses

Study hypotheses	Meaningful numbers	Standard effect factor	Result
The strategic HRM focuses on crisis management in terms of the role of organizational culture.	11.7012	0.31	verification
Strategic human resource management system affects the management of the crisis in terms of the role of intellectual capital.	6.96	0.264	verification
Organizational culture affects crisis management.	2.94	0.43	verification
Intellectual capital affects crisis management.	2.04	0.55	verification
The strategic human resource management system has an impact on crisis management.	3.05	0.21	verification

and structural modalities. According to McCulloch, Brown and Schugavara (1996), if the value of this index is less than 0.05, then the fitness is good and if it is between 0.05 and 0.8, the modality is modest. Refer to RMSEA Online Calculation.

*GFI and AGFI indices*

The GFI and AGFI indices do not depend on sample size. The GFI value must be equal to or greater than 0.9. The Adjusted Fit Index or AGFI is another fitness index. This index is equivalent to the application of the mean squares instead of the sum of squares in the face and denominator of the GFI. The range of GFI and AGFI variations is between zero and one. The acceptable value of these two indicators should be equal to or greater than 0.9. As described, structural equation modelling is used in this study. The main assumptions about the impact of organizational culture, intellectual capital, and strategic HR management on crisis management are the underlying assumptions. Lisrel software has been used to test the study hypotheses. Models and outputs of the tables show that there is a significant relationship between the variables. Therefore, the assumptions are verified. Table 4 also shows that fitting the model is in a favourable situation.

**CUNCLUSION AND SUGGESTIONS**

The main objective of this study is to investigate the role of strategic human resource management in crisis management with regard to the role of mediating organizational culture and intellectual capital. This study confirms the impact of human resource management

on crisis management (Ahmadi et al., 2012; Danlami Sani, 2012). The study is based on the purpose of the applied type and in terms of data collection is a descriptive research type. The statistical population includes all 257 staff of the Governorate of Thran. The sample size is set to 225 people using Cochran formula. Simple random sampling is used as the sampling method. The data was gathered through distribution and collection of the questionnaire and the analysis has been performed using Statistical Package for the Social Sciences (SPSS) and Lisrel software. Confirmatory factor analysis and structural equation modelling have been used to investigate research hypotheses. The results of the study hypotheses indicate a positive and significant impact of strategic management of human resources with the value of 0.21, organizational culture with a value of 0.43 and intellectual capital with a value of 0.55 on crisis management. The mediating role of organizational culture and intellectual capital variables has also been confirmed in the model. Therefore, by providing a suitable environment for creative people,

Table 4. Fit indicators of the study model

Model fitting indicators	Values of study indicators	Desirable values
$\chi^2 / df$	2.83	$\leq 3$
RMSEA*	0.068	$\leq 0.08$
AGFI**	0.90	$\geq 0.9$
GFI***	0.94	$\geq 0.9$
Degree of Freedom	940	$\geq 0$

\* Root Mean Square Error of Approximation

\*\* Adjusted Goodness of Fit Index

\*\*\*Goodness of Fit Index

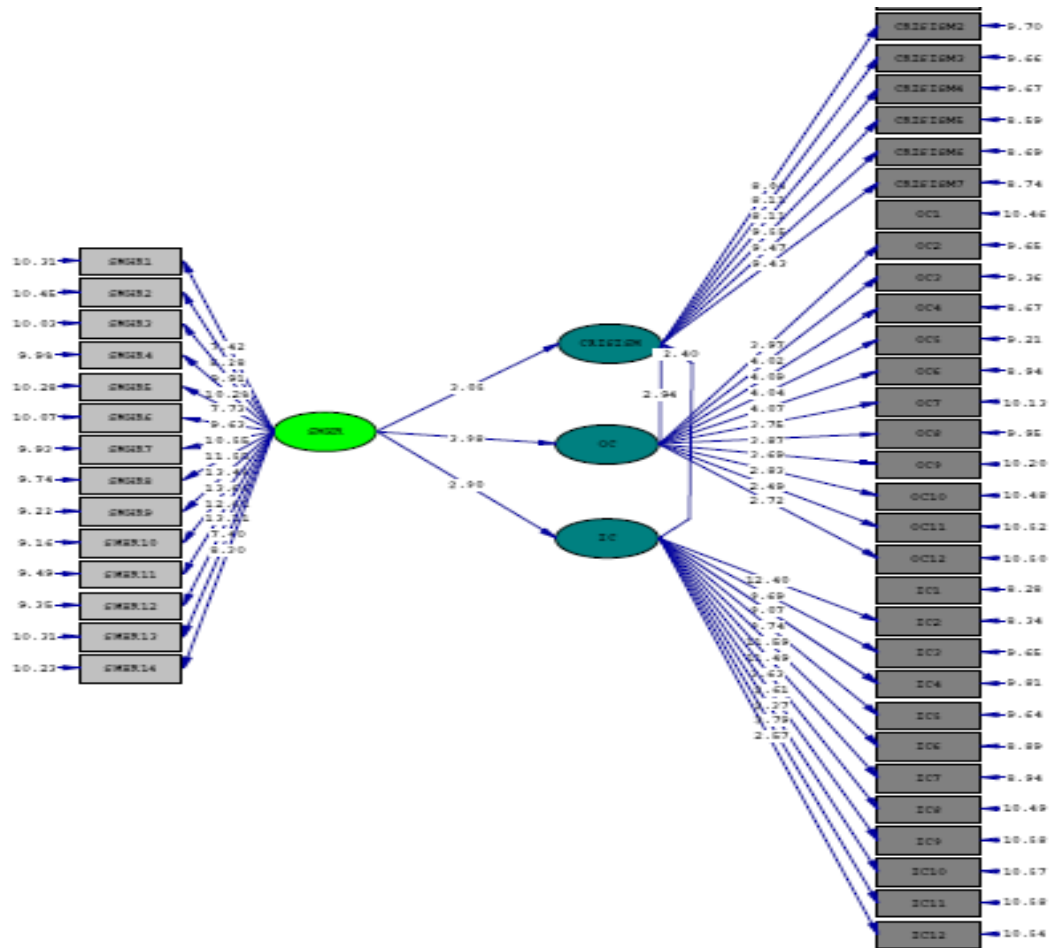


Fig. 3. The study model in terms of meaningful coefficients

promoting their knowledge and continuing education, they can better manage crises in organizations. Also, in order to decide on problems and organizational issues, it is suggested that managers consult with experts and experts of the organization to prevent one-dimensional decision-making, and enhance the morale of individuals and increase their commitment and belonging to To be organized. Also, forces that are able to adapt to the culture governing the organization are attracted and maintained. Individuals affected by organizational culture will be encouraged and promoted in the form of reports in the file, incentives and facilities (hierarchical culture). By organizing tasks, clarifying the goals and plans of the organization, organizing staff and creating a common vision for employees, the officials of the organization will provide a platform for enhancing the

staff's adaptability. All of the above helps to better manage and control the crises facing organizations.

#### ACKNOWLEDGEMENT

The authors wish to express their deepest thanks for the cooperation of the Tehran Governorate

#### CONFLICT OF INTEREST

The authors declare that there are no conflicts of interest regarding the publication of this manuscript. In addition, the ethical issues; including plagiarism, informed consent, misconduct, data fabrication and/or falsification, double publication and/or submission, redundancy have been completely observed by the authors.

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### HOW TO CITE THIS ARTICLE

Mirzapour, M.; Toutian, S.S.; Mehrara, A.; Khorrampour, S., (2019). The strategic role of human resource management in crisis management considering the mediating role of organizational culture. *Int. J. Hum. Capital Urban Manage.*, 4(1): 43-50.

DOI: 10.22034/IJHCUM.2019.01.05

url: [http://www.ijhcum.net/article\\_34857.html](http://www.ijhcum.net/article_34857.html)

