

## Relationship of Human Resource Management with Crisis Management: a case Study of the Juice and Preserves Institution, Manaa Unit, Batna (Algeria)

علاقة إدارة الموارد البشرية بإدارة الأزمات: دراسة حالة مؤسسة العصائر والمعلبات بوحدة منعة؛ باتنة (الجزائر)

Mohamed Gachi <sup>1\*</sup>, Dahmane Souici <sup>2</sup>

<sup>1</sup> University of batna 1(Algeria), mohamed.gachi@univ-batna.dz

<sup>2</sup> University of batna 1(Algeria), dahmane.souici@univ-batna.dz

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### Abstract

This research aimed to identify the extent of implementation of human resources management functions and the utilization of crisis management strategies. It also aimed to explore the relationship between human resources management and crisis management from the perspective of employees at the Juice and Preserves Institution, Manaa Unit, Batna, Algeria. A sample of 35 unit workers was selected, and a descriptive approach was adopted. The researchers developed two questionnaires, one to assess the implementation of human resources management practices and the other to evaluate the use of crisis management strategies. Statistical analysis was performed using SPSS version 22, employing two statistical methods: the mean and Pearson's correlation coefficient. The results revealed a low degree of implementation of human resources management functions by the organization and a low degree of utilization of crisis management strategies by the crisis management team. Additionally, there was no statistically significant correlation between human resources management and crisis management within the research sample.

**Keywords:** Human resources management; Crisis management; Crisis Management Team.

### ملخص

هدفت هذه الورقة العلمية إلى التعرف على درجة ممارسة إدارة الموارد البشرية لمهامها؛ ومدى استخدام فريق إدارة الأزمات لاستراتيجيات إدارة الأزمات، والكشف عن طبيعة العلاقة بين إدارة الموارد البشرية وإدارة الأزمات من وجهة نظر العاملين في مؤسسة العصائر والمعلبات وحدة منعة؛ باتنة. تم اختيار 35 عاملا بالوحدة بطريقة قصدية، وتم اعتماد المنهج الوصفي الارتباطي، وذلك باستخدام استبيانين صممهما الباحثان، أحدهما لقياس ممارسة إدارة الموارد البشرية لوظائفها والآخر لقياس استخدام استراتيجيات إدارة الأزمات. وقد تمت المعالجة الإحصائية باستخدام برنامج SPSS الإصدار (22)، وذلك بالاعتماد على أسلوبين إحصائيين: المتوسط الحسابي، ومعامل ارتباط كارل بيرسون. أشارت النتائج إلى: تدني درجة استخدام وظائف إدارة الموارد البشرية من قبل المنظمة ودرجة استخدام استراتيجيات إدارة الأزمات من قبل فريق إدارة الأزمات من وجهة نظر العاملين في مؤسسة العصائر والمعلبات وحدة منعة؛ باتنة، إضافة لعدم وجود علاقة ارتباطية بين إدارة الموارد البشرية وإدارة الأزمات لدى أفراد عينة البحث. **كلمات مفتاحية:** إدارة الموارد البشرية، تسيير الأزمات، فريق تسيير الأزمات،

\*Corresponding author.

## 1. Introduction

Human resources management significantly contributes to the enhancement of departmental systems in general. The strategic orientation of human resources management plays a critical role in decision-making across all organizational levels. This department operates under the guidance of the organization's senior management, striving to achieve strategic objectives and excellence through its human resources (Abd el Wahab, 2006, p. 13).

Algeria's productive institutions, including the Juice and Preserves Institution, Manaa Unit, Batna, require ongoing updates to their human resources management practices. These practices are pivotal for achieving high levels of production and enhancing competitiveness in the domestic market. Moreover, given the numerous crises that may occur within or outside the organization, they can significantly disrupt normal business operations. The proper application of these practices is essential to efficiently manage the workforce and prevent issues stemming from their misapplication. For example, insufficient training of workers on equipment can lead to serious occupational accidents, and employing unqualified workers can result in reduced productivity, among other issues. Such crises can severely impact the organization. As an example, we can mention the 2015 crisis at the Juice and Preserves Institution, Manaa Unit, Batna, involving a 10-day worker strike, which required legal intervention to resolve, and escalated when workers were prevented from entering the facility, necessitating the involvement of security agencies (Bilal, 2015). These incidents highlight the significance of managing crises efficiently, which is now a primary concern for organizational management (Mahawi, 2016, p. 174).

Nevertheless, crisis management is not conducted haphazardly but follows a structured strategy to minimize the impact of crises on the organization, both internally and externally, including the institution's reputation. Even with crisis management in place, damage can be substantial or crises may recur, either due to mishandling or a lack of an integrated crisis management team. In this context, researchers Lars H. Esbensen and Tomas Krisciunas conducted a study in 2008 on crisis management and information technology, concluding that institutions should have dedicated crisis management teams. These teams must bring together crisis management experts to anticipate potential critical scenarios and train employees in strategies they should follow in case of a critical situation.

Given that the application of crisis management strategies is an integral part of the organization, "Hamad Salman Sunna" (2016) conducted research on human resources management and its relationship to organizational crisis management, finding a positive and statistically significant correlation between human resources management and crisis management within the foundation.

This study seeks to evaluate the level of human resources management and crisis management strategy practices and analyze the relationship between human resources management functions and crisis management strategies in the Juice and Preserves Institution, Manaa Unit, Batna, Algeria. It aims to address the following questions: What is the level of practice of human resources management functions at the Manaa Unit of the Juice and Preserves Institution in Batna, Algeria?

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- What is the level of practice of crisis management strategies at the Manaa Unit of the Juice and Preserves Institution in Batna, Algeria?
- Is there a statistically significant correlation between human resources management functions and crisis management strategies at the Manaa Unit of the Juice and Preserves Institution in Batna, Algeria?

Through a systematic analysis, we aim to address the following hypotheses that will shed light on the institution's crisis preparedness and response, the hypotheses are as follow:

- There is a high level of practice of human resources management functions at the Manaa Unit of the Juice and Preserves Institution in Batna, Algeria;
- There is a high level of practice of crisis management strategies at the Manaa Unit of the Juice and Preserves Institution in Batna, Algeria;
- There Is a statistically significant correlation between human resources management functions and crisis management strategies at the Manaa Unit of the Juice and Preserves Institution in Batna, Algeria.

The significance of this research is rooted in the importance of its variables. Human resources management stands out as one of the most critical administrative functions in modern organizations, playing a pivotal role in shaping and executing an organization's strategic plans; and of crisis management lies in its capacity to impact institutions and individuals at any given moment. Crises can affect organizations across various sectors and, if not handled effectively, can jeopardize their existence and sustainability. Hence, there is a constant need for preparedness to respond to and effectively manage crises; the research's significance is further underscored by the sector it focuses on—the production sector, and the economic importance of the Juice and Preserves Institution, Manaa Unit, Batna. This foundation holds a solid reputation in the industry, enhancing the importance of the research.

### **❖ literature review**

In order to contextualize the current research and shed light on the significance of the topic under investigation, it is essential to review the existing body of literature in this field. Previous studies and research on Human resources management and Crisis management strategies have provided valuable insights and laid the foundation for our present study. This review will help us identify gaps in the existing knowledge, evaluate the evolution of ideas, and highlight the key findings and methodologies employed in prior research. By building upon the work of previous scholars and researchers, this study aims to contribute further to our understanding of Human resources management and Crisis management strategies;

#### **- Boukhalfa Rafiq (2016) - Algeria**

- **Aim:** To evaluate human resource management in an Algerian institution. Used
- Analytical descriptive curriculum and comparative methodology with 157 participants.
- **Key Findings:** Reliance on personal relationships in head selection, supervisor's fairness affects worker performance.

- **Ghanem Hadjira (2018) - Algeria**
  - **Aim:** To explore the role of HR management in employee performance.
  - **Methodology:** Descriptive curriculum with 229 participants, data analyzed using statistics.
  - **Key Findings:** Moderate HR practices, insufficient training budget, suboptimal use of performance appraisal.
- **Lars H. Esbensen and Tomas Krisciunas (2008) - Denmark**
  - **Aim:** To study crisis management in global companies.
  - **Methodology:** Interviews with IT officials.
  - **Key Findings:** Crisis management teams are essential, need for alternative communication means, worker training, and resource allocation for crisis preparedness.
- **Hamed El hadrawi (2010) - Iraq**
  - **Key Findings:** Lack of scientific methods in crisis management, limited learning from crises, difficulty in controlling them, and the influence of external forces.
- **Rafed Abd el wahid Mahawi (2016) - Iraq**
  - **Aim:** To assess the impact of HR management on organizational crisis management.
  - **Methodology:** Survey of managers in a government department.
  - **Key Findings:** Positive correlation between HR practices and crisis management effectiveness.

These studies cover various aspects of HR management and crisis management across different regions, offering insights into HR practices and their impact on organizational crisis management.

#### ❖ **Human resources management and Crisis management strategies**

**Human resources management:** is the process of acquiring, training, appraising, and compensating employees, and of attending to their labor relations, health and safety, and fairness concerns (Dessler, 2013, p. 04)

Human resource management is that part of management that is designed to provide for and coordinate the employees in the organization. Plants, equipment and all others that a modern firm uses are unproductive except for the effort and direction by human resource (Byers and Rue, 2000, p. 75). According to (Cole, 2002, p. 44) human resource management is that part of management which is concerned with people at work and with their relationship within an enterprises and it seeks to achieve both efficiency and justice (IGWE; UMER; EGBO, 2014, p. 211).

#### **Human resources management functions**

**PLANNING:** It is generally concerned with matching resources to business needs in the longer term, although it will sometimes address shorter term requirements.

It addresses human resource needs both in quantitative and qualitative terms, which means answering two basic questions: first, how many people, and second, what sort of people? Human resource planning also looks at broader issues relating to the ways in which people are employed and developed in order to improve organizational effectiveness. It can therefore play an important part in strategic human resource management (Armstrong, 2006, p. 363)

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**Recruitment:** it is an important part of human resource management (HRM). It isn't done without proper strategic planning. Recruitment is defined as a process that provides the organization with a pool of qualified job candidates from which to choose. Before companies recruit, they must implement proper staffing plans and forecasting to determine how many people they will need. The basis of the forecast will be the annual budget of the organization and the short- to long-term plans of the organization—for example, the possibility of expansion. In addition to this, the organizational life cycle will be a factor. Organization life cycle is discussed in "Developing and Implementing Strategic HRM Plans", Forecasting is based on both internal and external factors (THE OPEN OF UNIVERSITY OF HONG KONG, P.A, p.79)

**Training:** it is usually a short-term skill-development exercise meant for non-managerial employees either to learn a job or to overcome their deficiency in the performance of the present job. The success of any training program lies in recognizing the training needs within the organization and then designing and implementing training program based on those needs in order to carry out continuous up gradation of knowledge, skills and employee attitudes. In fact, sustained training efforts by an organization usually lead to the creation of a highly competent and motivated workforce that is all set to take on the challenges of performance and productivity. Undeniably, organizations can think of achieving success in the globalized market only when they can ensure that their employees perform to their fullest potential.

Training is the act of increasing the knowledge and skills of an employee for doing a particular job (Durai, 2012, p. 159)

**Performance appraisal:** it is defined as “the process of identifying, evaluating and developing the work performance of the employee in the organization, so that organizational goals and objectives are effectively achieved while, at the same time, benefiting employees in terms of recognition, receiving feedback, and offering career guidance.”

“Longenecker and Fink” (1999) cited several reasons that formal performance appraisals are to stay in organizations. According to them, formal appraisals are required to justify a wide range of human resource decisions such as pay raises, promotions, demotions, terminations, etc. It is also required to determine employees' training need. However, sufficient caution should be observed in implementing appraisal system. Ineffective appraisal system can bring many problems including low morale, decreased employee productivity, a lessening of an employee's enthusiasm and support for the organization.

HR experts cite the following benefits of a successful appraisal system:

- Helps taking stocks of an employee's overall performance.
- Enables employee to pinpoint strength and spot weakness.
- Provides an opportunity to motivate employee and encourage for superior performance.
- Lets determine any need for further training.
- Helps setting goals for future superior performance (Rafikul; bin Mohd Rasad, 2006, p. 163\_164)

In this research, the above-mentioned functions were adopted as dimensions for building study management to measure the human resources management variable, and we point out that there are other functions such as work analysis, development, motivation, etc. That have not been exposed in the current research.

Human resources management encompasses a range of functions and strategies that revolve around individuals, spanning from recruitment, motivation, and training to job planning, career development for employees, and the adoption of new management methodologies. To assess the degree of adherence to these practices in this research, a questionnaire was employed, with scores ranging from 43 to 129 degrees and a hypothesized average of 02 degrees.

- **Crisis management strategies**

crisis is something that threatens the organization's top priority values, has a specific time when a response can be provided, and is unexpected by the organization (Holmgren; Johnson, 2015, p. 15). According to (spillan and hough): Crisis management is the situation that minimizes the impact of the crisis, helps the organization to control the situation and also works to take advantage of any benefits that the crisis may bring (Rigerts, 2016, p. 26).

## **2. Stages of crisis management**

From a view of theoretical literature, the two researchers have identified three stages of crisis management:

### **1\_ Crisis management in the pre-crisis phase: at this stage**

- \_ Detect warning signs of crisis.
  - Analyze and evaluate warning signals and see if they are dangerous or not preparedness for crisis.
- Develop strategic plans for the management of anticipated and potential crises.
- \_ Establishment of a crisis management team.
  - Training the team and all workers on how to manage serious crises and attitudes.

### **2\_ Managing the crisis during its occurrence: At this stage**

- \_ Respond in a timely manner to resolve the crisis.
- Implementation of various planned crisis management strategies such as crisis analysis and change of course strategy as well as establishment and implementation of crisis management team decisions.
- \_ Quickly distribute tasks and use emergency procedures.
  - Work to prevent sub-crises that may result from the major crisis.
  - \_ Provide the sites affected by the crisis with the necessary resources to restore normal activity.

### **3\_ The crisis proceeds after By**

- \_ Contain and recover from the crisis.
  - \_ Assess gaps and learn lessons from past mistakes.
  - \_ Identify new procedures to deal with existing gaps.
- Undertake a general crisis review at least once a year.

In this research, the researcher relied on these stages as dimensions to measure the extent to which the crisis management team used crisis management strategies before, during and after the crisis.

Crisis management strategies involve the proactive process of anticipating and preparing for potential crises, creating strategic plans for their management, and providing training to employees. It's important to note that prior planning for crises doesn't guarantee prevention, but it aims to minimize their impact. Furthermore, it's challenging to predict or expect all potential crises that may arise. The Current Practice Grade

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(CPG) quantifies the extent to which these strategies are implemented. In this research, the questionnaire scores range from 31 to 93 degrees, with a hypothesized average of 02 degrees

**2. Method and material**

**1.2** This research was conducted between 2022 and 2023. it was carried out in the Juice and Preserves Institution Manaa, Batna Unit -Algeria; it covered all 65 workers in the institution's, where the survey applied to 30 workers for pilot study and 35 workers for main study. Researchers relied on the descriptive method.

**2.2 Measurement:** researchers developed 02 questionnaires to measure human resources management (consists of 04 factors: planning, recruitment, training, and performance appraisal) and Crisis Management (consists of 03 factors: pre-crisis, during crisis, post-crisis)

• **Validity**

**A. Human resources management questionnaire:**

**Table (01)**

internal consistency for the Human Resources Management Questionnaire

	Planning	Recruitment	Training	Performance appraisal
<b>total score</b>	0.869*	0.906*	0.746*	0.751*

(\*\*) significant at 0.05

The table shows that Pearson's correlation coefficients between the dimensions of the HRM questionnaire with the overall score are statistically significant at 0.05, which indicates the validity of the questionnaire.

**B. Crisis Management Questionnaire**

**Table (02)**

internal consistency for the Crisis Management Questionnaire:

	pre-crisis	during crisis	post-crisis
<b>total score</b>	0.802**	0.927**	0.604**

(\* \*) significant at 0.01

From the table above, we note that all the correlations between the dimensions of the crisis management questionnaire with the overall score of the questionnaire are statistically significant at 0.01, which indicates the validity of the questionnaire

• **Reliability**

**A. human resources management questionnaire:**

**Table (03)**

Alpha Cronbach for Human Resources Management Questionnaire

Number of phrases	Alpha Cronbach
43	0.919

The result shows that Alpha Cronbach is high, which means the Questionnaire can be adopted in the main study.

**B. Crisis Management Questionnaire**

**Table (03)**

Alpha Cronbach for Crisis Management Questionnaire

Number of phrases	Alpha Cronbach
31	0.867

The result shows that Alpha Cronbach is high, which means the Questionnaire can be adopted in the main study.

**3. Results**

**3.1. Hypothesis 01**

**Hypothesis 01:** We expect low degree of the practice of human resources management functions, at Institution ManaaBatna Unit –Algeria.

**Table (04)**

level of the practice of human resources management functions

	Average satisfactory	Average
Planning	02	1.5306
Recruitment		1.9048
Training		1.8107
Performance appraisal		1.7048
total score		1.7236

Through Table (04) we note that all the calculated averages of sample responses to the dimensions of the human resources management questionnaire and the overall Mean of the questionnaire are lower than the Average satisfactory (02), indicating low level of practice of human resources management for its functions, this results are consistent with the result of the Study of Ghanem Hadjira (2018), This result can be explained by:

- The nature of the enterprise, i.e., it is a branch of the main enterprise in Nakkaas and there is no a complete human resources management.
- The abundance of work processes and functions to be performed by human resources management where not only one employee can learn about them, but only do the basics and thus dispense with many operations that are essential in the branch.

**3.2. Hypothesis 02**

**Hypothesis 02:** We expect the low degree of use by the crises management team of the Institution Manaa, Batna Unit -Algeria-of crisis management strategies according to workers' estimates of the value of the hypothetical average (02) is a degree of questionnaire prepared to measure this.

**Table (05)**

Computational and hypothetical averages of sample responses to crisis management questionnaire

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	Average satisfactory	Average
pre-crisis	02	1.6127
during crisis		1.7531
post-crisis		2.0214
total score		1.7816

From the table above we note that the calculated averages of the responses of sample to the crisis management questionnaire and its dimensions are less than the Average satisfactory (02), which indicate a low degree.

With the exception of the post-crisis crisis, it was estimated at 2.0214, equal to the Average satisfactory.

This result differed with the Study of “Lars H.Esbensen” and “Tomas Krisciunas” (2008), This result can be explained by:

- The absence of a clear integrated crisis management team. The team is now formed to resolve the crisis. It is the key element in the conduct of the crisis. It is the decision maker after preparing possible crisis scenarios. It also undertakes the task of training workers through simulation or other approaches to anticipated crises in order to expedite the crisis if it occurs and not to waste time in making decisions and trying to understand the crisis.
- Lack of crisis management specialists in the institution, thereby reducing learning opportunities and being able to manage the crisis before, during and after it occurs.
- The institution's lack of use and awareness of crisis management strategies, as well as its lack of interest in predicting the crisis and planning for its future management, and does not rely on workers' training for possible emergencies.
- The degree of operation of the post-crisis crisis in the post-crisis phase was moderate by the institution's use of the process of learning from past mistakes, the experience of workers accustomed to intervening in the event of a crisis to resolve it, thereby gaining experience from the field and applying it in the event of a similar crisis in the future and resolving it in a shorter time than previously.

**3.3. Hypothesis 03**

**Hypothesis 03:** We expect a statistically significant relationship between the practice of human resources management functions and the use of crisis management strategies; according to the estimates of the workers at Institution Manaa Unit, Batna, Algeria

**Table (06)**

Showing Pearson's correlation factor between human resources management and crisis management

correlation	crisis management
human resources management	0,310

The table above indicates that the value of the Pearson correlation coefficient between the human resources management and crisis management was estimated at 0.310, which is not statistically significant. This suggests that there is no correlation between the two variables

This result contradicts that of the study by "Rafed Abd el wahid Mahawi" (2016), which found a correlation between these variables in the sample individuals. This disparity can be attributed to:

- The absence of an integrated and efficient management system to fully carry out human resources management functions. The institution's employees may lack the qualifications and skills required to effectively manage crises, given that their educational levels are generally average.
- Furthermore, the institution does not provide its employees with training in crisis management methods and is not acquainted with the appropriate strategies and scientific approaches. Instead, crisis management is typically based on individual expertise.

#### **4. Conclusion**

this study indicate that both Human Resource Management (HRM) and Crisis Management are of significant practical importance. HRM serves as the foundation of enterprise governance and is responsible for managing crises that may occur within the organization, which can disrupt smooth operations and productivity. Research findings show that level of both Human Resource Management (HRM) and Crisis Management is low, and no significant relationship between Human Resource Management (HRM) and Crisis Management. But; results of this research are limited to the human, spatial, and temporal boundaries indicated. Nonetheless, they serve as a crucial starting point for further research and studies involving different samples. Based on the findings of this research, the two researchers suggest the following:

- The provision of psychologists for workplace, organizational, and human resources management in all institutions, especially in productive organizations.
- The establishment of an integrated human resources management team within organizations to enhance overall performance and facilitate effective management.
- The creation of crisis management teams within institutions, qualified to plan for and manage crises, and implement necessary strategies in the event of a crisis. Additionally, providing training to employees for handling emergencies and potential crises.
- The implementation of training courses and simulations for employees to prepare them for various types of crises that may occur within the organization.
- Conducting further studies on handling technical, economic, and technological crises.
- Exploring the role of training in managing crises among workers in factories or production institutions.

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