





# “The impact of human resources flexibility on crisis management: Evidence from Jordanian manufacturing companies”

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# THE IMPACT OF HUMAN RESOURCES FLEXIBILITY ON CRISIS MANAGEMENT: EVIDENCE FROM JORDANIAN MANUFACTURING COMPANIES

**Abstract**

A human resources administration must be flexible to provide the human element with capacity to respond to crises. The current study seeks to test the effect of human resources flexibility on crisis management and the impact of skill flexibility, behavioral flexibility, and human resource practices flexibility on crisis management. The research sample consists of 445 managers working at Al-Hassan Industrial Estate in Jordan. A questionnaire was developed to measure human resources flexibility and organizational crisis management. SPSS was employed to analyze the collected data and test the hypotheses; multiple and simple regression were used for testing the hypotheses.

The study results revealed that the mean of human resource flexibility is moderate in industrial organizations (2.86). Moreover, the mean of crisis management is moderate (3.36). The findings also showed that human resources flexibility has a statistical effect on crisis management at a level of 0.05. Besides, the correlation coefficient was 0.66 and  $R^2$  was 0.441. Hypotheses testing demonstrated that skill flexibility has the largest impact on crisis management; the Beta value was 0.409. Behavior flexibility has a statistical impact on crisis management. Whereas human practices flexibility does not have a statistical impact on crisis management due to the value of  $Sig = 0.102$ .

**Keywords**

human resources flexibility, skill flexibility, crisis containment, organizational crisis management, industrial companies

**JEL Classification**

M12, M19

**INTRODUCTION**

Crisis management has become the most sought-after approach in application from various sectors, especially with global developments and crises. Jordanian industrial companies faced various types of organizational crises, such as high costs of energy bills, which threatened the existence of most industrial companies operating in Al-Hassan Industrial City, which led some companies to emigrate and move to neighboring countries (JIEC, 2021). Furthermore, companies have faced COVID-19, which affected both personal and vocational lives. Travel restrictions around the world have closed many organizations. Social isolation and the imminent recession have negatively affected employers and employees (Hamouche, 2023).

Human resource flexibility has a strategic role in building the ability to manage organizational crises, highlighting human leadership skills, supporting employees, and developing a crisis management team that must create alertness between workers on organizational crises. Organizations have become more technologically complicated and multinational and operate in a violent environment. Thus, matching crisis management planning with the overall organizational strat-

egy is essential. Crises pose an expensive threat to organizations, and organizations must be prepared to respond effectively to such events. Moreover, adopting a strategic approach to dealing with crises and comprehensive crisis management programs are needed. Each organization has crisis management procedures and trains its workforce to manage the organizational crisis effectively by applying specific strategic measures. However, companies were unprepared to deal with a global pandemic like COVID-19. Crisis management policies and frameworks in organizations around the world are expected to change after COVID-19. This requires organizations to adopt a crisis preparedness approach, which includes all matters related to crisis management, such as crisis communications, IT issues, and emergency response approaches.

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## 1. LITERATURE REVIEW

Úbeda-García et al. (2017) defined human resources flexibility as the degree to which human resources in the organization have skills, behaviors, and practices, enabling them to establish strategic alternatives within the framework of its competitive environment. Veise et al. (2014) consider it as the ability of human resources to adapt on time to the changing needs imposed by the internal and external environments. Esfahani et al. (2017) defined it as the internal hallmark of the organization, which contains three elements: employee skills, employee behavior, and human resource management practices.

Human resource flexibility is an essential aspect of organizational resilience, as it focuses on adapting employee traits (such as knowledge, skills, and behavior) to changing environmental conditions.

Human resource flexibility includes three dimensions. First, skill flexibility means the extent to which employees have the necessary skills to perform their jobs and the possibility of acquiring new skills quickly. This helps employees perform a broad range of business activities successfully, and the organization develops a range of products and services to meet the changing desires of customers (de la Lastra et al., 2014).

It also concerns the possibility of applying employee skills to different activities quickly and redistributing workers with different skills to those activities. Way et al. (2015) indicate that skill flexibility can be measured through three dimensions: diversity, speed, and consistency. Diversity can be at an individual level and refers to the extent to which workers possess or learn skills that have alternative uses, while speed refers to the extent

of time that an organization needs to form actual or potential skills. Consistency is about group integration and skill variety under certain demand conditions to achieve benefit (Pradhan et al., 2017; Wang et al., 2009).

Behavioral flexibility means employee behavior adaptable to the specific requirements of each emergency, as well as a positive response and rational behavior to different situations. Furthermore, it is the employees' ability to modify their behavior to deal with organizational pressures (Priyanka, 2018). Pradhan et al. (2017) indicate that behavior flexibility means employees' capability to adapt to changing circumstances so that they possess extensive behavioral patterns that allow them to follow non-standard procedures in dealing with changeable circumstances. Behavior flexibility is also associated with the ability to adapt to new circumstances, move away from routine behavior, and prepare to use new behaviors according to the demands of each case (Úbeda-García et al., 2017; Do et al., 2016).

Human resources practices are activities used to implement human resource management strategies. These activities are directed to enhancing human resources knowledge and skills to improve performance and achieve strategic objectives (Altai & Tamimi, 2016). The flexibility of human resources practices is defined as the degree to which human resources practices in an organization are adapted across a variety of systems that enhance employee flexibility and creativity (Alshammari & Altarfi, 2020). Moreover, it is also how quickly the human resources department implements human resources practices of recruitment, training, development, and motivation so that it allows the organization to introduce alternative practices instead of those currently used across different units (Pradhan et al., 2017).

An organizational crisis is an unexpected event that threatens organization goals and profoundly affects its relations with stakeholders. This mysterious phenomenon with low-probability high-impact events threatens survival and organization continuity (Bundy et al., 2017). Gad Elrub (2010) defines organizational crisis management as the task that minimizes the potential damage of the crisis to work and helps to control the situation. Allam and Kamel (2014) define crisis management as a management process that produces a strategic response to crises through a group of trained managers who use their skills to minimize potential losses. Moreover, crisis management works to reduce the damage to company's reputation and gain benefits that can be obtained from the crisis.

Sayegh et al. (2004) identified six basic characteristics of organizational crisis: significant uncertainty with unknown causes and effects, low occurrence possibility, quick response need, a significant threat to organization survival and stakeholders, and the demand for quick decision-making that is likely to have positive or negative effects.

The importance of organizational crisis management is not limited to responding to crises as soon as they occur. This is a preparatory process to face the crises that occur, so crisis management is a continuous process to manage the crisis efficiently and effectively (Farazmand, 2014).

Organizational crisis management consists of several dimensions (signal detection, crisis planning, crisis containment, crisis recovery, and learning). Signal detection means the early warning signals that predict the possibility of a crisis. Unless enough attention is paid to these signals, a crisis is likely to occur. In addition, each crisis sends its signals. It can be difficult to distinguish between the signals for each crisis (Alsalem & Harhoush, 2015).

Crisis planning includes an ongoing cycle of planning, organizing, training, equipping, evaluating, and taking corrective action to ensure effective coordination during crises. The goal of prevention is to discover weaknesses in the organization's prevention system. Some organizations adopt the process of preparedness within strategic planning

to cope with crises and change (Delgado & Kruke, 2018). Furthermore, crisis containment includes the preparation of means to reduce the damage and prevent it from spreading, including other parts that have not yet been affected (Alsalem & Harhoush, 2015).

Crisis recovery reflects the steps taken to resume sectional or full action, develop a business cohesion plan, and support human resources issues to help stakeholders recover the crisis. This phase includes the preparation and implementation of ready-made programs that have already been tested in the short and long term. Finally, the learning stage expresses the ability to learn from the crises that occur and re-evaluate to improve what is achieved. The learning stage enables institutions to benefit from the crisis, establish appropriate behavioral patterns for future crises, and train individuals on how to overcome the crisis (Altalahin & Abu Saleh, 2019).

Several studies addressed the relationship between human resources flexibility and crisis management. For example, Allam and Kamel (2014) found a statistically significant relationship between human resource development and organizational crisis management. On the other hand, Altalahin and Abu Saleh (2019) mentioned a statistically significant effect of human resources management strategies on the success of crisis management in Jordanian commercial banks on a sample of 101 employees.

One of the most important findings of Alsaedi and Sudanesi (2021) is a positive and significant correlation between the development of human capital and crisis management, which indicates the great role of human capital development in activating and adopting crisis management in the Iraqi Council of Representatives. Shake and Sawsan (2020) discovered a statistically significant effect of applying human resource flexibility on organizational agility in Jordanian pharmaceutical companies, according to the opinions of 196 managers. Botrah and Ayoub (2022) evidenced the impact of human resource flexibility on organizational crisis management effectiveness. On the other hand, Hussein and Chatheer (2021) showed a relationship between human resources flexibility and crisis management in the Iraqi health sector.

Salman and Mahawi (2016) highlighted an impact between human resources management practices and organizational crisis management effectiveness in the Iraqi Ministry of Interior. Likewise, Muhammad (2018) showed that human resources management practices enhance human resources capabilities.

Alketbi et al. (2022) identified a positive impact of human resource development on managing COVID-19 crisis efficiency for public institutions in the city of Dubai. Moreover, Kutiesh and Farmanesh (2022) showed a positive relationship between new human resources practices and creative performance, as well as a mediating role for creative work behavior in the relationship between new human resources practices and creative performance in the Jordanian Ministry of Education during the COVID-19 crisis.

Strategic flexibility plays a mediating role in the relationship between entrepreneurial orientation and organizational excellence, according to the opinions of senior and middle management in the Jordanian commercial banking sector (Alhalaseh & Ayoub, 2021). AlSharr et al. (2020) evidenced that human resource flexibility has a significant effect on crisis management effectiveness. Finally, Úbeda-García et al. (2017) concluded a mediating role for organizational agility in the relationship between human resource management flexibility and organizational performance in the Spanish hotel sector.

The literature review shows that human resources flexibility is critical when dealing with crises through its strategies, such as recruitment, development, and training. Besides, human resources are essential in predicting crises, developing solutions, and making decisions to deal with crises.

## 2. AIM AND HYPOTHESES

This study aims to test the impact of human resources flexibility on organizational crisis management from the point view of managers and heads of departments of industrial companies at Al-Hassan Industrial City. Therefore, the hypotheses are formulated as follows:

*H1: There is a positive relationship between human resources flexibility and crisis management at  $\alpha \leq 0.05$  in industrial companies.*

*H2: There is a positive relationship between human resources skills flexibility and crisis management at  $\alpha \leq 0.05$  in industrial companies.*

*H3: There is a positive relationship between human resources behavior flexibility and crisis management at  $\alpha \leq 0.05$  in industrial companies.*

*H4: There is a positive relationship between human resources practices flexibility and crisis management at  $\alpha \leq 0.05$  in industrial companies.*

## 3. METHODOLOGY

The study sample consists of managers and human resources managers of industrial enterprises in the Al-Hassan industrial Estate in the Irbid region. Al-Hassan Industrial Estate is the first qualifying zone (QIZ) formed in 1991 and is known as HIE. A simple random technique was used to select the respondents. The sample received 485 questionnaires sent to managers at all functions, experiences, ages, levels, genders, and educational levels. The response rate was 96%. Only 15 surveys were rejected because they could not be used for statistical analysis.

The questionnaire consists of three sections. The first section included questions related to the demographic characteristics (gender, age, education level, occupation, and experience). The second part measured the dependent variable – crisis management. The questions for this variable were based on Aljuhmani and Emeagwali (2017) and Alketbi et al. (2022). The third part relates to the independent variable (human resources flexibility) with its elements (skill flexibility, behavior flexibility, and human resources practice flexibility). This section was inspired by Hussein and Chatheer (2021) and Botrah and Ayoub (2022). Participants were asked to rate their level of agreement with each statement using a five-point Likert scale. Appendix A demonstrates the questionnaire.

The SPSS (Statistical Package of Social Science) program was used to examine the raw data. The acquired data were analyzed using a variety of statistical approaches, including regression analysis, descriptive analysis, and Pearson correlations. Correlations and influence degree between the variables (organizational crisis management and human resources flexibility) are measured using Pearson correlations and multiple regression.

Study validity was implemented in two stages. It was first delivered to experimental sample of 35 managers from various administrative levels. Second, it was distributed to ten academic arbitrators, whose opinions were taken into account while creating the questionnaire's final edition.

Table 1 presents the results of instrument reliability. The overall Cronbach's alpha value is 93%. The Cronbach's alpha values have been used to establish reliability assessments. In management and humanities study, acceptable values of Alpha  $\geq 0.60$  are practically reasonable (Sekaran & Bougie 2016).

**Table 1.** Cronbach's Alpha for study dimensions

Dimensions	Number of cases	No. of items	Alpha
Overall dimensions	445	38	0.93
Organizational crisis management	445	20	0.91
Human resources flexibility	445	18	0.94
Skill flexibility	445	6	0.85
Behavior flexibility	445	6	0.89
HR practices flexibility	445	6	0.90

Cronbach's alpha coefficient ranged between 0.85 and 0.94, indicating that the study instrument generally has a high stability coefficient and can achieve the study's objectives.

## 4. RESULTS

Table 2 displays the characteristics of the respondents. The sample's gender distribution was as follows: there were 262 males, making up 58.9%; and 183 female participants comprised 41.1%. Furthermore, 42% of participants are in the age group of 41-50 years old; 36.2% are 30-40 years old; 16.4% are less than 30 years old; 5.4% are more than 51 years old.

**Table 2.** Sample characteristics

Characteristics	Categories	Frequency	Percentage
Gender	Male	262	58.9
	Female	183	41.1
Age	Less than 30 years old	73	16.4
	30-40 years old	161	36.2
	41-50 years old	187	42.0
	More than 51 years old	24	5.4
Experience, years	Less than 5 years	61	13.7
	5-10 years	119	26.7
	11-15 years	132	29.7
	16 years or more	133	29.9
Job status	General manager	35	9.8
	Deputy general	125	28.0
	Assistant general	85	18.1
	Department manager	87	18.8
	Section head	113	25.3
Qualification	Higher studies	65	14.6
	Bachelor	335	75.3
	Diploma	45	10.1
Total		445	100

Furthermore, the participants' years of experience are distributed as follows: the proportion of those who had 16 or more years of experience was 29.9%; 29.7% had 11 to 15 years; 26.7% had 5 to 10 years; finally, 13.7% had less than 5 years of experience.

Participants were distributed according to their employment status as follows: 28.0% were deputy generals, followed by section heads (25.3%). Besides, 18.8% were department managers, 18.1% were assistant generals, and 9.8% were general managers. The distribution according to qualification was as follows: the percentage of participants with a bachelor's degree was 75.3, the percentage higher studies was 14.6, and the percentage with a diploma was 10.1.

**Table 3.** Standard deviations and means of HR flexibility and organizational crisis management

Dimension	Mean	SD	Degree of assessment
Skill flexibility	3.30	.48	Medium
Behavior flexibility	3.35	.22	Medium
Human practices flexibility	1.93	.60	Low
Human resource Flexibility	2.86	.36	Medium
Organizational Crisis Management	3.36	.37	Medium

Table 3 demonstrates that human resource flexibility practiced in industrial firms is medium,

with a mean of 2.86 and a standard deviation (SD) of 0.36, suggesting that the participants' replies to this dimension were similar. Additionally, Table 3 demonstrates that the level of organizational crisis management practice, with a mean of 3.36 and a standard deviation of 0.37, was at a medium level, suggesting that the responses of the study participants regarding organizational crisis management were similar. Table 3 similarly displays that the averages of the responses to the dimensions of human resources flexibility ranged from 1.93 to 3.36. The behavior flexibility scoring was the highest, with an average of 3.35, a standard deviation (SD) of 0.22, and a medium degree of valuation. Next came the skill flexibility dimension with a mean of 3.30, a standard deviation (SD) of 0.47, and a medium degree of valuation. Lastly, the human resources practices flexibility dimension scored the lowest, with a mean of 1.93, a standard deviation of 0.36, and a low degree of valuation.

The study used simple linear regression to test the first hypothesis. According to Table 4, *F* is 349.211 with a significance of 0.000, fewer than 0.05, indicating the model's interpretive and predictive power between organizational crisis management and human resource flexibility. The evaluation of the causal relationship between human resource flexibility and organizational crisis management is thus appropriate. Additionally, the correlation

coefficient between organizational crisis management and human resource flexibility was 0.664, *R*<sup>2</sup> was 0.441, and adjusted *R*<sup>2</sup> was 0.440, indicating that the independent variable (human resource flexibility) was capable of interpreting 44% of the variations in the dependent variable (organizational crisis management).

Table 5 displays a statistically significant constant for simple linear regression, with a statistical significance of 0.00, less than 0.05, which shows the significance of the model with a value of 1.393. The first hypothesis is accepted because there is a statistical impact for the standardized and unstandardized simple linear regression algorithms for the independent variable (human resources flexibility), in which the *t*-value was 18.687. The significance of 0.000 is lower than the significance level (0.05).

To test the second, third, and fourth hypotheses, multiple linear regression was used in testing the existence of a statistically significance effect. The study adds the independent variables (skill flexibility, behavior flexibility, and human practices flexibility). According to Table 6, *F* is 119.615 with a statistical significance of 0.000, less than 0.05, indicating the analytical predicting power of the model between the independent variables (skill flexibility, behavior flexibility, and human practices flexibility) and organizational crisis management. The examination

**Table 4.** Simple linear regression

Model	Variance Source	Total squares	DF	Mean of squares	R	R <sup>2</sup>	Adjusted R <sup>2</sup>	F value	sig
Simple linear regression	Regression	27.987	1	27.987	0.664	0.441	0.440	349.211	0.000
	Residual	35.503	443	0.080					
	Total	63.490	444						

**Table 5.** Standardized and unstandardized coefficients

Model	Unstandardized coefficient		Standardized coefficient	T-value	sig
	B	Std Error	B		
Constant	1.393	0.106		13.111	0.000
Human resources flexibility	0.687	0.037	0.664	18.687	0.000

**Table 6.** Multiple linear regression for the second, third, and fourth hypotheses

Model	Source of variance	Total squares	DF	Mean of squares	R	R <sup>2</sup>	Adjusted R <sup>2</sup>	F value	sig
Multiple linear regression	Regression	28.484	3	9.495	0.670	0.449	0.445	119.615	0.000
	Residual	35.006	441	0.079					
	Total	88.847	444						

**Table 7.** Standardized and unstandardized coefficients

	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Hypothesis result
	B	Std. Error	Beta			
(Constant)	1.432	.119		12.033	.000	
Skill flexibility	.321	.039	.409	8.214	.000	Accepted
Behavior flexibility	.185	.036	.264	5.184	.000	Accepted
Human practices flexibility	.129	.078	.077	1.639	.102	Rejected

of the causal relationship between skill flexibility, behavior flexibility, and human practices flexibility and organizational crisis management is hence suited for the multiple linear regression model. Additionally, the dependent variable (organizational crisis management) and the independent variable (skill flexibility, behavior flexibility, and human practices flexibility) have a correlation coefficient of 0.670,  $R^2$  of 0.449, and adjusted  $R^2$  of 0.445, indicating that the independent variable (human resource flexibility) was capable of interpreting 44.5% of the differences.

Table 7 demonstrates a statistically significant constant for the simple linear regression formula. The outcome, with a statistical significance of 0.000, lower than  $\alpha \leq 0.05$ , indicates the impact of the constant for the simple linear regression model (1.432). The second hypothesis was accepted because there is statistical significance for the standardized and unstandardized simple linear regression formula associated with the independent variable (skill flexibility), where the  $t$ -value was 8.214, with a significance of 0.000 less than the significance level ( $\alpha \leq 0.05$ ).

The third hypothesis was accepted because there is statistical significance for both the standardized and unstandardized simple linear regression formulas related to the independent variable (behavior flexibility). The  $t$ -value was 5.184 with a significance of 0.000, less than the significance level ( $\alpha \leq 0.05$ ). However, the fourth hypothesis was rejected due to the absence of statistical significance for the standardized and unstandardized simple linear regression formula related to the independent variable (human practices flexibility). The  $t$ -value was 1.639 with a significance of 0.102, greater than the significance level ( $\alpha \leq 0.05$ ).

## 5. DISCUSSION

The level of human resources flexibility in the surveyed organizations is moderate, where an arith-

metic mean was 0.86 and a standard deviation was 0.36. This means that industrial organizations adopt the concept of human resources flexibility in an average manner and must raise it as they work in environments with unprecedented and unexpected events resulting from several factors. For example, technical progress and market globalization forced them to make paradigm shifts in directing their institutions and appointing flexible employees.

The level of organizational crisis management practice is moderate, where an arithmetic mean was 3.36 and a standard deviation was 0.36. Thus, industrial organizations adopt organizational crisis management concept at a moderate degree. Their ability to deal effectively with unexpected situations is not at the high level, which means that they need to increase the effectiveness of managing crises stages, such as increasing the effectiveness of detecting alert signals and planning to face next crises.

Moreover, the findings showed an impact of human resource flexibility on organizational crisis management; it explained 44.1% of the variation in organizational crisis management. This result is consistent with Botrah and Ayoub (2022) and Hussein and Chatheer (2021). Organizational crisis management needs the participation of all actors to address its consequences. Furthermore, industrial organizations rely on the employee capabilities to act in various crises and gather their human resources to face crises.

The results of the second hypothesis testing showed an impact of human resources skills on organizational crises management in industrial organizations. The result indicate that industrial organizations rely on human resources skills to respond immediately to crises, deal with unexpected challenges, and find the best ways to overcome the crisis.



Likewise, the results of the third hypothesis testing showed an impact of human resources behavior flexibility on organizational crisis management in industrial organizations. Through behavioral flexibility, individuals can adapt their behavior to respond to the new situations accompanying the crisis, which increases organizational ability to deal with situations. Behavioral flexibility affects employee response to various organizational crises.

In contrast, the results of the fourth hypothesis indicate no impact of human resources practices flexibility on organizational crises management in industrial organizations. The crisis faced by industrial organizations requires changing the traditional roles of human resources functions to flexible systems for human resources practices, such as not switching from traditional compensation systems based on job descriptions to flexible compensation systems based on organization profit.

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## CONCLUSION

The study aimed to assess the impact of human resources flexibility on crises management in industrial organizations operating in Al-Hassan Industrial City in Jordan, measured through skill flexibility, behavior flexibility, and human resources practices flexibility. The results concluded a statistically significant impact of human resources flexibility on organizational management. Besides, skill flexibility and behavior flexibility affect organizational management crises. In contrast, human resources practices flexibility does not affect organizational crisis management.

Human resources departments in industrial organizations should adopt new roles for performing their functions. For example, industrial companies can develop training programs on crisis scenarios, speed up decision-making, and activate communication systems to follow up on the crises. Moreover, industrial companies can develop strategies to cope with changes and improve their human resources practices by immediately planning the immediate response and working to build the necessary capacities and knowledge.

An effective communication system to deal with organizational crises is critical because the success rate in reducing damage often depends on the communication methods, whether formal or informal. Via proper communication, employees can detect alarm signals, exchange information on time, overcome rumors during the crisis, and make correct decisions to solve the crisis. Finally, industrial organizations can form crisis teams to respond to various crises, develop plans and programs in advance, review and develop them continuously to manage potential crises, and create a formal organizational framework to monitor emergency crises.

## AUTHOR CONTRIBUTIONS

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Data curation: Bassam Aldiabat, Majed Radi Alzoubi.

Formal analysis: Bassam Aldiabat, Majed Radi Alzoubi.

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Writing – original draft: Bassam Aldiabat.

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# APPENDIX A

## Part One: Personal Data

**1- Gender:**

- Male  Female

**2 - Age:**

- Less than 30 years  30 years to 40 years  
 41 years to 50 years  Over 51 years old

**3 - Academic qualification:**

- Diploma  Bachelor  Postgraduate

**4 - Experience years:**

- Less than 5 years  5 years to 10 years  
 11 years to 15 years  Over 16 years

**5- Current position:**

- General Manager  Assistant Manager  Deputy Manager  
 Department Director  Department Head

**Figure A1.** Questionnaire of personal data

**Table A1.** Crisis management and human resources flexibility questionnaire

	Crisis management	Very strongly agree	Strongly agree	Agree	Weakly agree	Disagree
1.	Our company is working on scanning its internal and external work environment to identify the causes and indicators of the crisis occurrence					
2.	Our company seeks to link the crisis assessment process with the response speed in decision-making in the work environment					
3.	Our company sets advance programs and plans for crisis management, which it constantly reviews and develops					
4.	Our company has diverse and multi-skilled work teams to solve many crises					
5.	Our company is constantly working to find trained work teams to respond to potential crises					
6.	Our company has sufficient programs for crisis management					
7.	Our company has sufficient programs for crisis management					
8.	Our company works to update data and information about its activities on an ongoing basis					
9.	Our company focuses on ensuring information transparency for those who need it					
10.	Our company provides call centers specialized in ensuring the information flow about crises					

**Table A1 (cont.).** Crisis management and human resources flexibility questionnaire

	<b>Crisis management</b>	<b>Very strongly agree</b>	<b>Strongly agree</b>	<b>Agree</b>	<b>Weakly agree</b>	<b>Disagree</b>
11.	Our company is working to ensure the information accuracy about the crisis in order to take the correct action to reduce its effects					
12.	Our company has abundant information about the size of its resources in all its departments.					
13.	Our company has the capability to prepare its various resources to deal with emergency situations					
14.	Our company always strives to reduce losses in the event of unexpected crises					
15.	The focus is on mobilizing resources for the benefit of a specific department when the need arises					
16.	Resources are often transferred between departments when a particular crisis occurs					
17.	Our company has good flexibility in terms of mobilizing and mobilizing resources when crises occur					
18.	Our company has informal communication systems to eliminate various rumors during a crisis					
19.	All resources are allocated to manage the crises facing the company					
20.	Our company has an information system that provides department heads and managers with sufficient information					
	<b>Human resources flexibility</b>	<b>Very strongly agree</b>	<b>Strongly agree</b>	<b>Agree</b>	<b>Weakly agree</b>	<b>Disagree</b>
21.	Through the exercise of its human resources, our company seeks to achieve flexibility					
22.	Our company's employees have a high ability to fill different positions					
23.	Our company adjusts its human resources system according to the change requirements in the work environment					
24.	Our company has human resources that adapt to working conditions					
25.	Our company is making changes in human resources management practices with the aim of aligning the human resources system with business requirements					
26.	Our company's employees adapt to changing work habits					
27.	Our company's human resources management practices enable it to compete with other companies					
28.	Our company's employees help each other to achieve its goals					
29.	The management respects employees' privacy while working					
30.	Employees possess the behavioral skills necessary for dynamic work requirements					
31.	Employees can modify their behavior to respond to the environment demands					
32.	Our company works on continuous education for its employees to face unexpected crises					
33.	Human resources management focuses on attracting competent human resources					
34.	Our company's employees constantly strive to update their skills					
35.	Our company is able to meet its requirements for new skills through continuous training					
36.	Our company has the ability to transfer and transfer its employees to different jobs when necessary					
37.	Our company works with distinctive skills that improve the quality of its products					
38.	Our company works to develop training programs that are in line with the changes occurring in the work environment					