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## The Role of Human Resource Management in the Face of Crises: Performance Measurement Analysis

Ahmed Mohammed Abdullah AlSahari AlShehhi<sup>1</sup>, Badlihisam Bin Mohd Nasir<sup>1</sup>, Ahmad Kilani<sup>1</sup>, Hassan Abuhassna<sup>2</sup>, Fareed Awae<sup>3</sup>

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### Abstract

The purpose of this research is to determine the magnitude of the characteristics of intellectual production in the field of administrative crisis management. The bibliometric search indicators in the Scopus database allowed us to examine the articles published between 2012 and 2021, and how to take advantage of the similarities with the Vosviewer program. A total of 1134 publications from the Scopus database were examined. Furthermore, the study discovered that articles on administrative crisis management have been prevalent over the last decade. We also discover that many authors, such as SAGE - Wiley-Blackwell - Allied Business Academies, are interested in this type of research, as many countries, such as the United States, the United Kingdom, and China, contribute significantly to the dissemination of scientific research and publications in this field. In terms of educational institutions, the most widely published educational institutions are: Northwest A and F University, as well as the most used and widely used terms: MANAGEMENT - PEOPLE – CRISIS .Furthermore, the International Journal of Administrative Sciences was the most popular scientific journal. The study provides a road map to help researchers in the field of administrative crisis management with their research.

**Keywords:** Management, Crises, Administration, Bibliometric Analysis, Vosviewer.

### Introduction

Crises management is as old as human history and are a feature of human life in every society. According to previous research on seizures in general, the causes of seizures can be divided into two categories: natural causes and man's inability to deal with them (Baghdadi, 2014; Izz al-Din, 2018; Al-Shami, 1990; Batawil, 2020). The first is prevention, and the second

is human causes, which occur as a result of human action and will, the most significant of which is administrative, financial, and organizational corruption (Al-Dulaimi, 2015; Al-Anazi, 2015). And, during a crisis, managerial leadership must look for reasons, "influencing the process of defining objectives and strategies, influencing their adherence, orienting the behavior of individuals to achieve these objectives, influencing the degree of cohesion and unification of the group with them, and which ones to influence the culture of the institution" (Philip Sadler, p. 17). This raises the question of revealing the role of human resource management in crisis management in a way that contributes to the development of human resource management performance, by allowing specialists to identify the problem and make a global decision. As well as the speed with which information was provided prior to the crisis. "In this regard, we seek information, opinions, attitudes, and reactions of others, as well as the consequences of possible decisions" (Philip, 2008; Shaaban, 2009). Authors, co-authors, geographical distribution, and educational institutions are all listed in chronological order. To achieve this goal, bibliometric research indicators included in the Scopus database have been used in the last 10 years, from 2012 to 2021. using the program (Vosviewer) (Mamman et al., 2017; Mamman et al., 2022; Abuhassna & Yahaya, 2018; Abuhassna et al., 2022b; Abuhassna et al., 2022a). A total of 1134 publications documented in the Scopus database were analyzed. This research quantitatively analyzes diversity in management and attitudes in general.

- This research analyzes (Bibliometrics) the research published in the Scopus database in the field of diversity in the management of administrative crises.

To assess academic achievements and make recommendations (Abuhassna & Awae, 2021; Abuhassna et al., 2022). As a result, he conducted a systematic analysis of the intellectual structure and trends in order to understand the role of human resources in the management of administrative crises, in order to arrive at this research in an analytical way on publications in the same field, based on the data collected from a database of abstracts and citations from world leaders in research. As a result of this analysis, we will have better knowledge, 10 publications, 10 countries, 10 educational institutions, and the most published publications in this field. Furthermore, this study will emphasize the significance of human resources in managing administrative crises. Based on the foregoing, the following question can be posed:

1. What is the distribution of the most administrative crisis management publications by years in the past decade?
2. What are the most relevant journals and authors in managing crises management by years in the last decade?
3. What are the most productive countries in the field of administrative crisis management, according to the years in the last decade?
4. What are the most important keywords for research in the management of administrative crises in the past decade?

## Discussion

This review aims to reveal the record of studies conducted over the last decade to learn about the role of human resources in crisis management. Creating a future vision to reduce conflicts and management crises (Helmy.110) "The existence of a functional conflict between sub-organizations of a public body such as the Department of Planning and Management Financial" Helmy Shehadeh: The Model Decision, Wael Publishing and Distribution House, Amman, 2005, p. 110. Thus, good crisis planning includes long-term goals and visions based on meaningful data that can be used to prevent or mitigate crises. That is

why this study was created, and bibliometric methods were used in the study to achieve the objectives. Furthermore, bibliometric analysis is focused on a specific topic, and the results are revealed through analysis, i.e., the use of mathematical and quantitative methods to study the structural properties of intellectual production and comprehend the information flow process. Al Shamsi, 1990 The bibliometric study is defined as "the analysis of data relating to the document in order to understand the characteristics of the information flow using a variety of statistical and mathematical methods." 2004 (Batawil). The study accessed the top ten articles on crisis management by collecting relevant publications from the Scopus database, as shown in Figure [1]. On June 10, 2022, a survey was conducted. By selecting the Subject option, you can search for keywords in the Title, Summary, or Keyword sections. Among the articles found during the search, English and open access articles were included in the study. To invoke it, the keywords, and phrases "Administrative Disaster Management" were used. Scopus was used to obtain reviews of the crisis management role, as shown in figure [2], with a total of "1143" publications for the criteria shown in Figure [2]. This left the "342" versions open for further investigation. Figure [3] also depicts the analytical research framework. It was also used in this study on the program, which is a program that analyzes data in terms of relationships (between publisher and country, as well as the most used terms in publications), and it is a type of analysis, and it is one of the most widely used programs for visualizing bibliometric networks. A preliminary plan was developed as follows:

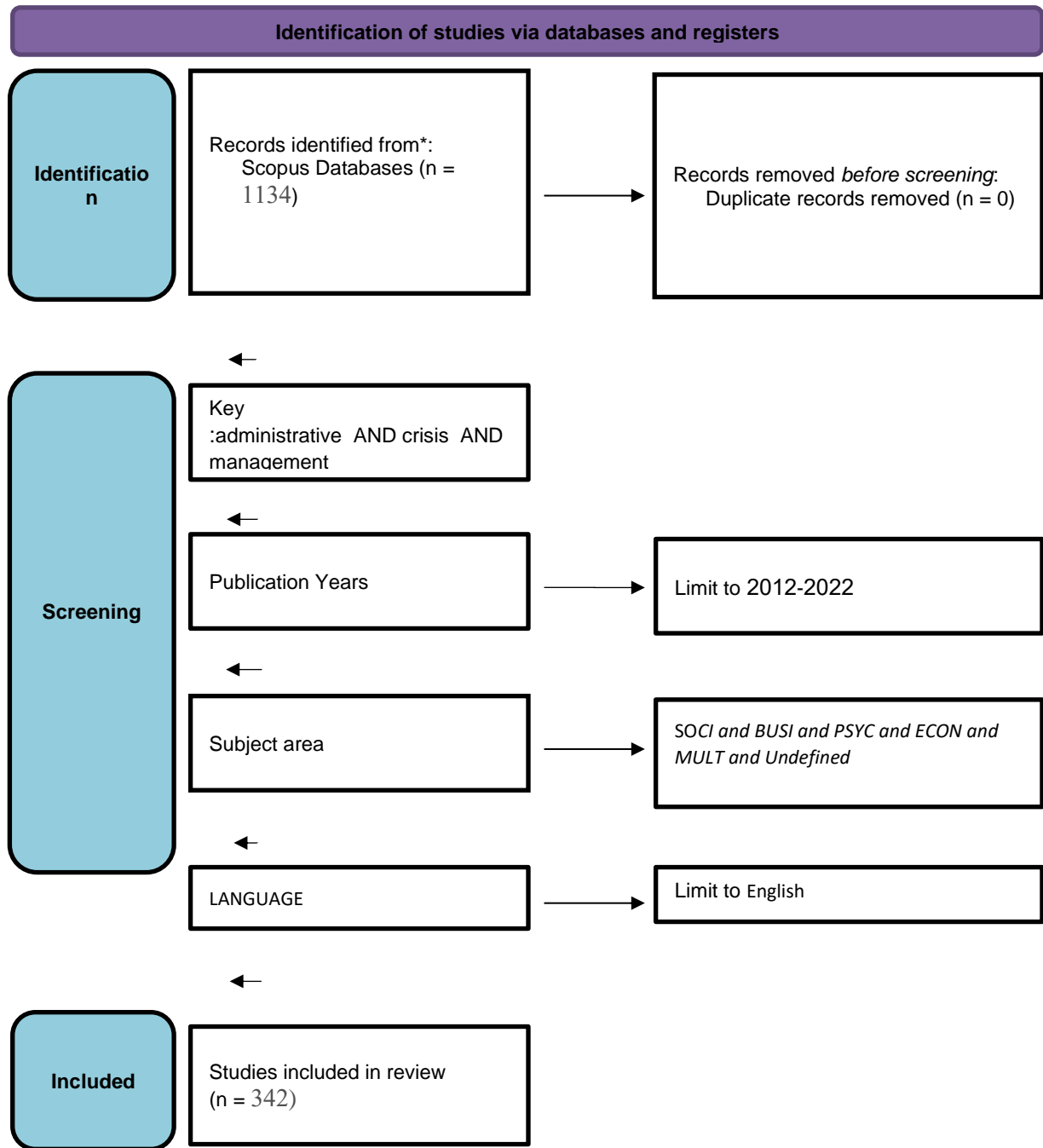
Table 1

*Map of the search data*

Search strategy	type Articles	Bibliometric analysis	
		Genre	Software
database (scopes) Research topic the role of human resources management in the face of crises and disasters". Search time frame Search time frame 2012"to 2021""10 years" History of data extraction from Scopus "6-10-2022"	Essay data sheet conference papers	Article data Years Composers Institutions Countries Publications cited Keywords	VOSviewer program Drawing graphs Excel drawing percentage graphs

This study's data was accessed by logging into the UTM University website (my.utm.my/home). Going through the researcher's account and then to Scopus. The keywords "management crisis management" were used to find the title of the publication that the Researcher will present, "The role of human resources in managing administrative crises." Simultaneously, the results of the year 2022 were excluded because we were in the same year that the publication was written, and the year had not been completed, as shown in the table (2).

Table [2]  
 Map of the search data



Search results that were unrelated to the search were also excluded, as shown in Table (3).

Table [3]  
 Inclusion and Exclusion Criteria

inclusion criteria	Keywords + any related keywords + social sciences + business + psychology + economics + envi + arts
exclusion criteria	Medical fields + Engineering fields + Conference papers + Nonindexed papers + Computer science + multidisciplinary + undefined

As previously set in the table [1] [2] [3] Consequently, during the loading of the databases, we had to insert it in Excel to extract the results to produce publications and the trend of the chronological development of the subject; The objective of the study is to unveil the dossier of studies on the role of human resources in the management of administrative crises in the last decade. The results are discussed based on the research questions.

### 1. Research Question

What is the decade-by-decade distribution of publications on the role of human resources in administrative crisis management?

An analysis of the publication over the last decade has been conducted to address the result. As illustrated in the diagram below:

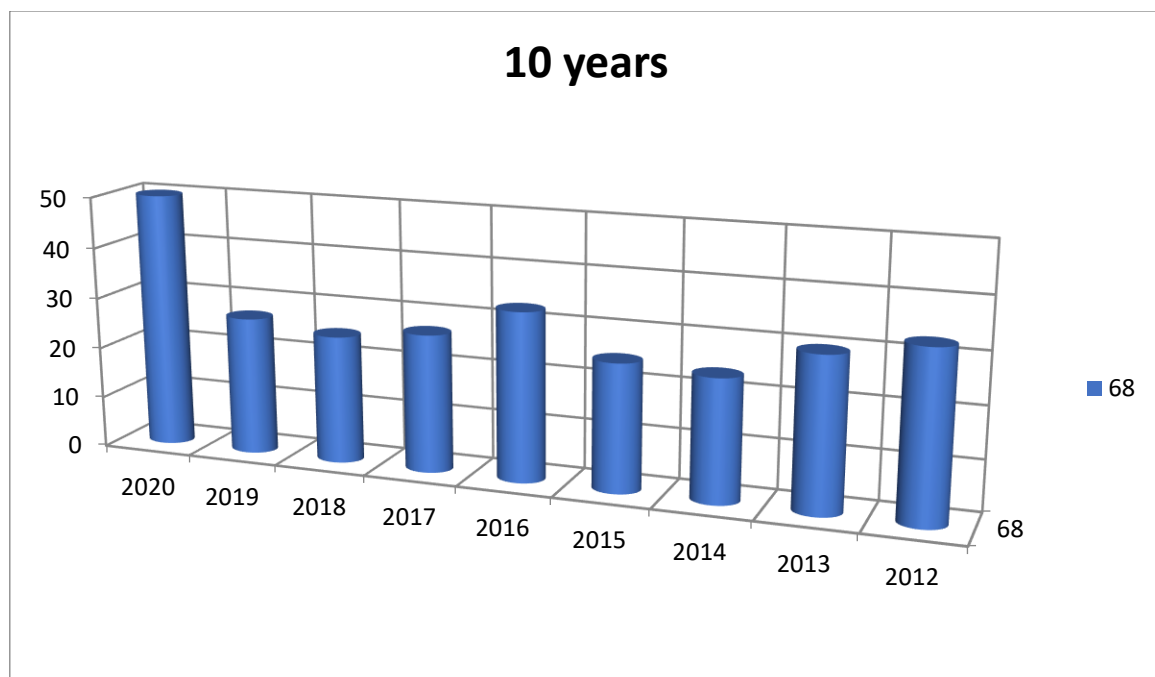
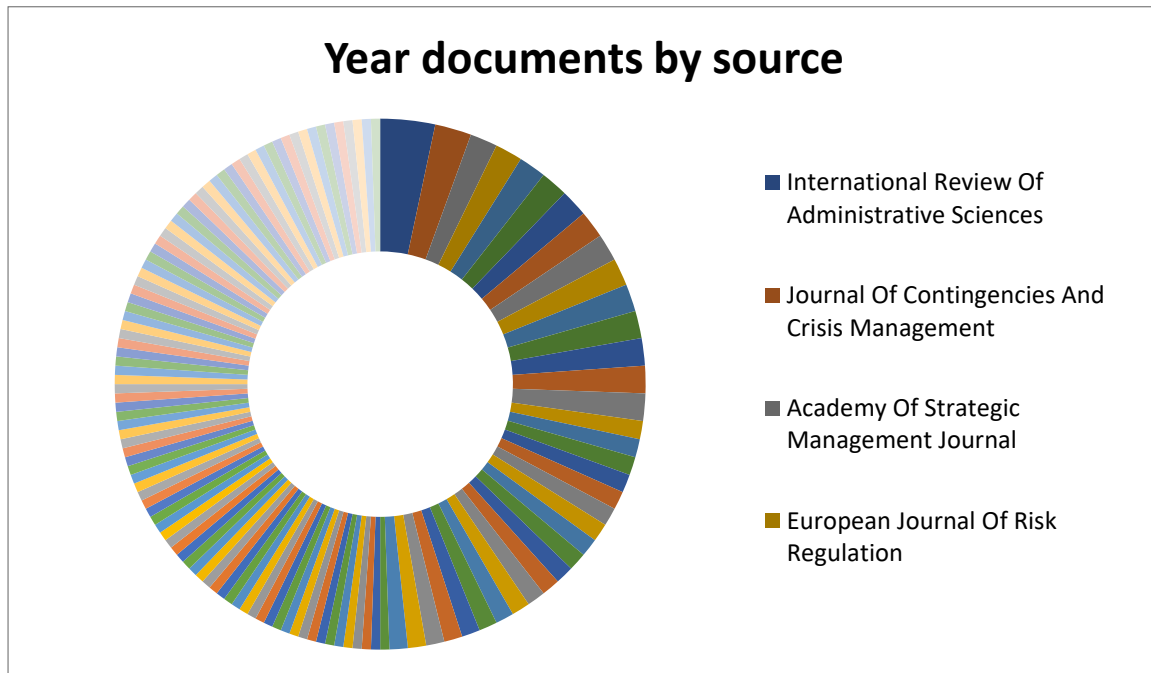


Figure 4 Distribution of publications by years (2012 - 2021).

The publication trend in the field of administrative crisis management was observed, particularly in the last decade of research. As a result, Figure [4] shows the direction of Manchurat's development. Where we find that there has been a great production of research in the last decade (2020), there is an increase in asking for help based on the type of crisis. (2018) (Ezz El-Din). With the shock of the countries and the global need for crisis treatment from 2019 to 2021 due to the Covid 19 pandemic, as well as the need for institutions to cope with crises and the importance of managing human resources, institutions and organizations for crisis management administration Over time, the number of investigations into administrative crisis management (pandemic covid-19) increased. While the articles included studies by year in the "Scopus" database over the years (2012-2018), as shown in the figure, in the study (Faisal, 2014): which aimed to assess the role of leadership in crisis management to be identified in the organization to "complicate and track down crises." And their renewal necessitates a constant search for the most effective and up-to-date methods that will enable organizations to have a level of prevention in the face of crises or to emerge from them with as few losses as possible. Crisis management methods are determined by an understanding of the nature of the crisis and its causes, as well as the type of leadership style present within

the organization, because crises cannot be completely avoided because their impact varies from crisis to crisis (Baghdadi, 2014). The global spread of the virus (COVID-19) has impacted all aspects of economic, political, and educational life, necessitating the development of a plan to deal with administrative crises. These negative effects are observed in administrative organizations. It is the HR management's responsibility to reduce them, which is why the rate of publication has increased in recent years.

As for the documents of the year according to the source, Figure (5) shows the following:



And this data, combined with the documents of the year extracted from the Scopus database according to the source "The International Journal of Administrative Sciences - Journal of Emergency and Crisis Management - Journal of the Academy of Strategy Management - European Journal of Risk Regulation," leads us to the second question.

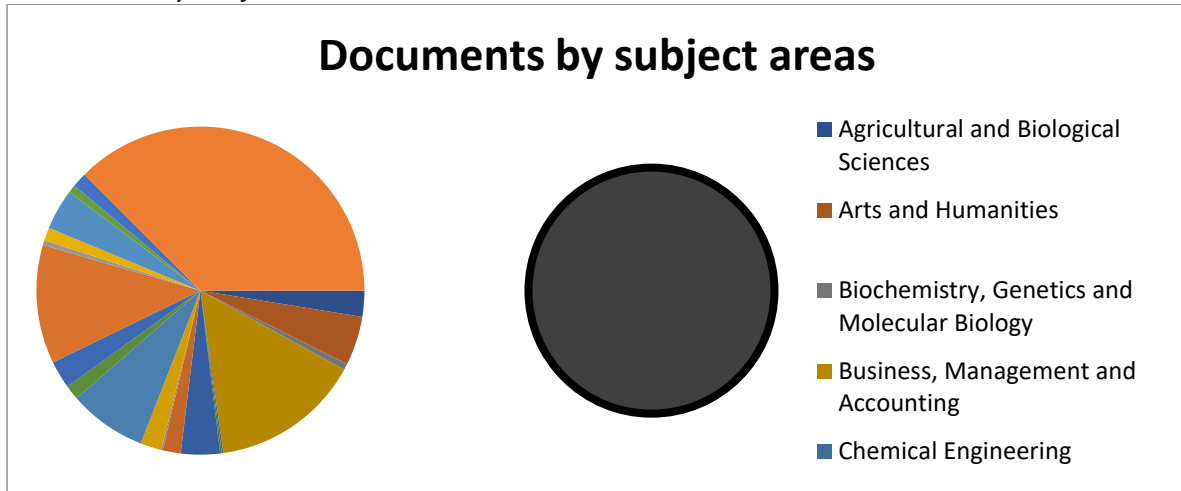
## 2. Research Question

Over the last decade, which journals and authors have been most influential in researching human resource management courses on how to deal with managerial crises? The following table: For the ten most productive journals on administrative crisis management in recent years, the analysis criteria retained were "Total Publication", "Total Citation", "Journal Citation Score", "Most Cited Article", "Number of Citations" and "Publisher" (2012-2021).

TABLE

6

*Documents by subject areas*



In Table (7) it will be distributed as follows: Total publications, total citations.

Table 7

*Top 10 SOURCES journals*

Journal	TP	TC	Cite score	The most cited article	Times cited	Publisher
International Review of Administrative Sciences	187	833	4.5	Tracing divergence in crisis governance: responses to the COVID-19 pandemic in France, Germany and Sweden compared	32	SAGE
Journal of Contingencies and Crisis Management	162	1242	7.7	Linking resilience, vulnerability, social capital and risk awareness for crisis and disaster research	5	Wiley-Blackwell
Academy of Strategic Management Journal	534	1107	2.1	Developing the physical distribution digital twin model within the trade network	57	Allied Business Academies

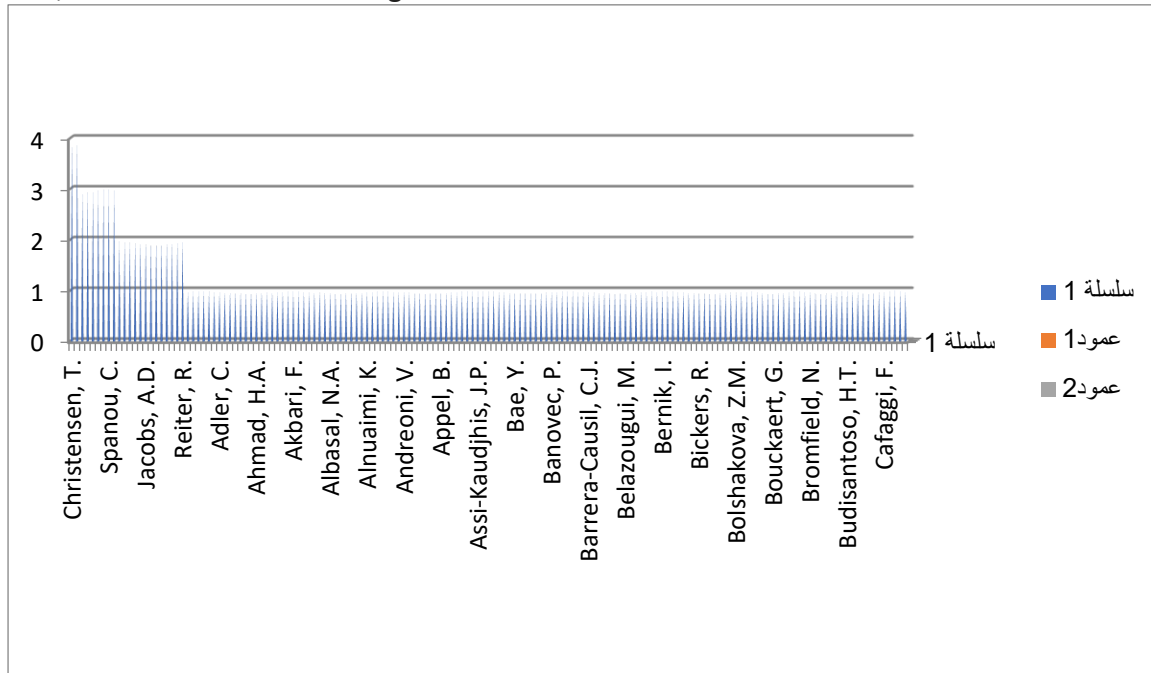


European Journal of Risk Regulation	224	584	2.6	Reducing the Harmful Use of Alcohol: Have International Targets Been Met?	9	Public Library of Science
Human Resources for Health	396	2018	5.1	Size, composition and distribution of health workforce in India: why, and where to invest?	26	Springer Nature
International Journal of Public Sector Management	168	544	3.2	Risk management in the public sector: a structured literature review	11	Emerald
Journal of Advanced Research in Law and Economics	884	1284	1.5	Development of the doctrine on certain personal incorporeal rights in european countries	20	ASERS Publishing
Land Use Policy	2579	25428	9.9	The relevance of sustainable soil management within the European Green Deal	111	Elsevier
Public Administration	229	1168	5.1	Beyond co-production: Value creation and public services	31	Wiley-Blackwell
Public Management Review	339	2601	7.7	The COVID-19 pandemic as a game changer for public administration and leadership? The need for robust governance responses to turbulent problems	105	Taylor & Francis

TP= Total publications, TC= total citations,

Figure [5] displays the management crisis management publications for the ten most prolific authors in the field of management crisis management research; the order is determined by the author's total number of publications, as shown in the table, where we find that "SAGE" is the most prolific author. The most prolific author has the most citations (833), the most publications (187), followed by tuner "Wiley-Blackwell" with the most citations (1242), the most publications (162), each with the fewest publications of citations to tuner "Taylor & Francis" with full citations (2601), complete publications (339), explained argumentatively.

The data was also extracted from the Scopus database, arranged with the names of the two files, as shown in the following table:



Scheme No. (8) showing the top 10 tuners in the Scopus database.

### 3. Research Question

Which are the ten most productive countries in recent research on the role of human resources in managing administrative crises?

By searching in the search engine (SCOPASS) as indicated in the following tables:

Table [9] presents the ten other countries with production in the field of management crisis management research.

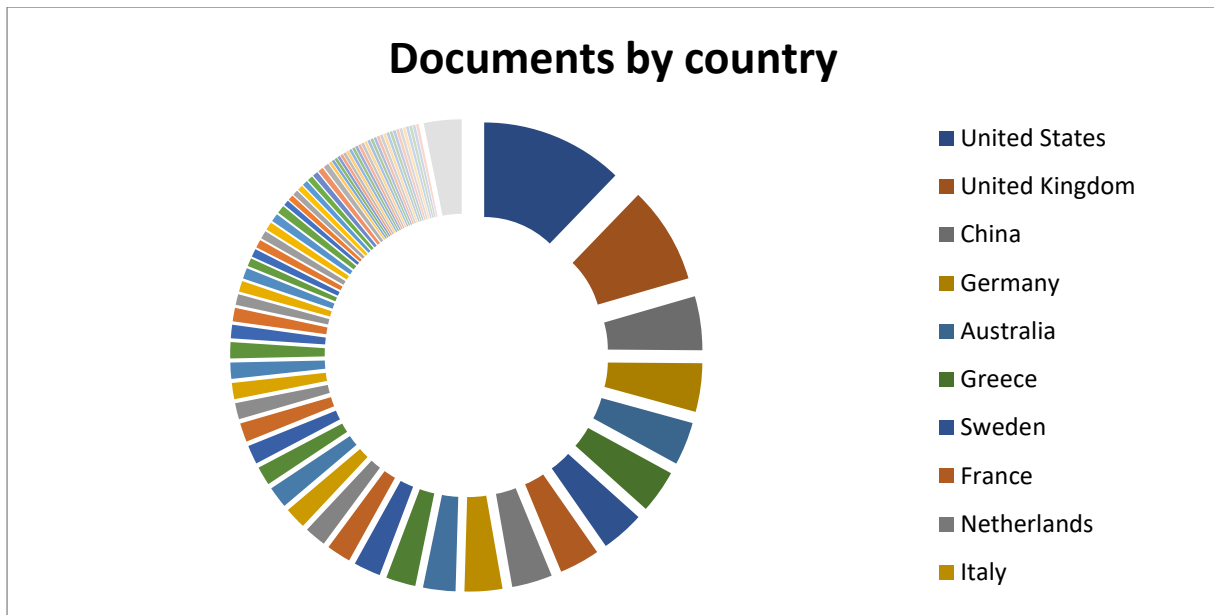


Table 10  
 Top 10 countries and educational institutions .

Country	educational institutions	TP
USA	Northwest A and F University	44
UK	University College London	136
CHINA	Shanghai Jiao Tong University	46
Germany	University of São Paulo	54
AU STRALIA	Trinity College	46
GREECE	University of Crete	31
SWDAN	University of Potsdam	32
FRANCA	BRGM Water Economics Unit	20
NETHERLANDS	Leiden University	61
ITALY	University of Viterbo	47

Table [11] shows the administrative crisis management publications in the Scopus database by countries and universities. As the table shows, the country with the most research papers published. The number of publications (UK) was (44) articles, followed by (UK) the number of publications (136). Figure [10] shows several countries. The results are indicated in Administrative Crisis Management, in the studio (Al-Anazi 2015): Risk Management and Its Role in Higher Education Institutions' Strategies to Mitigate Crises and Disasters in the Kingdom of Saudi Arabia (Al-Anzi, 2015). That is why we admire countries' and educational institutions' ability to reduce the risks associated with governance crisis management. Crisis management entails not only dealing with the crisis as it occurs, but also predicting the occurrence of crises until they occur and dealing with them professionally and clearly. crisis. A content analysis of the most productive countries in the field of management crisis management research was conducted. The distribution of publications is shown in the table. For the top ten most productive countries/regions/institutions. From the perspective of educational institutions, the majority of those included in the survey period (2012-2021) expressed consistent interest in all research topics related to crisis management. It was, for example, "Northwest A and F University." Then came "University College London," then

"Shanghai Jiao Tong University." The researcher will use the program because Figure 11 shows the analytical results of the most productive countries in the field of management crisis management research (VOSviewer). To discover:

Table [11]  
 Top 10 countries In VOSviewer.

Selected	Country	Documents	Citations	Total link strength
<input checked="" type="checkbox"/>	united states	298	8128	63
<input checked="" type="checkbox"/>	united kingdom	99	2698	43
<input checked="" type="checkbox"/>	australia	84	3104	31
<input checked="" type="checkbox"/>	sweden	16	459	30
<input checked="" type="checkbox"/>	netherlands	35	823	27
<input checked="" type="checkbox"/>	canada	44	1051	21
<input checked="" type="checkbox"/>	france	19	319	21
<input checked="" type="checkbox"/>	germany	30	485	20
<input checked="" type="checkbox"/>	austria	8	317	19
<input checked="" type="checkbox"/>	switzerland	12	337	19
<input checked="" type="checkbox"/>	spain	26	782	18
<input checked="" type="checkbox"/>	belgium	8	97	15
<input checked="" type="checkbox"/>	denmark	9	220	15
<input checked="" type="checkbox"/>	ireland	11	238	11
<input checked="" type="checkbox"/>	finland	12	136	10
<input checked="" type="checkbox"/>	italy	9	115	10
<input checked="" type="checkbox"/>	czech republic	6	36	8
<input checked="" type="checkbox"/>	south africa	21	190	8
<input checked="" type="checkbox"/>	turkey	8	32	8
<input checked="" type="checkbox"/>	chile	5	214	7

After extracting the most productive countries in the field of corresponding crisis management administrative research, all statistics were entered into the researcher program (VOSviewer) in Excel as shown in the table below:

Table [12]  
 Top 10 countries interconnected In VOSviewer.

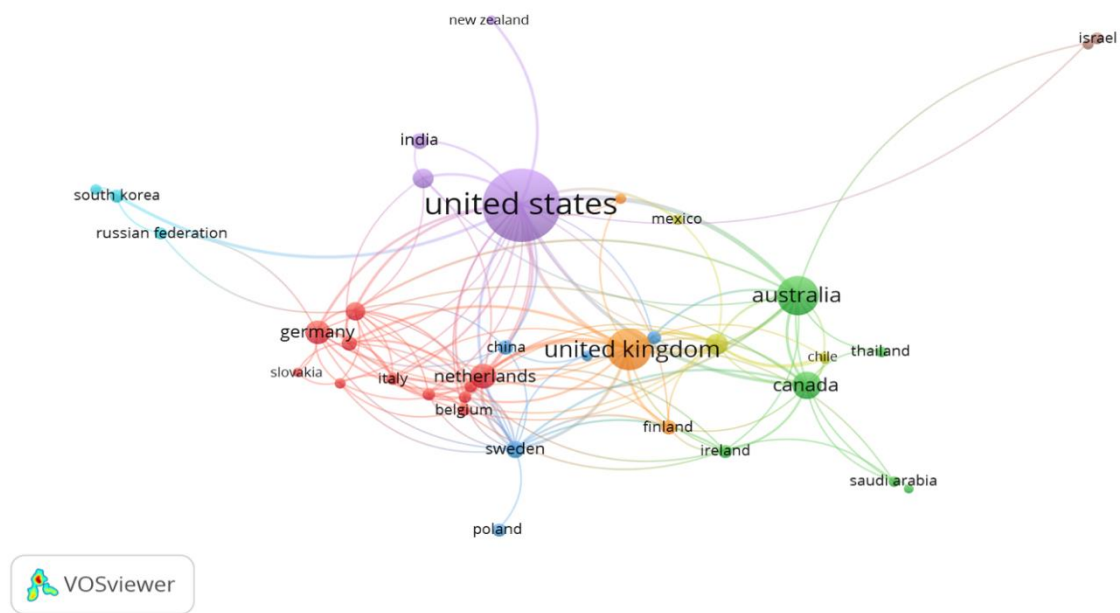
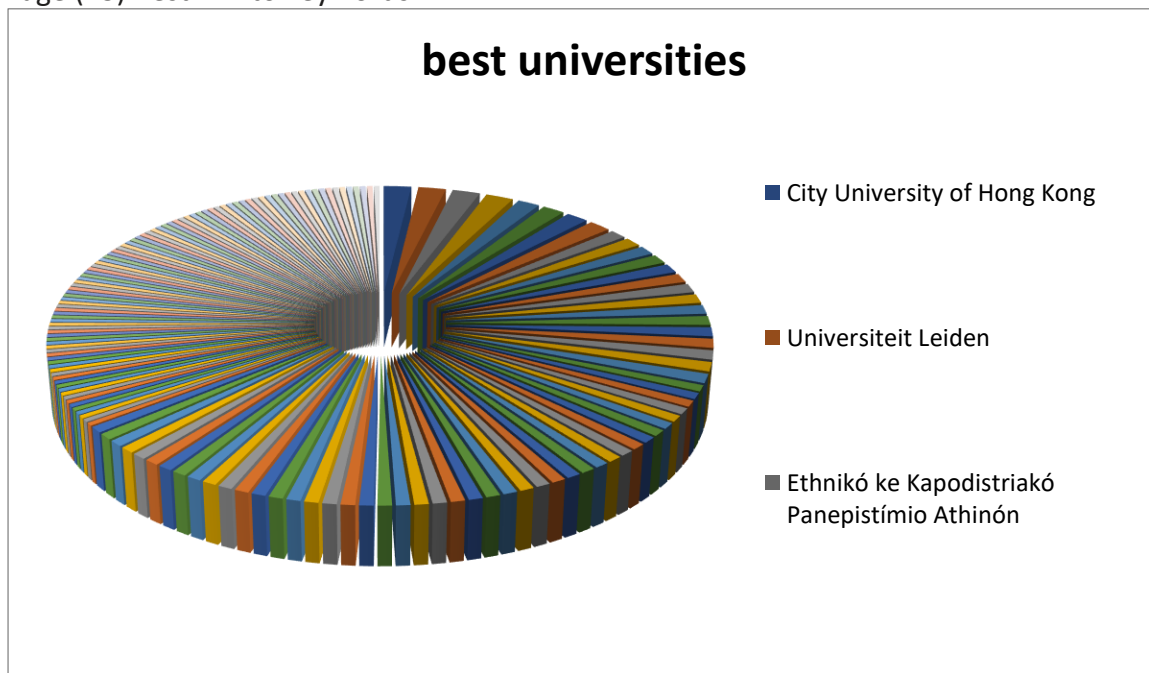


Figure 12 shows the analytical results of producer countries in the management of research on administrative crises.

The cooperation network of countries/regions was analyzed through co-authorship on the theme of the role of human resources in administrative crisis management, using the program (VOSviewer), where the clarity of the colors of the circles shows the state's joint relationship with the rest of the countries, the thickness of the links represents the strength of participation, and time represents the participation groups; we can distinguish four main groups (United States of America, India, New Zealand and Taiwan). The orange-colored group includes (UK, Holland, Germany, Italy, France); and harvested green (Australia includes Canada, Saudi Arabia, and Thailand); the red-colored group includes (Netherlands, Denmark, and Czech Republic) because we notice a weak grouping that includes (Mexico, Switzerland, and others). This is due to countries' interest in the role of administrative crisis management following the emergence of the Corona virus (Covid 19). It first appeared in the Chinese city of Wuhan in early December 2019 AD. and has spread around the world, and on Wednesday 11 March 2020, Tedros Adhanom, the Director-General of the World Health Organization, announced that the UN Organization is evaluating the Corona virus that causes "Covid-19," and it is spreading around the world, now as a global epidemic. (From various United Nations news sites) .(As a result, countries deal with administrative crises that rely on elements of the traditional administrative process) (forecasting, planning, organization, direction, control, and coordination.) Exceptional, because their resolution necessitates extraordinary, extraordinary capacities of states and their institutions, with crises that necessitate creative solutions to ensure this, and this is what keeps states' interest in scientific research alive.

Page (13) Best link to keywords:



Therefore, the institutes included in the figure showed more interest in the subject, and the most productive universities were "CITY UNIVERSITY OF HONG" followed by "UNIVERSITEIT LEIDEN" followed by "ETHNIKO KE KAPODISTRIAKO PANEPISTIMIO ATHINON", it has also been included in the list of best public universities in the field of research as it is in the form. Starting with the analysis, it was clear that those with similar academic interests tended to collaborate more in global research.

#### 4. Research Question

What keywords have been associated with the management of administrative crises in the last decade?

As shown in Table [14] and Figure [15], the bibliometric analysis of the most commonly used keywords was determined by applying terminological analysis to the titles and extracts of the study publication, in order to accurately analyze the terms with the main themes and trends of research in the area of administrative crisis management.

Selected	Keyword	Occurrences	Total link strength
<input checked="" type="checkbox"/>	human	23	151
<input checked="" type="checkbox"/>	humans	21	143
<input checked="" type="checkbox"/>	crisis management	54	107
<input checked="" type="checkbox"/>	organization and management	14	106
<input checked="" type="checkbox"/>	article	15	104
<input checked="" type="checkbox"/>	health policy	11	81
<input checked="" type="checkbox"/>	covid-19	27	78
<input checked="" type="checkbox"/>	government	13	75
<input checked="" type="checkbox"/>	governance approach	17	68
<input checked="" type="checkbox"/>	politics	9	68
<input checked="" type="checkbox"/>	public health	8	63
<input checked="" type="checkbox"/>	leadership	12	61
<input checked="" type="checkbox"/>	male	8	60
<input checked="" type="checkbox"/>	administrative framework	17	57
<input checked="" type="checkbox"/>	health care policy	6	57
<input checked="" type="checkbox"/>	economics	9	56
<input checked="" type="checkbox"/>	decision making	13	54
<input checked="" type="checkbox"/>	financial crisis	16	54
<input checked="" type="checkbox"/>	public administration	22	51
<input checked="" type="checkbox"/>	female	6	49

Figure] 14 [ . Using keywords

It was made available through VOSviewer. Figure [15] depicts the results, with the size of the circles representing the frequency of the term in the titles and abstracts of the publications and the distance between the circles representing the strength of the correlation between them. There are five groups of terms formed: 1- green group. 2- The yellow group. 3 -blue groups. 4- The red group. 5- The purple group. ; The terms that occurred most frequently in the red group were: ADULTS - PSYCHOLOGY - PARENTS - YOUNG ADULTS - DIVERSITY MANAGEMENT - DIVERSITY; As regards the blue group, most of the terms concern: ATTITUDE OF THE HEALTHCARE STAFF - NURSING TRAINING - INTERNATIONAL COOPERATION; As for the green group, the terminology is: HURNAN. MEDICAL EDUCATION ARTICLE - CULTURAL FACTOR; As for the purple group, the terms are: CULTURAL ANTHROPOLOGY - HEALTH KNOWLEDGE - CULTURAL DIVERSITY. As shown, analyze the results of publications by keywords, as shown in the following diagram

Figure 15 . Analysis of publication results by keywords.

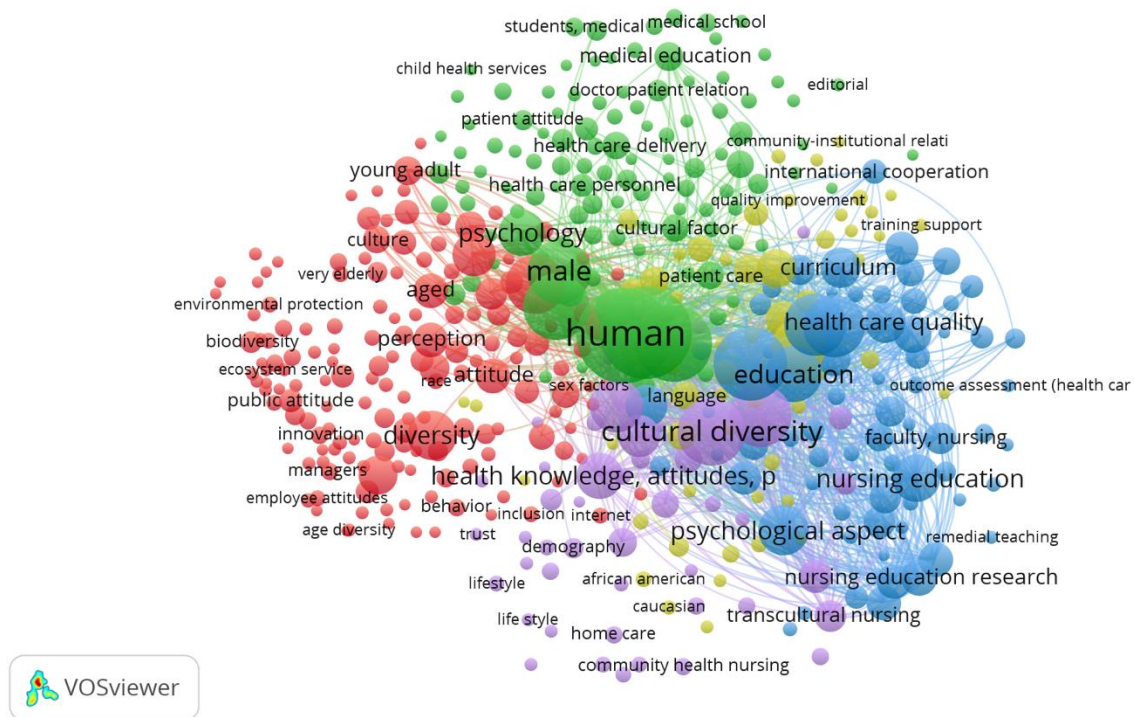


Figure 15. Analysis of publication results by keywords:

In examining Figure 15, the keywords used in the studies were listed as "Human (Oc = 23)," CRISIS MANAGEMENT "(Oc = 54)," ORGANIZATION AND MANAGEMENT "(Oc = 14)," ARTICLE " (Oc) . = 15), "HEALTH POLICIES" (Oc = 11) and "COVID-19" (Oc = 27), followed by GOVERNANCE, GOVERNANCE APPROACH, POLITICA and LEADERSHIP, according to 1143 research publications collected from the Scopus database, che a review This study is an overview of the review of the role of human resources in managing the administrative crisis, through content analysis and bibliometric measurements.

### Conclusion and Recommendations

The crises experienced by human resources departments are a critical and decisive point in the entity of the departments, in which the causes are mixed with the results, causing decision makers to lose the ability to face them and make the right decision in this regard, due to uncertainty, a lack of time, and information, which can lead to disability. Doing business and achieving state objectives while causing material and human losses Today's countries and administrative organizations face a variety of crises, each with its own set of causes and severity levels. The severity of its impact and the degree of its recurrence following rapid and sudden environmental changes for various administrative, economic, social, technical, or environmental reasons, suggest that the crisis is an inevitable phenomenon that cannot be avoided or eliminated. However, it is possible to prevent the crisis or to reduce its negative effects through crisis management, using scientific and methodical procedures that allow to obtain an appropriate climate for crisis management, regular intervention movements and full control of the crisis. Where studies conducted during research at (scopas) have confirmed that effective crisis management requires sound scientific and methodological processes, such as and crisis assessment Research report trend analysis shows growing interest for

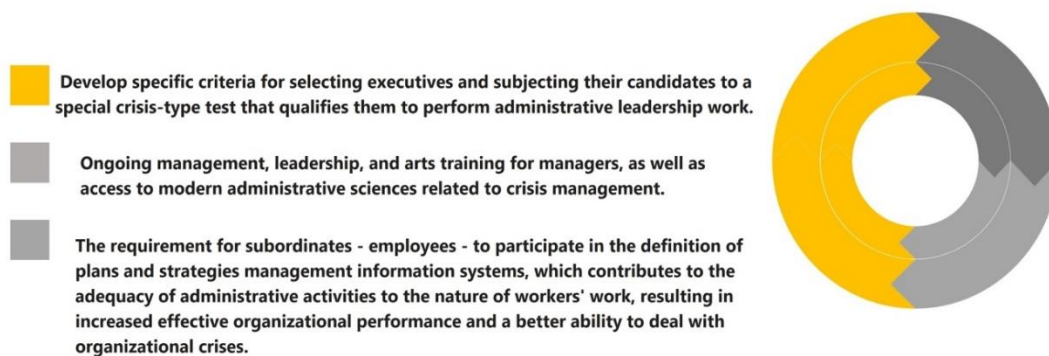
research on administrative crisis management as a promising field of study for countries and educational institutions. Such an analysis of publication sources shows that the management of human resources, in dealing with administrative crises, Desirable primarily in interdisciplinary fields that focus on the relationship of human resource management and its impact on managerial crises in general. See Figure 6 (United States) contributed nearly 12% of the literature reviewed and Northwest A and F University was the most productive educational institution. In addition, the analysis of scientific collaboration shows that countries/regions (such as the United States, United Kingdom, Australia, and Canada) that show greater interest in global collaboration are likely to develop rapidly. In addition, cooperation between the same institutions or regions is more important. The most relevant research topics for the role of human resource management in administrative crisis management were identified in this study. The researchers referred to the Japanese kanpan system, which is based on the so-called "crisis stimulus," i.e., the constant availability and readiness of the organization's members, whether they are managers or executives, to deal with any undesirable opportunity; however, we note that the Leaders have been trained in a less favorable perception. Various types of occurrences may occur, such as a decrease in sales, a disruption in the supply of raw materials required for the activity, a workers' strike, a fire epidemic, and so on (Al Dulaimi, 2015). It is possible to benefit from search engine publications (SCOPASS). Several conclusions were reached, which can be summarized as follows



A variety of causes of governance crises must be identified and addressed through radical solutions. Finally, this document examined 1134 publications prepared for diversity in administrative crisis management. Bibliometric measurements and content analysis are used. The annual number of publications on the role of human resources in administrative crisis management is an important indicator of growing research interest. This active research on governance crisis management points to a promising future development trend toward crisis reduction. This study is subject to limitations. At first, only the Scopus database was used to collect data. As a result, it does not cover all scientific journals. As a result, journals from other databases may be excluded. Furthermore, the most recent 2021 Scopus publications provide accurate information on the need for COVID-19 crisis management. In the data search, only "management\*" and "administrative crises" were used as search terms. Using specific search terms, on the other hand, may result in a smaller data set. All potentially useful future



technologies have been considered, and as a result. In this analysis, more specific search terms were used, with a focus on achieving management crises. According to the findings of this study, the cumulative number of publications has increased significantly over the last decade, reflecting the growing importance of this research because of what the world has been through since the Corona pandemic and administrative confusion, the confusion of human resource management decisions, and the mistreatment of workers during the pandemic. Not a few authors have made significant contributions with their publications at the service of the management aspect of crisis management; Looking at the geographic distribution, we see that several countries have contributed extensively to publications on administrative crisis management and the research has also provided information in terms of authors, countries, research institutes, citations and key researchers in administrative crisis management crisis. Based on the findings of this study, we can make the following recommendations: - Universities should encourage their students to participate in this type of research, which is represented in the bibliometric analysis of published research on a topic. These types of studies provide a foundation for future researchers to build on. A bibliometric analysis of research published in databases other than Scopus on the role of human resources in administrative crisis management; Concerning the survey's topic: The following are the recommendations:



### Conflict of Interest

"The authors declare no conflict of interest".

### Author Contributions

All authors had approved the final version.

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