

The Role of Training in Effectiveness Crisis Management



Bilal Khalaf Sakarneh

Abstract: *This study examines the role of training in effectiveness crisis management of telecommunication companies in Jordan. Specifically, this study examines the training factors namely, knowledge, skills and abilities on crisis management practices namely, readiness, controlling and decrease of risks. This study utilizes a quantitative research approach on randomly selected 245 employees working in telecommunication companies in Jordan. Basing on 200 completed questionnaires this study shows that training has a significant and positive impact on effectiveness crisis management. This study also shows the importance of knowledge, skills and abilities as part of training in improving organizational performance to deal with crisis through readiness and controlling of crises. In addition, this study shows that training is important in reducing crisis risks. The findings of this study can assist the top and middle management in Jordanian Telecommunication companies on ways to deal with crisis management and explain the role of using training in effectiveness crisis management for organizational performance effectiveness.*

Keywords : *Training, Crisis Management, Telecommunication Companies, Jordan*

I. INTRODUCTION

Many organizations are facing crises that threaten their continuity, existence and survival. Most advanced and developing countries in the modern world have been suffering from crisis. The increase and diversity of crises, both at natural and human levels, have led to an increased awareness of the importance of addressing them through continuous readiness and building of integrated preparedness. (Alexy & Reitzig, 2012). Alzahrani (2010) explained that the crisis is a serious phenomenon, which took place in the whole world, between any individuals and even groups nations. The contemporary organizations need to face rapidly and suddenly the changes that affect stability and vary in their causes, levels of occurrence, the severity of their effects, the frequency of their occurrence, and the affect of sustainability of the organizations and threaten their survival and competitiveness. The crises are increasingly becoming common in our daily language. In addition, such a crises

comes in different cases and occurs during critical situation, such as military crisis, economic, political, terrorism, unemployment, energy crisis, and so on. Consequently, there are various disasters, such as climate, environmental disaster among others. In this context, training is very important in order to face crises both in the pre-crisis phase, during occurrence or after the end of the crises in order to minimize potential losses due to such crisis (Sakarneh, 2017). This study aims at examining the relationship between training and effectiveness of crisis management of the Jordanian telecommunication companies. Specifically, this study examines the training factors that affect crisis management. The next section presents the theoretical background in Section 2. Section 3 explains the research methodology whilst Section 4 presents the results and discussion. The final section, Section 5 summarizes and concludes this paper.

II. THEREOTICAL BACKGROUND

A. Training and Crisis Management

Training can also be defined as a process involving education to develop skills, concepts, thinking, ability to deal with situations, gain more knowledge and innovative ideas to enhance staff performance to achieving organizational goals and objectives (Biech, 2011). It is a series of features and personal, scientific and practical qualifications that enable the employee to achieve high performance levels that exceed the ordinary ones (Berthod, Muller-Seitz & Sydow, 2014). Procedurally, they are defined as blending knowledge, skills and abilities of the employees in business organizations that enable them to achieve organization objectives and goals, also when provide training to the employees for help them to deal with crisis for resolving problems and associated situations, so that crisis can be managed easily and efficiently. These can be measured through knowledge, skills and abilities (Prewitt & Weil, 2014). Knowledge refers to the individuals' ability to comprehend and understand what goes around them, get and share information through experience or observation and reflection. Skills refer to the professional output that the employees of the Jordanian commercial banks can gain from training and the ability to use and apply information appropriately. Abilities on the other hand, refer to a set of means that the employees can accomplished duties towards work, colleagues and customers easily and efficiently. A group of studies in the management literature suggested that training includes a series of knowledge, skills and abilities which the employees of organizations posses in such a way that provides them with the ability to achieve the competitive advantage for their organizations.

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* Correspondence Author

Bilal Khalaf Sakarneh*, Business Department, Isra University, Jordan
Email: bilal_sakarneh@yahoo.com

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The Role of Training in Effectiveness Crisis Management

Training is an important aspect that helps top and middle management in organizations, and how to deal with crises both in the pre-crisis phase or during occurrence and after the completion of the crises intending to minimize consequences of this crisis. The crisis is a state of tension and anxiety for business organizations and that crisis is an unexpected

situation, which is a state of surprise leading to the loss of material and human and moral damage, which creates unstable situation and uncertainties for organizational system, and threats the achievement of organizational goals (Sakarneh, 2017) and hence, the need for crisis management.

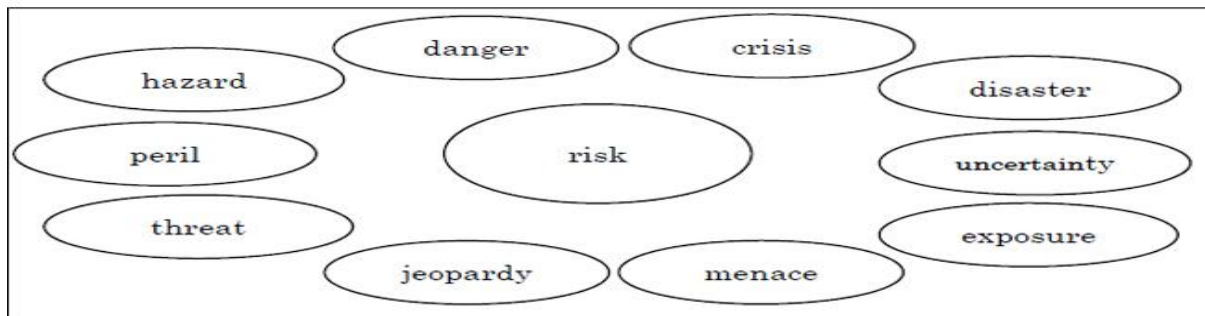


Figure 1: Synonyms for the Crisis (Hirasawa, 2013)

Crisis management refers to processes, activities and actions taken by business organizations during a crisis, and effective strategies and plans to deal with certain threats. In addition to a set of effective decisions making that are taken in a short

time during crises, which impact organizational performance (Alzahrani, 2014) Crisis management have many *Definition of Crisis from Literature* which are illustrated through Figure 1 which is based from Hirasawa (2013).

Table 1: Definitions of Crisis

Authors or Researchers	Crisis Definition or Concept
Barnhart (1988)	'Crisis' originates from the Greek word 'Krisis' which refers to 'decisive moment' or 'Decision' or 'Choice'
Pearson and Sommer (2011)	Crisis can be defined as trends that threaten organizations within which they occur.
Hirasawa (2013)	Crisis defined as an idea of 'turning point' and change in a situation that makes bad situation or positive change.

Ramo (2011) explained that crisis management include 3 phases namely, readiness, controlling and decrease of risks. Readiness refers to a set of means that the managers and leaders facing challenges when they are preparing their organizations to manage the crises effectively (Smits & Ezzat, 2003). Controlling refers to a set of means that all actions taken during the crisis according to the plans and previously emergency plans, which can be achieved by team of crisis management to preventing any maximize of crisis (Alzahrani, 2014). On the other hand, decrease of risks refers to a set of procedures with standards, which used at the time of the crisis in order to reduce the losses resulting from these crises (Sakarneh, 2017, Shanmugam et al. 2019a, 2019b; Shanmugam & Nadesan 2019)

B. Research Framework and Hypotheses

Figure 2 depicts the research framework of this study. The research framework shows that training may influence the effectiveness of crisis management. Training is the independent variables that consist three sub variables namely, knowledge, skills and abilities. On the other hand, crisis management is the dependent variable that consists readiness, controlling and decrease of risks.

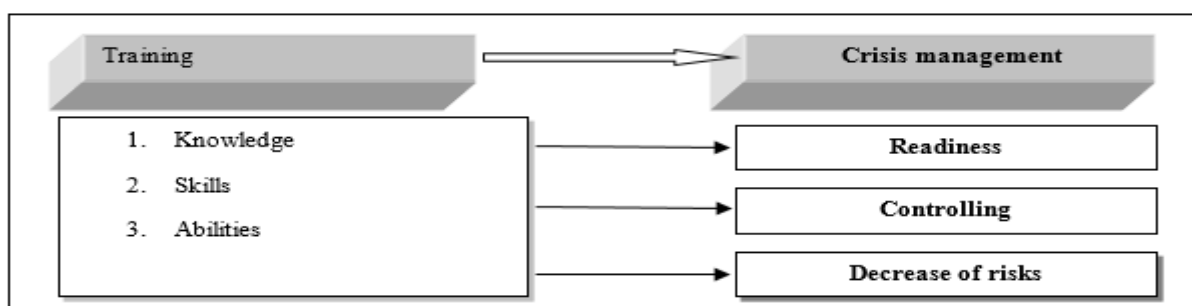


Figure 2: Research Framework

This study examines the influence of training on effectiveness crisis management. Based on the research framework, training has a positive impact on many situations in crisis management. Therefore, the following hypotheses are developed:

H1: Training has a significant influence on crisis management in terms of readiness.

H1a: Knowledge has a significant influence on crisis management in terms of readiness.

H1b: Skills has a significant influence on crisis management in terms of readiness.

H1c: Abilities have a significant influence on crisis management in terms of readiness.

According to the framework of this study, this study proposes that there is a significant influence of training on crisis management in terms of controlling. Therefore, the following hypotheses are developed:

H2: Training has a significant influence on crisis management in terms of controlling.

H2a: Knowledge has a significant influence on crisis management in terms of controlling.

H2b: Skills has a significant influence on crisis management in terms of controlling.

H2c: Abilities have a significant influence on crisis management in terms of controlling.

This study also examines the influence of training on crisis management in terms of decrease of risks. Therefore, the following hypotheses are developed:

H3: Training has a significant influence on crisis management in terms of decrease of risks

H3a: Knowledge has a significant influence on crisis management in terms of decrease of risks

H3b: Skills has a significant influence on crisis management in terms of decrease of risks.

H3c: Abilities have a significant influence on crisis management in terms of decrease of risks.

III. RESEARCH METHODOLOGY

The study population consists of top and middle management working at the Jordanian telecommunication companies. To collect the primary data, the researcher used a questionnaire survey distributed to 245 managers working in main offices of three firms consisting of Orange, Zain and Umnia. Only 200 questionnaires were completed and used for the statistical analysis, representing a response rate of 82 %. Sample selection was based on random sampling and the researcher has employed many statistical approaches, such as Kolmogorov-Smirnov to test variable normality distribution and also Cronbach’s alpha to examine the reliability of the research questionnaire. Other statistic approaches were used such as the simple regression, correlation, and multiple regressions to test the study hypotheses.

IV. RESULTS AND DISCUSSION

Table 2 shows the result of normality test using the Kolmogorov and Smirnov test. The result shows that all data for variables are distributed normal.

Table 2: One-Sample Kolmogorov-Smirnov Test

Item	Training	Crisis management	Knowledge	Skills	Abilities	Readiness	Controlling	Decrease of risks
Mean	3.946	3.773	3.938	3.904	3.940	3.798	3.985	3.970
K-S	1.589	1.777	1.635	1.770	1.652	1.031	0.73	1.231
Sig (2 Tailed)	0.062	0.144	0.122	0.123	0.033	0.145	0.153	0.061

Reliability and validity was used in quantitative research to examine the relation between scores obtained in different administrations of the scales. The alpha Cronbach’s from common instruments used for test the reliability and validity in a quantitative research. The test result for over all instruments is 0.835 (Malhotra, 2013). In this study,

reliability test was performed using by an internal consistency test based on alpha Cronbach’s. As shown in Table 3, the alpha Cronbach’s test for all variables is 0.865. The result for alpha Cronbach’ for variables in the study are between 0.821 and 0.895 are considered acceptable (Malhotra, 2013).

Table 3: Cronbach’s Alpha Analysis

Cronbach’s Alpha Test			The Overall Cronbach’s Alpha Test	
Variable	Alpha	N of Items	Overall Reliability Statistics	
Training	0.835	5	Cronbach's Alpha	N of Items
Crisis management	0.857	5	0.865	40
Knowledge	0.884	5		
Skills	0.895	5		
Abilities	0.821	5		
Readiness	0.873	5		
Controlling	0.894	5		
Decrease of risks	0.895	5		



The Role of Training in Effectiveness Crisis Management

For this study, the role training in crisis management was examined using correlations between the variables of

study by taking their averages. Table 4 shows the results of the correlation between training and crisis management.

Table 4: Training and Crisis Management

	Average_Crisis_Management	Average_Training
Average_Crisis_Management	1	.399**
Average_Training		1

Table 4 shows a positive value of correlation at the significant level of 0.01 and 0.05. and correlated training with a coefficient value of 0.399 respectively. Such result indicates that training plays a fundamental role in crisis management, and without Training it is not possible to dealing with the crisis situation. Training is something that allows employees or crisis management team to know the strategies and tactics that can assist in decision making of the crisis efficiently. Therefore, training is an important element of crisis management. Therefore, hypotheses 1a is supported. There is a significant influence of training on readiness.

Table 5: Model Summary in predicting Readiness

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.607 ^a	.368	.365	.56826

a.Predictors: (Constant), Knowledge, Skills, Abilities

Table 5 shows the result of predicting readiness. The result shows a positive relationship between training and of crisis management (R) is .607^a and R square is .368 and adjusted R square is .365, an indication that 36.5 % of the variance in crisis management in terms of readiness can be predicted by independent variables of training.

Table 6: Result of Sub-Hypotheses 1

Hypotheses (1) Training has a significant influence on crisis management in terms of readiness	T Calculate	Sig.	Result
H1a: Knowledge has a significant influence on crisis management in terms of readiness.	2.244	.000	Accepted

Table 8: Result of Sub-hypotheses 2

Hypotheses (2) Training has a significant influence on crisis management in terms of controlling	T Calculate	Sig.	Result
H2a: Knowledge has a significant influence on crisis management in terms of controlling.	2.301	.000	Accepted
H2b: Skills has a significant influence on crisis management in terms of controlling.	3.217	.000	Accepted
H2c: Abilities have a significant influence on crisis management in terms of controlling.	5.628	.002	Accepted

To examine the third hypothesis, multiple regression analysis was used by considering decrease of risks as the dependent variable, and training ((Knowledge, skills and

H1b: Skills has a significant influence on crisis management in terms of readiness.	2.230	.000	Accepted
H1c: Abilities have a significant influence on crisis management in terms of readiness.	6.323	.000	Accepted

The result of regression analysis shows that knowledge, skills and abilities are significant in influencing crisis management in terms of readiness. The p-value showing smaller than alpha value of 0.05, therefore the hypotheses were accepted. This indicates training is very important to readiness for dealing with crisis management.

Table 7: Model summary in predicting Controlling

Model	R	R ²	Adjusted R Square	Std Error
1	.770	.593	0.587	0.4205

Table 7 shows the results of predicting the influence of training on crisis management in terms of controlling. The result shows the correlation between variables is 0.770, while the R² is 0.593. The adjusted R square is 0.587, indicating that (58.7%) of the variance in controlling variable can be predicted on variables of training factors (Knowledge, skills and abilities). Such result indicates that training is an important factor in predicting controlling. The regression analysis shows that the factors of training has significant influence on controlling as shown in Table 8 since all the factors in independent variable significance level is less than (0.05), which means training is very important to know how to control crisis management.

abilities), as the independent variables. Table 9 shows the results of the multiple regression analysis.

Table 9: Results of Sub-hypotheses 3

Hypotheses (2) Training has a significant influence on crisis management in terms of decrease of risks	T Calculate	Sig.	Result
H3a: Knowledge has a significant influence on crisis management in terms of decrease of risks.	3.230	.002	Accepted
H3b: Skills has a significant influence on crisis management in terms of decrease of risks.	2.980	.000	Accepted
H3c: Abilities have a significant influence on crisis management in terms of decrease of risks.	3.233	.000	Accepted

Table 9 shows that the result of regression analysis on decrease of risks. Such result indicates that training is an important factor to reduce risks of crisis management that all training factors has a significant and positive influence

Table 10: Results of Main Hypotheses

Study main hypothesis	R	R Square	Adjusted R Square	Beta	F Calculate	Sig.	Result
Training has a significant influence on crisis management	0.752	0.565	0.559	0.484	123.225	.000	Accepted

Table 10 shows that training has a significant impact on effectiveness of crisis management. The results of main hypothesis tested using regression analysis show R is 0.752 and R² is 0.565, which asserted that 55.9% of the explained variation in training can be the factors of training has significant influence on effectiveness of crisis management. Therefore, that for a one unit increase in training can significantly predict a 0.484 increase in crisis management. Table 10 shows that the analysis of variance of the fitted regression equation is significant with F value of 123.225. Since the p-value is less than 0.05, it shows a statistically significant impact of training in crisis management at 0.95 confident level and the alternative hypothesis is accepted. Therefore, training has a significant impact on effectiveness of crisis management in Jordanian telecommunication companies.

The correlations and regression analyses results proved the hypotheses of this study. The results show there are relationship between training and crisis management. This study also shows that training has a significant influence on effectiveness of crisis management. However, for hypothesis 1, this study shows factors of training (Knowledge, skills and abilities) have significant impact on readiness, For hypothesis 2, this study shows a significant influence of training on controlling. For hypothesis 3, this study shows training has a significant influence on decrease of risks. These results are consistent with the findings of previous studies such as Adams and Stewart (2014); Agbedo and Krisagbedo (2013), Al-Zahrani (2010); Boustras (2012); Chambers (2013) and, Chiciudean and David (2013). The results are expected to reveal the in effective training regarding to address the crisis and manage it successfully. Based on the results, an appropriate training model is suggested which help the organization in improving communication during the crisis as well as the suggested training model will help in improving the decision-making capabilities of seniors, which ultimately lead to the effective crisis management practices within the organization (Biech, 2011; Healy and Bourne, 2012; Ford, 2014).

V. SUMMARY AND CONCLUSION

This study attempts to explain the importance of training on the effectiveness of crisis management that helps business organizations in how to benefit from training in

countering of crises and reduce the losses resulting from it. Moreover, the study attempts to clarify that importance of knowledge, skills and abilities as part of training in improving organizational performance to deal with crises. This can be achieved through readiness to and control the crises. On the other hand, this research will attempt to show that training is very important in reducing the risk crisis management at all stages starting of from the moment of reporting and dealing with crisis until controlling phase of crisis, which helps crisis' managers to behave well with crisis and to reduce risks. As a result, this study confirms that readiness for crisis management is an important element to deal thereof properly, through training, and contributing to taking decisions making at the time of crises, which would ultimately lead to effective crisis management practices within the organization.

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The Role of Training in Effectiveness Crisis Management

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