

The Role of Human Capital in Security Crises Management An Exploratory Study in A number of the Iraq Ministry of Interior (MOI) Departments

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Abstract The research aims to assess the role of human capital (knowledge, training, capacities) and its reflection on enhancing security crises management (damage containment, recovery and learning). The sample was chosen from the leaderships at the Ministry of Interior(MOI)/Administrative and Financial Affairs Agency .The sample size was (160) and the total research community reached (230), distributed between (General Director, Directorate Director, Department Director), and for the purpose of achieving the objectives of the research, the descriptive analytical method was used, and the questionnaire was the main tool for data collection, and the conclusions were drawn from its analysis through the analytical method and statistical programs, as the dimensions of human capital have achieved paths of direct and moral impact in the security crises management .This requires paying attention to the human capital working in the agency's formations. As well as many recommendations were presented the most important of them was the necessity of MOI /Administrative and Financial Affairs Agency focusing on the quality of human capital, for the purpose of maintaining a good relationship, especially in the security crises management.



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1. INTRODUCTION

The concept of human capital is considered as one of the important strategies of contemporary business organizations with a forward-looking and strategic dimension, as a result of the temporal succession stages of globalization and competitiveness, for survival and continuity in the permanence of work represented by proving existence. The process of picking the most suitable and appropriate candidate and best for job characteristics, become one of the organizations inevitable business necessities. , as organizations are competing fiercely in the field of practical conflicts, in order to obtain talent, and investing huge amounts of money in recruitment strategies, with the aim of attracting and appointing the best candidates, who will represent their human capital, which is the basis of their success and progress, as the individual has become a Kiblah that directs the compass of services, techniques and achieving goals. Accordingly, the idea of the research sheds the light on the role of human capital in an attempt to show the relationship between its dimensions, and the extent of its reflection on the security crises management through its theoretical review based on references and sources, which represented the ideas and products of researchers, practically by applying it to the research sample, represented by the leaderships of MOI/ Administrative and Financial Affairs Agency .The study is divided into four sections. The first deals with the research methodology, the second sheds the

light on the theoretical framework of the research, the third discusses the practical aspect of the research, and the fourth reviews the most important conclusions and recommendations as follows

2. RESEARCH METHODOLOGY

2.1. The Research Problem

Human capital is of paramount importance to the organization, especially service organizations that have direct contact with the beneficiary (the recipient of the service), so it is required to possess knowledge, skills, and capabilities, which the employees represent as human capital. Business organizations today are in urgent need to realize the paramount importance and the strategy in selecting employees, and following evaluation methods that give results with great reflections and implications on the organization's direction towards development, progress, and achieving a sustainable competitive advantage. Accordingly, the research problem lies in a set of the following questions:

- Is there a specific strategy in selecting the working human capital for the research community?
- Do the administrative leaderships realize the importance of enhancing human capital in security crises management?

2.2. The Importance of the Research

The importance of the research is manifested by showing a contemporary case of great importance in the work of the business organizations administrative apparatus. The importance of this research can be expected through the following aspects:

- The importance of choosing a human capital is highlighted in its strong and sobriety outputs reflected on the performance level of the authority under study in crisis management.
- Addressing realistic problems, requires finding solutions in the process of selecting employees, represented by human capital and the nature of the problems facing it.

2.3. Research Objectives

The research objectives can be represented by the following points:

- Diagnosing the level of human capital, at MOI/ Administrative and Financial Affairs Agency.
- Evaluating the relationship between human capital and security crisis management.

2.4. The Research Hypothetical Scheme

Systematic scientific research requires the preparation of a hypothetical scheme, in which the relationship between the research elements and the scope of the research objectives is expressed. Figure (1) shows the relationship by classifying the (dependent) variable and depending on it in defining the relationship of constructing between them in a way that contributes in explaining the field study results.

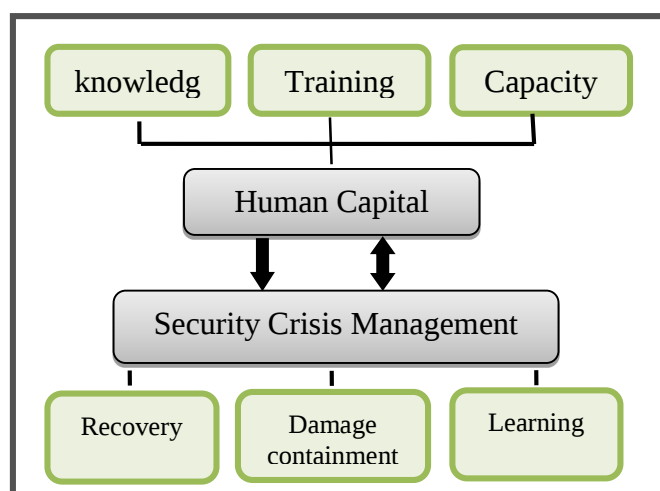


Figure1. shows the research hypothetical scheme

3. RESEARCH TOOLS AND STATISTICAL MEANS

Data collection methods: In order to achieve the objectives of the research, and to test its hypotheses, data were collected through:

3.1. Theoretical aspect

Many Arab and foreign sources, such as books, peer reviewed journals, articles of scientific conferences, PH. D theses, MA theses, and internet sites, have been relied upon in writing the theoretical aspect, taking into consideration its recentness and its relevance to the subject of the research.

3.2. Questionnaire

The questionnaire was adopted to collect information and to ask specific questions presented to the respondents, the first part of the questionnaire includes general definitive information concerning the sample investigated, represented by (human gender, age, certificate, position, job grade, rank and number of years of experience). The rest included the research

variables questions, and the five-point (Likert) scale was adopted in all the questionnaire scales, which graded with (totally agree, agree, not sure, do not agree, do not agree at all) to classify the answer degrees, which range from (5-1) degrees. see Table.(1)

3.3. Personal Interviews

The interview method was adopted with a number of leaders of the Administrative and Financial Affairs Agency represented by (the MOI Senior Deputy Minister, General Managers, Directors of Directorates, and Directors of Departments), as they are experienced in the fields of formations work.

3.4 Statistical Means

There are a set of statistical programs and means that were used to analyze the questionnaire data represented b:

- Normal distribution test (Kurtosis & Skewness).
- Correlation coefficient (Pearson) to measure the type and degree of relationship between research variables.

- c) Structural stability of measurement performance (Alpha Cronbach). d) Arithmetic mean, standard deviation, and severity of the answer.

Table (1) Distribution of the questionnaire items

The main variables	Sub-variables	Number of paragraphs	Paragraph numbers	Sources
The role of human capital	Knowledge	5	1-5	Al Mullah Study 2015
	Training	5	6-10	Khalifa study 2016
	Capacity	5	11-15	Al-atwani study 2017
	Damage Containment	5	16-20	Club study 2012
	Recovery	5	21-25	Abu Hajeer Study 2014
Security crises management	Learning	5	26-30	Aslam Study 2017 Al-sudani study 2019

Source: prepared by the researcher.

4. RESEARCH HYPOTHESES

The research is based on a main hypothesis and sub-hypotheses as follows: -

4.1. The Main Hypothesis

(There is a statistically significant correlation between the human capital variable and the security crises management variable in the research community).

4.2. Sub Hypotheses

- There is a significant correlation between knowledge dimension and security crises management with its dimensions from the research sample member's points of view.
- There is a significant correlation between the training dimension and the security crisis management in its dimensions from the research sample member's points of view.
- There is a significant correlation between the capabilities dimension and the security crisis management in its

dimensions from the research sample member points of view.

5. RESEARCH METHODOLOGY

The researcher adopted the descriptive analytical method in testing the research hypotheses through the research questionnaire that was distributed to the members of the research sample and then analyzing the questionnaire data collected about it.

6. THE RESEARCH COMMUNITY & SAMPLE

The total size of the research community was (230 directors), consisting of (6) General Directors, (36) Directors of Sub-Divisions, and (188) Directors of Departments. For the purpose of determining the research sample, a table (Krejcie & Morgan, 1970:607) was used to obtain the proportion of the sample size of the real total community, and the statistics of the table (Krejcie & Morgan) showed that if the total size of the surveyed community is (230), then the sample size to be surveyed is (144).

7. THE PREVIOUS STUDIES

7.1. Studies Of human capital

1	Researcher	Khalifa, Shaima Riyadh, 2016
2	Research Title	Evaluation of the employees selection strategy and its reflection on enhancing human capital
3	Research aims	1.Diagnosing the level of evaluating the employee's selection strategy in the Iraqi universities. 2.Diagnosing the level of human capital enhancement. 3.Evaluating the strategy of selecting employees and enhancing human capital. 4.Shedding the light on the employees selection strategy to enhance human capital.
4	Research method	Analytical descriptive by testing the research hypotheses of a sample of Iraqi universities
5	The most important results	1.The interest of the two research samples in evaluating the strategy of selecting employees in all its dimensions. 2.The University of Baghdad and Karbala pay moderate interest in enhancing human capital. 3.Establishing effective selection criteria to enhance knowledge, skills, and capabilities. 4.Establishing procedures for selecting employees in a good way to obtain their information.
1	Researcher	Al-Atwani, Ashraf Hani Herz, 2017
2	Research Title	Investing human capital and organizational culture in achieving the overall quality of shelter organizations
3	Research aims	1.Recognizing the investment of human capital the organization culture and achieving quality. 2.Organizations' attention to the importance of variables and their intrinsic relationship to each other. 3.Contributing in the defining of human capital and the organization culture to achieve quality.

		4.Communicating with academic efforts to increase intellectual enrichment and knowledge accumulation. 5.Opening new research horizons for the researchers of total quality.
4	The research method	It adopted the existing research method and post-analysis.
5	The most important results	1.Investing in human capital is one of the most important ingredients for achieving sustainable development. 2.The development of the human element plays an effective role in the economic development. 3.Human capital is the optimal management and effective of the competitive advantage. 4.The organization's interest in the security dimension to face potential threats and risks. 5.The administrative leadership's interest in seeing strategic decisions regarding the service.

7.2 . The Studies of the Security Crises Management

1	Researcher	Belbeisi, Mahmoud Ali Mohamed, 2016
2	Research Title	The means of developing decision-taking methods in the security crises management.
3	Research aims	1.Clarifying the concept of crisis in general, and security concept in particular. 2.Clarifying the relationship between security decision-taking methods and crisis management. 3.Indicating how to take security decision, and the most important factors affecting it. 4.Indicating the extent to which security decision-taking methods are applied to security crises management.
4	Research method	Using the exploratory research method
5	The most important results	1.Using the experience method as one of the traditional methods in taking security decisions. 2.Developing the traditional methods of personal judgment and the method of experience. 3.Elimination of traditional methods in the development process. 4.Avoiding negativity in security decisions taking.
1	Researcher	Jassim, Ali Hassan Ali, 2018
2	Research Title	New methods of security crisis management operations.
3	Research aims	1.Recognizing the principles of security crisis management. 2.Recognizing the classification of the crisis and the stages of its emergence. 3.Highlighting the stages of security crisis management. 4.Recognizing how to manage security crisis operations.
4	The Research method	Using the descriptive analytical method
5	The most important results	1.The security crisis is affected by contemporary problems and variables. 2.The emergence of the crisis is accompanied by a set of circumstances that threaten the people's lives. 3.One of the most important causes of the security crisis is the lack of information for the decision taker. 4.In most cases, the security crisis turns into a media event.

8. THE RESEARCH THEORETICAL FRAME

8.1 Human Capital

8.1.1. The Concept of Human Capital

Talking about human capital is not easy, as the literature of studies and scientific research didn't refer to a clear and comprehensive definition of this concept, but there are multiple opinions in terms of literary and scientific formulation, as well as the points of view.

(Rodrigues&Gupta,2015:16) indicated that the strategic balance of the organization is its human capital, as it embodies the potential capacity of human minds to generate new ideas of high quality.

(Alanzi&Almulla,2016:389) showed that human beings are a capital that should be invested, in order to benefit from its

ability, constructive energy, and diverse skills and knowledge, in discovery, analysis and innovation, as is the material capital.

(Maher,2017:336) described that human capital is dating back to 1691 A.D, when (William Petty) estimated the monetary value of human beings, by measuring the capacities and abilities to carry out business.

(Almassoudi,2019:1) reviewed that the growing role of human capital, made it the language of the daily business of organizations, as a result of the control of the knowledge and information economies in shaping human capital.

We can say that human capital is an intangible, as it is represented by a set of knowledge and competencies embodied in the characteristics of the individual, which can be exploited or benefited there from, by using them optimally for the purpose of supporting business activities in organizations destined to bring about cognitive development and achieving

the goals, in a distinctive and innovative way that achieves permanence of survival and sustainability.

8.1.2. The Importance of Human Capital

The American Training and Development Association (Wikipedia, 2006) considered that human capital as the most valuable asset for the organization, as it represents the economic feasibility of the organization's wealth.

(Stark&Dorn,2013:413) showed that the importance of human capital lies in the capacities, skills, and experiences of the individual, as they are the new ideas he possesses, represented by independent intellectual and cognitive assets.

(Arslan&Zaman,2015:128) believed that the importance of human capital cannot be ignored, as it represents the knowledge base in organizations, a competitive advantage in the competitive business environment, and strategic decisions-making.

(Rad et al,2015:3) mentioned that human capital is the most important of the main intellectual components, because it is one of the most important sources of strategic invention and renewal in building re-engineering and brainstorming.

We can say that the importance of human capital is that it is a stock of personal information for the organization represented by employees, a source of strategic discovery and invention, being closer to the realistic view of business, by mastering the task assigned to the individual, and taking others as a model to follow, as well as the individuals enjoying with the art of persuasion and dialogue, which represents a psychological factor in business trends.

8.1.3. Characteristics of Human Capital

(Hitt et al,2003:82) showed that the organization has intangible resources, according to his perspective and he likens it by:

- a) Human Resources: They embody knowledge, trust, capabilities, and related administrative procedures.
- b) Innovation Resources: They embody ideas, scientific capabilities, and innovation.
- c) Reputation Resources: Reputation with customers, brand, quality awareness, facts, durability, reputation with suppliers, efficiency, support, cooperation, relationship building.

(Berzkalnea&Zelgalve,2014:889) pointed out that human capital consists of employee's capacities, employee's innovation, employees' attitudes, and the combination of those capacities helps in solving business issues.

(Golshahi et al,2015:171) indicated that the basic characteristics of human capital are represented by a set of basics, which they described as follows: -

- a) Employees Capacities: They are represented by the strategic leadership of the organization's management, paying attention to the quality of employees, their learning capacities, and their training efficiency as well as the employee's capacity to participate in making and taking organizational decisions.
- b) Innovation of Employees: It is embodied in the innovative capacities and invention work, and the financial return obtained for the organization as a result of the original ideas of individuals.
- c) Attitudes of Employees: They are the tendencies in which the attitudes of employees match with organizational values, as well as the degree of employee's satisfaction and the rate of turnover, among the basic components of human capital.

(Dammak, 2015: 273) mentioned that human capital is based on the intelligence, competencies, and skills of employees, in addition to the organization's dynamics, which stimulate innovation and the capacity to invent.

8.2. Dimensions of Human Capital

(Taylor et al 2012:9) believed that the basis of the theory of human capital is the individuals who possess skills, experiences, and knowledge, which can be viewed as one of human capita forms.

(Sharabati&Nour,2013:13) indicated that there is no firm agreement between the opinions of scholars and researchers regarding the dimensions of human capital, as every individual in the field of specialization has an opinion.

(Alkaoud,2015:84) explained that there is a variation in the views of writers and researchers, in terms of the dimensions of human capital, and the reason is the researcher scientific backgrounds and practical experiences.

For the purpose of determining the dimensions of human capital in this research, the dimensions that achieved the highest agreement were approved and selected, according to the opinions of writers and researchers in line with the nature of the present study, represented by (knowledge, training, capacities), which will be clarified as follows.

8.3. Knowledge

(Annell,2013:5) showed that data and information represent facts and ideas in formal behavior, which is the knowledge, that resides in the minds of individuals, and that the individual, if he wants to be useful, then he (she) should retain knowledge, and constantly activates to be of continuous effectiveness.

(Alanazi&Almulla,2014:11) believed that knowledge is one of the components of the basic elements within an integrated

chain, starting with signals, and then gradating towards data, information, knowledge, and finally wisdom, as it is an effective basis for important inventions.

(Saleh,2015:223) showed that knowledge is the largest source of organization strength and the most sustainable in the development of societies, through capable minds, surrounded by moral and material support, and logistic facilities, making the knowledge environment a living, productive and renewable environment.

8.4. Training

(Alsalem&Saleh,2001:201-202) showed that training is the organized process that improves the effectiveness of employees and new skills are acquired contributing in achieving the goals of the organization, with high efficiency, as most organizations seek to develop the skills of their employees, and preparing them to the higher rank.

(Alkubaisi,2014:24) explained that by training, individuals are prepared to perform their work perfectly, since the knowledge that is transferred to individuals requires the adoption of personal experiences, inferential rules, and intuition of the individual, and in other words, the preparation of the individual may not be for the current job, as paying much attention to the future job.

(Alenezi,2018:191) believes that training is a continuous systematic process, formal planned efforts, and a programmed learning system, through which the administration seeks to bring about specific mental, behavioral, and technical changes, with the aim of meeting the organization's current and future needs for knowledge, skills, and capacities.

8.5. Capacities

(Alabadi,2014:175) showed that one of the inevitable necessities of the role of managers is to attract individuals who have a high capacity to deal with emergency situations, as well as changing circumstances that call for innovation and invention, and thus high level cognitive and intellectual significance outputs.

(Alrubaye,2015:102) showed that capacities are the talents of employees used to achieve goals, and solve problems in innovative work climate and it is one of the important and influencing characteristics in the relationship between knowledge management processes and competitive advantage.

(Almulla&Abbas,2019:56) showed that the principles of capacities classification look through three main lines represented by dynamic capacities, technical and administrative capacities, and levels of capacities, since capacity improvement is an integral part of organizational structures.

9. SECURITY CRISIS MANAGEMENT

9.1. The Concept of Crisis: General Frame

The historical origin through which the crisis was known goes back to the Greek era through science of medicine. The crisis embodied in fateful moments or minutes of disease development cases and what is required for the patient's recovery or death, the fluctuations of years and the course of life. The crisis characterized by wide use later in various fields and it is no longer confined to medicine only, the matter that made it difficult to find a specific concept for it, given the wide scope of its use and this caused the crisis circulating with multiple meanings, concepts, and events.

(Alkhazraji,2004:375) indicated that the crisis is an event or event that is in a state of inflection in the course of ordinary events, which leads to one of two things, internal or foreign policy, stability or instability, violence or non-violence, solution, or conflict.

(Sandin,2009:109), (Jaques, 2009:36), (Wertz&Kim,2010:83), (Baran&Adelman,2010,45) agreed that crises are high-impact, low-probability events with a vital threat to the organization, as it is characterized by the ambiguity of results, causes and solutions, due to the quick decisions as the crisis generates a certain level of urgency. This urgency puts pressure on the decision taker to act sooner rather than later, which means that the decision taken lacks sufficient information, know-how and research.

(Wheelen&Hunger,2012:282) showed that the crisis is a state of decentralization of decision-making authority, as the crisis may develop and expand to include wider geographical areas, through the organization's business units and departments, and thus the crisis takes the character of development through a crisis that controls business units.

Accordingly, the crisis is a defect that affects all the system (a state of instability), and threatens its physical and virtual components on which it is based (the presence of risk and threat), as a result of the impact of previous accumulations (lack of capacity and control), with the occurrence of a defect that negatively affects the main components (surprise), by posing a clear and explicit threat to the survival of the system or organization or its departure (the need for a decision of treatment), and in case of departure, the crisis has reached its climax (the importance of the time factor).

9.2. The Concept of Security Crisis (Special Frame)

Usually the emergence of the security crisis occurs when the state institutions responsible for this aspect become ineffective in providing satisfactory services, and this creates the citizen aversion as the recipient of the service, the matter that creates a state of instability due to the many challenges, and here the regime begins to lose its legitimacy and its effectiveness

gradually, because of the weakness of the capabilities to be adapted, with the circumstances.

(Douglas,2010:11) showed that the concept of security is parallel with the concept of freedom in terms of extension and interconnection. Man will lose freedom if he (she) lives without security and will not express his (her) opinion as well as the freedom will be lost if the security is strict and strong.

(Larsson&Rudwall,2011) mentioned that the security crisis is the result of weak organizational assumptions, or errors resulting there from, as well as the complete absence of the planning system, and the absence of training and reward systems, which generates a case of misreading the signals, and thus creating a culture that generates crises.

(Abboud,2020:66) believed that the security crisis is a situation in which the security event is getting worse, and its constituent actions escalate to the level of crisis, through the intertwining and complexity of the situation, which requires the state security joint efforts to confront it in a wise and an experienced way to contain it.

9.3. Security Crisis Management Strategy

(Wang&Belardo,2005:2) showed that the crisis management strategy is based on two strategies. The first is the operation-oriented crisis management, which arises from the organization's regular operations, and the second is the process-oriented crisis management strategy, and these two strategies are opportunities for improving the organization.

(Keeffe&Darling,2008:50) showed that the crisis management strategy is suitable for a specific situation, and may not be suitable for another, and that one of the management's necessities is to reflect its philosophy in implementing or applying the strategy as it stems from the circumstances surrounding the crisis.

(Said,2012:80) prepared a model for a strategy to deal with the crisis, which requires an initial response by denying the crisis and adopting the principle of the problems facing the organization. The other principle is that decision-makers should reduce the power of others for the purpose of taking quick decisions, as in Figure (2).

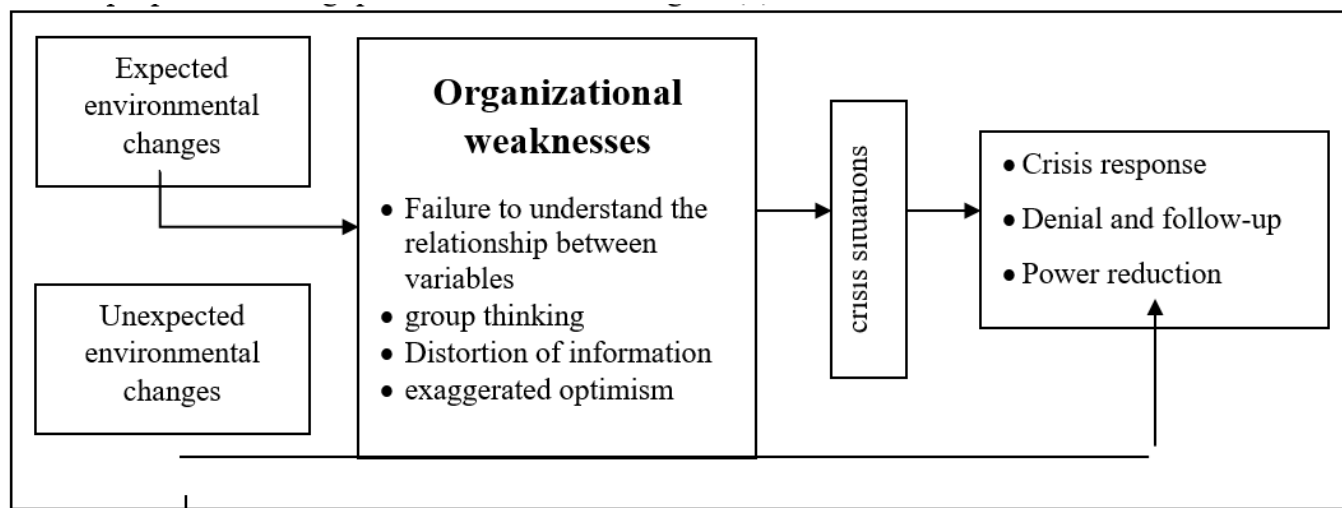


Figure (2) The crisis management strategy

Source: Saeed, Abbas Muhammad Hussein, (2012), *The Role of Strategic Planning in Crisis Management*, MA thesis (unpublished), Department of Business Administration, College of Administration and Economics, University of Baghdad, p 80.

(Scott, 2019:5) believes that security crises today have become a major challenge for countries governments, and organizations working in various sectors. At first, they are created by people who want to obtain some money or jobs and the promises end soon and the fulfillment of even part of them.

9.4. Security Crisis Management

(Ulmer&sellnow,2000:143) saw that the crisis is a moment of decision that requires policy and solutions, and that the decision must include steps for immediate response to the crisis, accompanied by information, about the scope of participation of all authorities concerned for to contain the crisis, and opening channels of communication with the public.

(Tanifuji,2000:31), (Spillane&William,2001:23), (Jaques,2009:35), (Alkhashali&Aloutb,2013:28) indicated that the concept of crisis management is considered as one of the modern fields of knowledge as it is in the formation stage and they see that as the security crisis management is a situation that requires uncertainty handling.

(Waller et.al,2014:211) indicated that crisis management differs from risk management. Risk management focuses on calculated and estimated risks, associated with specific events before they occur, while crisis management does not take into consideration the risks or the possibility of an event occurrence only.

9.5. Security Crisis Dimensions

Writers and researchers had different opinions in defining the security crisis dimension. Many studies have emerged that seek to classify the security crisis dimensions but the state of discrepancy in viewpoints was inherent in the opinions, and the dimensions can be classified (damage containment, recovery and learning), which will be adopted. It has achieved the highest agreement rates in the researchers' literature, and being the closest to the nature of the research work field, the research community and its sample, as follows:

9.6. Damages Containment

(Ocal et al, 2005:1490) and (Kounopas, 2006: 8) indicated that the damage containment is a must after the crisis, in terms of the stage of preparedness and prevention, as the main objective of this stage is to stop the abundance of the effects resulting from the crisis and preventing the spread of damage to the parts that were not affected.

(Alsudani,2019:73) indicated that the purpose of the damage containment is to prevent the crisis aggravation, and to search for alternatives that would prevent the return to the previous position, as well as organizing the communication process for the purpose of taking appropriate decisions to enable the organization to continue its operations and enhancing the possibility of its survival.

9.7. Recovery

(Shuaib,2014:260) explained that organizations that apply administrative principles in crises treatment implement short-term programs, or long-term programs, in order to be able to resume their activities, after managing the crisis. This includes the main services and procedures necessary to carry out the activities and operations.

(Nasr,2017:106) said that the process of recovery requires a set of procedures, represented by: identifying the means to restore self-confidence, the priority of basic needs, the most important work required to resume activity, and the organization internal and external needs.

9.8. Learning

(Priporas&Poimenidis,2008:41), (Rerup,2009:876) emphasized that learning from failure is one of the necessities in extracting experiences. The continuous review and analysis of the lessons learned from the crisis are among the necessities of the stage, as they are effective steps in learning and understanding the reasons.

(Robert&Lajtha,2007:189), (AlKhashali&Alqutb,26:2010) showed that learning from the crisis is one of the necessities of reorganization and improvement, in developing the future, and that studying the events deeply is to legalize and evaluate

experiences with greater effectiveness and efficiency and the formation of trained and qualified expertise in the event of a future confrontation.

Accordingly, the security crisis is a simple event that arises as a result of the failure of the operating system in the state or organization, and because of neglect or indifference in providing services and performing what is required. The event escalates into a crisis, in a fertile and prepared environment backed by public opinion. The adopting of the contemporary management principles with scientific immunization is more guarantee for the work interest as the traditional methods that follow the policy of restrictive routine or personal diligence have become insufficient to deal with crises due to their complexity and the intertwining of events, as a result of the element of surprise, and the lack of information or its complete absence, which generates the poor planning that is good for management .This is reflected negatively in critical times due to the lack of time in dealing with the crisis, which makes the decision-maker act randomly or improvised in the crisis management.

10. THE PRACTICAL ASPECT OF RESEARCH

10.1. Checking the Credibility and Reliability of the Research Metrics

With the aim of conducting the practical side, and studying the variables of the research, and the type of relations between them in the place of application (MOI / Administrative and Financial Affairs Agency), the researcher adopted the questionnaire as a main tool, in the process of data collection, that pertains to the variables of the current research, and for this reason, checking the extent of its stability and the credibility of the content you measure is a must to accept the relationships and influence that results from its analysis between the research variables. To achieve that, the researcher depended many statistics to verify the scale stability and its credibility regarding human capital variable (knowledge, training and capacities), security crisis management variable (damage containment, recovery and learning). To check this questionnaire credibility and stability the researcher used many statistics as follows:

10.1.1. Verifying the Normal Distribution of the Data

Verifying the distribution type test is a necessity because it helps the researcher to choose the appropriate statistical tools for his field of research, as it is one of the most important requirements for obtaining accurate and expressive results, within the statistical field. For the purpose of verifying that the sample is drawn from a community whose data follows the normal distribution, the researcher relied on the (Kurtosis and Skewness) method to prove the validity of the normal distribution of the data withdrawn from the community and according to each one of the research variables, using the (Spss.v.23) program, as follows:

Table (2) The results of the test of the moderation of the probability distribution of the research variables for a sample of (160) individuals

No	Dimensions	Skewness		Kurtosis	
		Statistical	standard error	Statistical	standard error
1	Human Capital	0.381	0.599	0.192	0.172
2	Knowledge	0.381	0.575	0.192	0.269
3	Training	0.381	0.139	0.192	0.057
4	Capacities	0.381	0.536	0.192	0.572
5	Security Crisis Management	0.381	0.119	0.192	0.261
6	Damage Containment	0.381	0.015	0.192	0.479
7	Recovery	0.381	0.139	0.192	0.213
8	Learning	0.381	0.373	0.192	0.270

Source: Prepared by the researcher based on the outputs of SPSS.v.23

Table (2) shows that all the values of the minimum and maximum skewness and flatness coefficients lie between the limits of the normal distribution of $(1.96 \pm)$, and this indicates that all research dimensions and variables follow a normal distribution, which requires the researcher adopting of the parametric statistics in the process of analyzing the research data.

10.1.2. Structural Stability of the Measuring Instrument

The structural stability test is a statistical method that confirms the reliability of the data that the researcher will obtain from distributing the questionnaires to the members of the studied sample, as the results of the reliability test for the paragraphs of the questionnaire as shown in the following table (3):

Table (3) Structural stability of the measuring instrument

Research variable	Dimensions	Cronbach's alpha coefficient dimension	Cronbach's alpha coefficient of the scale
Human capital SCM	Knowledge	0.77	0,92
	Training	0.86	
	Capacity	0.77	
	Damage containment	0.82	0,95
	recovery	0.83	
	Learning	0.87	

Source: Prepared by the researcher based on the outputs of SPSS.v.23

10.2. Statistical Description of the Research Variables

This aspect shows the results of the descriptive analysis of the research sample responses, about the availability of variables and dimensions at MOI /Administrative and Financial Affair Agency which includes the independent variable represented by human capital in its three dimensions (knowledge, training and capacities). The second aspect shows the dependent variable, security crises management with their three dimensions (damage containment, recovery and learning). Both aspects included a presentation of the arithmetic averages of the questionnaire paragraphs, their standard deviations, the severity of the answer, and the ordinal importance, by the results analysis and interpretation represented by:

10.3. Knowledge

This paragraph is concerned with the description of the dimension of knowledge within the human capital variable. Table (5) shows the arithmetic averages, standard deviations,

and ordinal importance, of the answers of the research sample regarding the dimension of knowledge, as it is noted that paragraph (1) (the employees have sufficient knowledge of work methods) obtained the highest arithmetic averages amounted to (3.43) with a standard deviation of (0.797). This shows the consistency and harmony of the answers of the research sample towards this paragraph, and the intensity of the answer for this paragraph reached (69%), while the paragraph (5) (the senior management has research programs for the employees developing and improving) obtained the lowest arithmetic averages amounted to (3.03) with a standard deviation of (0.934). This shows the consistency of the answers of the research sample members, and the severity of the answer for this paragraph was (61%). Accordingly, the general average of the knowledge dimension was (3.15) with a general standard deviation of (0.914), and this dimension obtained an answer intensity of (0.63), where the averages indicate the availability of the knowledge dimension at the MOI / Administrative and Financial Affairs Agency (the research

sample), as this dimension indicates that the sample has moderate level of knowledge that is diverse such as personal intuition, information technology (IT), the ability to manage

and invest in relationships with external parties, as well as research interests.

Table (4) Arithmetic averages, standard deviations, answer level, and ordinal importance of the knowledge dimension (N= 160)

No	Phrases	SMA	Standard Deviation	The severity of the answer	Ordinal Importance
1	The employees possess sufficient knowledge of working methods	3.43	0.797	0.69	1
2	The employees possess the capacity for knowledge through personal intuition.	3.05	0.902	0.61	4
3	The employees in the formations possess the knowledge of advanced information technology(IT).	3.10	0.959	0.62	3
4	Senior Management has the knowledge of investing in foreign relations.	3.16	0.979	0.63	2
5	Senior Management has research programs in employee development and improvement.	3.03	0.934	0.61	5
General Average		3.15	0.914	0.63	

Source: Prepared by the researcher based on the outputs of SPSS.v.23

10.4. Training

This paragraph is concerned with the description of the training dimension. Table (5) shows the arithmetic averages, standard deviations, the level of the answer, and the ordinal importance of the answers of the research sample, toward training dimension. It is noted in this table that paragraph (1) (the employees at MOI are subject to an integrated training and qualification plan) obtained the highest arithmetic averages, amounted to (3.10), with a standard deviation of (0.946) .This shows the consistency and harmony of the answers of the research sample towards this paragraph, and the intensity of the answer for this paragraph reached (62%), while paragraph (3) (the employees are subject to intensive programs in developing

performance and capabilities) obtained the lowest arithmetic averages (3.00), with a standard deviation of (0.948). This shows the consistency of the answers of the research sample members, and the intensity of the answer for this paragraph was (60%). Accordingly the general average of the training dimension reached (3.05) with a general standard deviation of (0.954), and this dimension obtained a response intensity of (0.61), where the averages indicate the availability of the training dimension within the field of work, MOI / Administrative and Financial Affairs Agency (the research sample), as training plans are available that increase the staff qualifications and capacities by an elite of distinguished trainers, and the paying of attention to the training processes within an acceptable level.

Table (5) Arithmetic averages, standard deviations, answer level, and ordinal importance of the training dimension (N = 160)

No	Phrases	SMA	standard deviation	The severity of the answer	ordinal importance
1	MOI employees are subject to an integrated rehabilitation and training plan.	3.10	0.946	0.62	1
2	The Senior Management at MOI has people trained at an advanced level in the field of Business Administration.	3.08	0.971	0.62	2
3	The employees undergo intensive programs in the development of performance and capabilities.	3.00	0.948	0.60	5
4	Senior management owns the means to achieve effectiveness and productivity.	3.05	0.902	0.61	3
5	The employees have the capacity to produce a training program for a practical reality.	3.01	1.006	0.60	4
General Average		3.05	0.954	0.61	

Source: Prepared by the researcher based on the outputs of SPSS.v.23

10.5. Capacities

This paragraph is concerned with the description of the capacities dimension. Table (6) shows the arithmetic averages, standard deviations, the level of the answer, and the ordinal importance of the answers of the research sample towards this

dimension, as it is noted in the table that paragraph (4) (Senior Management determines the work steps and methods), has obtained the highest arithmetic averages, amounted to (3.42), with a standard deviation of (0.828). This shows the consistency and harmony of the answers of the research sample towards this paragraph, and the intensity of the answer for this

paragraph reached (68%), while paragraph (2) (the employees have The capacity to apply new ideas) has obtained the lowest arithmetic averages, amounted to (3.24) and with a standard deviation of (0.852). This shows that there is consistency in the answers of the members of the research sample, and the severity of the answer for this paragraph was (65%). Accordingly, the general average of the abilities dimension reached (3.34) and with a general standard deviation of (0.861), and this dimension obtained a response intensity of (0.67).

Table (6) Arithmetic averages, standard deviations, answer level, and ordinal importance of the abilities dimension (n = 160)

No	Phrases	SMA	Standard deviation	The severity of the answer	Ordinal importance
1	The employees pay attention to the full details of the work.	3.41	0.842	0.68	2
2	The employees have the capacity to implement new ideas.	3.24	0.852	0.65	5
3	The employees are distinguished by their high performance in providing the service.	3.31	0.892	0.66	4
4	The Senior Management determines the steps and methods of work.	3.42	0.828	0.68	1
5	The employees perform their tasks and duties with extreme caution	3.31	0.891	0.66	3
General Average		3.34	0.861	0.67	

10.6. Damage Containment

This paragraph is concerned with the description of the damage containment dimension within the security crisis management variable. Table (7) shows the arithmetic averages, standard deviations, and the ordinal importance of the answers of the research sample to the damage containment dimension. As it is noted in this table that paragraph (2) (there is a high response in moving the human resource to contain the crisis) has obtained the highest arithmetic averages, which amounted to (3.31) with a standard deviation (0.947) and that shows the consistency and harmony of the answers of the research sample towards this paragraph, and the severity of the answer for this paragraph reached (66%), while paragraph (5) (The time factor is taken into account in dealing with crises and with high

These averages indicate the availability of the capacities dimension within the field of work of the MOI / Administrative and Financial Affairs Agency (the research sample) meaning that the research sample has a great interest in the precise details of the work that enable them to achieve a high level of performance within the requirements of the MOI agency in terms of success in security performance, and that they pay great attention to this accuracy.

accuracy) the lowest arithmetic averages amounted to (3.03) with a standard deviation of (1.021) This shows the consistency of the answers of the research sample members, and the severity of the answer for this paragraph was (61%).Accordingly, the overall average of the damage containment dimension was (3.17), with a general standard deviation of (0.983), and this dimension obtained a response intensity of (0.63), where the arithmetic averages indicate the availability of the damage containment dimension at MOI /Administrative and Financial Affairs Agency (the research sample), as this dimension indicates that the employees of the administrative agency formation, the research sample, enjoy a good level that enables them to face the crises and risks they may encounter, and within the basic time and technical determinants and flexibility in moving human resources.

Table (7) Arithmetic averages, standard deviations, response level, and ordinal importance of the damage containment dimension (N = 160)

No	Phrases	SMA	Standard Deviation	The severity of the answer	Ordinal Importance
1	It is controlled when the crisis occurs and limit its spread.	3.06	1.064	0.61	4
2	There is a high response in mobilizing the human resource to contain the crisis.	3.31	0.947	0.66	1
3	Active communication is available to identify the crisis causes and results .	3.18	0.884	0.64	3
4	There is an operating room equipped with the techniques to contain the crisis causes and damages .	3.25	0.998	0.65	2
5	The time factor is considered in dealing with crises with high accuracy.	3.03	1.021	0.61	5
General Average		3.17	0.983	0.63	

Source: Prepared by the researcher based on the outputs of SPSS.v.23

10.7. Recovery

This paragraph is concerned with the description of the dimension of recovery within the security crisis management variable. Table (8) shows the arithmetic averages, standard deviations, and the ordinal importance of the answers of the research sample, to the recovery dimension as it is noted in this table that paragraph (2) (the needs of formations affected by the crisis are defined for the purpose of recovery) obtained the highest arithmetic averages, amounted to (3.32) with a standard deviation (0.894). This shows the consistency and harmony of the answers of the research sample towards this paragraph, and the severity of the answer for this paragraph reached (66%), while paragraph (4) (the ministry provides stimulus programs to support the morale of the employees during and after the occurrence of crises) obtained the lowest arithmetic averages amounted to (3.11) and with a standard deviation (0.986). This shows the consistency of the answers of the members of the research sample, and the intensity of the answer for this paragraph was (62%). Accordingly ,the general average of the activity recovery dimension was (3.19) with a general standard deviation (0.968), and this dimension obtained a response intensity of (0.64), where the averages indicate the availability of recovery dimension at MOI / Administrative and Financial Affairs Agency (research sample), as this dimension indicates that the employees of the administrative agency formation, the research sample, have a moderate level of capacity to recovery through special strategies to reduce the effects of crises and security problems, by adopting the basics that enable the employees to work hard to return to the right track, in a record time without deviating from professional discipline, and one of those basics is a good stimulus system.

10.8. Learning

This paragraph is concerned with the description of the learning dimension within the security crisis management variable. Table (9) shows the arithmetic averages, standard deviations, the level of the answer, and the ordinal importance of the answers of the research sample to the learning dimension, as it is noted in this table that Paragraph (3) (MOI documents and stores the knowledge obtained from the experience of dealing with the crisis to benefit from it in the future) obtained the highest arithmetic averages, which amounted to (3.18) and with a standard deviation (0.944) that shows the consistency and harmony of the answers of the research sample towards this paragraph, and the severity of the answer for this paragraph reached (64%), while the paragraph (1) (MOI analyzes the plans and decisions of other countries while dealing with crises) obtained the lowest arithmetic averages amounted to (2.87) and with a standard deviation of (1.007) This shows the consistency of the answers of the research sample members and the severity of the answer for this paragraph was (57%). Accordingly , the general average of the learning dimension was (2.99), with a general standard deviation of (0.994), and an answer intensity of (0.60), as the averages indicate the availability of the learning dimension MOI/ Administrative and Financial Affairs Agency (the research sample), where this dimension indicates that administrative agency formation employees enjoying a moderate level of security learning required by their field of work, by benefiting from the experiences of countries in the security aspect, and documenting what they learn for the purpose of sustaining and developing the fields of learning and building security ideas continuously.

Table (9) Arithmetic averages, standard deviations, answer level, and ordinal importance of the learning dimension (N = 160)

No	Phrases	SMA	Standard Deviation	The severity of the answer	Ordinal Importance
1	MOI analyzes other countries' plans and decisions in dealing with crises.	2.87	1.007	0.57	5
2	MOI effectively draws lessons from previous crises.	2.91	0.954	0.58	4
3	MOI documents and stores the knowledge obtained from the experience of dealing with the crisis to benefit from it in the future.	3.18	0.944	0.64	1
4	MOI identifies gaps in previous plans with high accuracy in order to avoid them in plans for future crises.	3.05	1.071	0.61	2
5	Previous crises management plans and programs are effectively appraised for the purpose of improving them to deal with future crises.	2.98	0.996	0.60	3
General Average		2.99	0.994	0.60	

11. HYPOTHESES TESTING

11.1. Testing the First Sub-Hypothesis: There is a significant correlation between the dimension of knowledge and the security crisis management variable.

There is a correlation between the knowledge dimension and the security crisis management variable. Table (10) shows that there is a positive and moral correlation between the knowledge dimension and the security crises management variable. The value of the correlation coefficient between them reached

(0.649**) at a significant level (1%) with a confidence degree of (99%) This indicates the positive relationship between them, and what supports this result is the calculated value of (Sig. tailed-2) for the correlation relationship between the dimension of knowledge and the security crisis management variable, (0.000), which indicates the significance of the relationship

Table (10) Matrix of correlation coefficients between the dimensions of human capital and the security crisis management variable

Correlations		Knowledge	Training	Capacity	Security Crisis Management
Knowledge	Pearson Correlation	1	0.680**	0.500**	0.649**
	Sig. (tailed-2)	-	0.000	.000	.000
	N	160	160	160	160
Training	Pearson Correlation	0.680**	1	0.657**	0.755**
	Sig. (tailed-2)	0.000	-	0.000	0.000
	N	160	160	160	160
Capacity	Pearson Correlation	0.500**	0.657**	1	0.599**
	Sig. (tailed-2)	0.000	0.000	-	0.000
	N	160	160	160	160
Security Crisis Management	Pearson Correlation	0.649**	0.755**	0.599**	1
	Sig. (tailed-2)	0.000	0.000	0.000	-
	N	160	160	160	160
**. Correlation is significant at the 0.01 level (2-tailed).					

11.2. The Second Sub-Hypothesis Test

There is a significant correlation between the training dimension and the security crises management.

There is a correlation relationship between the training dimension and the security crisis management variable. Table (11) shows that there is a positive and a significant correlation between the training dimension and the security crises management variable, and the value of the correlation coefficient between them reached (0.755**) at a significant level (1%), i.e. with a confidence degree of (99%). This indicates a positive relationship between them, and what supports this result is the calculated (Sig. tailed-2) value of the correlation relationship between the training dimension and the security crisis management variable, amounting to (0.000), which indicates the significance of the relationship between them, and this indicates accepting the second sub-hypothesis, (there is a significant correlation between training and the security crises management variable) at a significance level (%1), meaning that the decision result is acceptable with a confidence degree of (99%).

11.3. Testing the Third Sub-Hypothesis

There is a significant correlation between the capabilities dimension and the security crises management.

There is a correlation relationship between the capacities dimension and the security crisis management variable, as it is evident from Table (11) shows that there is a positive and a significant correlation between the capacities dimension and the security crisis management variable. The value of the correlation coefficient between them reached (0.599**) at a significant level of (1%) with a confidence degree of (99%). This indicates a positive relationship between them, and what supports this result is the calculated (Sig. tailed-2) value of the correlation relationship between the capacities dimension and the security crises management variable, which amounts to (0.000), which indicates the significance of the relationship between them, This indicates the acceptance of the third sub-hypothesis (there is a significant correlation between capacities and the security crises management variable) at a significance level (1%), meaning that the decision result is acceptable with a confidence degree of (99%).

11.3. The Main Hypothesis

here is a statistically significant correlation between the human capital and the security crisis management variables

In order to accept the main hypothesis from not accepting it, the researcher tested the value of the simple correlation coefficient using the (Sig. tailed-2) test to determine the significance of the relationship between the (independent) human capital variable and the (dependent) security crises management variable. The value of the simple correlation coefficient between them reached (0.760**) .This value indicates the strength of the direct relationship between the human capital variable and the security crises management variable, and what supports this is the significance of the correlation relationship that appeared at a level of significance (1%) with a confidence degree of (99%). This illustrates that the hypothesis (there is a statistically significant correlation between the human capital variable and the security crisis management variable) is accepted at a significance level (1%), meaning that the decision result is acceptable with a confidence level of (99%).

12. CONCLUSIONS

In this section, a number of conclusions that were reached based on the results of the analysis of the practical side are reviewed, which were produced by the results of the statistical analysis as follows:

- 1) There is a significant effect between human capital and security crises management, as the availability of human capital levels in the research sample will lead to an increase in security crises management levels.
- 2) The results of the human capital dimension (knowledge, training and capacities) showed the important role in

facing security crises by providing the best necessary capabilities.

- 3) The necessity of upgrading and maintaining the levels of training centers and providing them with specialists by concluding agreements and exchanging knowledge with universities and training centers in developed countries as these training centers help in picking and selecting the best nominees by carrying out a series of active tests that are reflected in enhancing knowledge and capacities.

13. RECOMMENDATIONS

- 1) The Administrative and Financial Affairs agency seizes the opportunity of the positive relationship between knowledge, training, and capacities for the purpose of raising the efficiency of employees, improving the chances of their selection, and making more positive changes that will improve the work of human capital.
- 2) Enhancing the opportunities of getting the individuals with scientific competencies and knowledge holders through the Directorate of Human Resources Management / Volunteering Department regarding the providing of facilities and opportunities, that create capabilities enhanced by attracting human capital.
- 3) The necessity of MOI/ Administrative and Financial Affairs Agency focusing on the quality of human capital for the purpose of maintaining a good relationship, especially in the security crises management.

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