

The Impact of Employee Empowerment Strategy on Crisis Management Effectiveness: An Applied Study in Civil Status Authority, Derna Branch – Libya

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ABSTRACT:- The study aimed to examine the impact of the employee empowerment strategy on the effectiveness of crisis management in Civil Status Authority, Derna Branch – Libya. The study adopted three dimensions to measure the employee empowerment strategy: Information availability, Autonomy and Knowledge possession. Three dimensions were also used to measure crisis management effectiveness, which are: responsiveness, Communication and information flow and resource mobilization. The study was conducted on a sample of (134) employees. To achieve the objectives of the study, a descriptive and analytical approach was used. A set of statistical parameters were used, including simple and stepwise regression. The study found that there are medium levels of using employee empowerment strategy in the organization under study, and that there are medium levels of crisis management effectiveness, and that there is a significant impact of using employee empowerment strategy on crisis management effectiveness. The study suggested a set of recommendations, including educating employees about the importance of prompt responsiveness in dealing with the crisis, in order to try to stop it in its early stages,

Key Words: Employee Empowerment Strategy, Crisis Management Effectiveness, Civil Status Authority, Libia

I. INTRODUCTION

Business organizations of all sizes are living in this millennium, A life full of events and surprises, These events and surprises may be local, Meaning that it was caused by local factors in the country or the organization itself, Some of them are external factors, Meaning that it occurred in other countries or in other organizations, The impact of these events and surprises extended to include other organizations and countries that had no role in its occurrence, These events usually begin as a snowball of small size and impact, In the event that the organization addresses, confronts, and eliminates the causes of their occurrence, The organization has insured its consequences, That was likely to become dire in the foreseeable future, In the event that the organization ignores these events and surprises and lets them increase and grow, These events turn into a real crisis, It may threaten the entity and its viability and existence.

In the shadow of an environment that is no longer characterized by stability except in rapid changes and the occurrence of crises, so it is necessary for organizations to abandon management by traditional methods and adopt strategies that face and keep pace with those changes, and the empowerment of employees is among those strategies adopted by organizations today for the effectiveness of crisis management of all kinds is bad they were man-made crises, such as economic crises or resulting from corruption, bribery, embezzlement, labor sit-ins, and strikes, or they may be natural crises, such as volcanoes, earthquakes, and wars, and by giving workers the powers of the manager while still being responsible for the results of those decisions.

II. STUDY PROBLEM AND QUESTIONS

The research problem is determined in crisis management effectiveness. After reviewing the previous studies related to the concept of empowerment and all related topics in order to define a cycle in crisis management effectiveness, as there are many organizations that do not consider it as a successful strategy in facing crises. Through this, the following questions crystallize for the study problem:

-What is the reality of practicing employee empowerment strategy on crisis management effectiveness in the Civil Status Authority in Derna?

- Does the Civil Status Authority have in Derna branch, a clear strategy to empower its employees?

- What is the level of interest of the Civil Status Department, Derna branch, in the strategy of empowering employees and crisis management effectiveness?

III. STUDY OBJECTIVES

- Knowing the reality of the strategy for empowering employees of the Civil Status Authority, Derna branch
- An impact test of the strategy for empowering employees in the effectiveness of crisis management in the Civil Status Authority, Derna branch
- Highlighting the role of the strategy for empowering workers in the effectiveness of crisis management that the Civil Status Authority is exposed to, the Derna branch.
- Provide recommendations to the Department of Civil Status Authority, Derna branch, regarding the interest in implementing the strategy to empower employees in the effectiveness of crisis management in order to prepare for crisis response.

IV. STUDY IMPORTANCE

The importance of the study is represented in the following points:

- Stand on the reality of the strategy for empowering workers and its role in the effectiveness of crisis management in the Civil Status Authority in Derna
- The Civil Status Authority is considered one of the most important service departments that the citizen deals with on an ongoing basis, which requires that the department have an empowering strategy for workers to face any crisis and keep pace with developments and changes.

V. THEORETICAL FRAMEWORK

5.1 Employee Empowerment Strategy

Empowerment is one of the administrative methods through which all managers and the rest of the other members of the administrative entity participate in order to influence the decision-making process, in other words it is a cooperative activity in the decision-making process that is not determined by the official position of power but rather is determined through information systems, training, reward and participation in power, leadership approach, and organizational culture (Manuela & Bruce, 2003, 103). Darlington (2007, 14) defines empowerment as the process of engaging the decision-making authority in the organization between both management and individuals to ensure that individuals are encouraged to make decisions on a daily basis from the bottom up, i.e. from lower management to higher management. Carole (2006, 20) defines the concept empowerment is a method by which employees of the organization are allowed to give them a great deal in the responsibility of decision-making. Hassan (2004, 25) points out that empowerment is a modern administrative method for managing human resources that contribute to the exploitation and employment of the employees' potential energies and motivate them by providing several specific elements in a job. The individual is like the meaning in addition to the ability and influence, as the self-motivation of the job leads to satisfying the basic needs of the workers of the organization, such as self-confirmation, which achieves creativity and innovation in order to achieve the goals of the organization efficiently and this method is mainly related to the development of the organization financially and morally.

Hamid (106, 2018) argues that the most important benefits of empowerment for an organization are:

- Through it, the latent capabilities of workers are used efficiently and effectively to solve problems
- Improving product advantages and raising the organization's competitiveness
- Giving employees and work teams full freedom and appropriate action
- It achieves the optimum utilization and maintenance of human resources in addition to preserving them
- Achieving the organization more ability to market competition
- It achieves an increase in the employees' awareness of the needs and requirements of the organization
- It achieves high rates of productivity and reduces the rate of work turnover
- It achieves reduction in operational costs and speed in making decisions
- Gives the organization speed in responding to changes
- It achieves loyalty to the organization and reduces work time.

Researchers mention the dimensions of employee empowerment in different models. There are those who defined them with meaning, influence, self-direction and merit, and there are those who defined them as possessing information, independence and possessing knowledge. This study will be based on the second scale to study employee empowerment.

1. Availability of information: information is an essential element in the strategy of empowering employees, especially at the lower administrative levels, and that information must reach all workers directly and choose the best way to do so without there being an intermediary or compromising the realization of real sharing in information (Collins, 1995, 26). One of the most important necessary information that is intended to be conveyed to all employees of the organization is information related to the organization's objectives, strategy and relationship to the external environment, the role of workers and their behaviors in achieving continuous

successes of the organization. The success of empowerment requires that the organization provide more information to many employees and for various administrative levels in order to achieve full readiness to assume responsibility and unleash innovative energies (Bowen & Lawler, 1992, 38)

2. Autonomy: it is the second strategic dimension of empowering workers, whereby workers are given the freedom to act in the activity of the tasks they perform. Wilkinson (1998, 44) believes that independence is determined by eliminating the role of supervisors in lines of operations, in the sense that individuals are given great powers to take measures that are characterized by wider areas, such as restructuring work and distributing it among workers, as well as in determining the paths of product flow or the creation of work groups semi-independent, which is known today as work teams.

3. Knowledge possession: Brooking (2002, 15) believes that knowledge is an activity related to the continuity and tactic of managing assets, and thus knowledge is the sure source of competitive advantage, and this becomes clear when the market changes, the number of shareholders increases, and the products become obsolete quickly. While Nonaka (1991, 46) believes that knowledge is embodied in those activities undertaken by organizations with the aim of reaching new alternatives by accessing the minds of workers and how to store and preserve them for employment and later use.

5.2 Crisis Management Effectiveness

Margar et al. (2013, 3) define crisis management as the best application of strategies designed to help the organization in which a negative event occurred suddenly as a result of the occurrence of an unpredictable event or as an unexpected result of some event that was a potential risk, which makes the organization It takes its decisions quickly in order to limit the damage it has suffered, and it is necessary to identify a person who will be the manager of the crisis in the event that it occurs. Hajji (429, 2005) believes that crisis management is a science concerned with forecasting and forecasting and creating an ability to cope with any event that is likely or aiming to reduce risks, in addition to drawing lessons from experiences and then eliminating symptoms and causes. Maher (2006, 21) defines it as a method aimed at controlling the crisis through the use of a set of tools, which are the efforts made to overcome the crisis and contain the crises that caused it, and benefit and learning from the aspects of the crisis, and avoiding any crises that occur in the future. For the occurrence and suggestion of solutions that fit each scenario, if it occurs.

Crisis management is determined by its capabilities to avoid potential crises, and is considered to be effective when actual damages occur less than expected (Robert & Lajtha, 2002, 189). Al-Khafaji (2010, 108) indicates that the effectiveness of crisis management is a combination of a combination of concepts, experiences and skills, in addition to time, cost, quality, counseling, training and rehabilitation. Harwati (2013, 5) also stresses that criteria must be defined in order to measure crisis management to reduce the side effects of the crisis, especially when the organization suffers from crises. The crisis management effectiveness is determined through the following dimensions:

1. Responsiveness: Trize (2001, 86) defines it as the response that takes place quickly and by making quick decisions in a specific time under unstable conditions in order to achieve positive and sound results at the same time. Ajwa and Farid (2008, 168) believes that a decision taken under unstable conditions is an unusual one and negatively affects those decisions that were taken in stable conditions, in terms of the abundance of sufficient data, and the formulation and analysis of modern alternatives that are compared to choose the best alternative. Putra (2009, 39) stresses that the organization's management has a great role in resisting the crisis through its presence and occurrence in separate places in the organization, and thus the decision-maker has a responsibility to make good decisions with a high degree of accuracy. Many sound decisions in a specific and short time, provided that these decisions are accurate and comprehensive, and that the best alternative is chosen from among the available alternatives for the purpose of analyzing and studying the situation.

2. Communication and information flow: Jamil (2016, 67) mentions that communications play an effective role in times of crisis, and this is determined by providing the organization with a rapid flow of information in the internal and external environments of the organization, where the success of the organization in facing rumors and gaining external individuals who have interests is estimated with the organization as far as the speed and abundance of information. Odeh (2008, 42) defined it as a strategy through which the best use of formal and informal channels of communication is aimed at exchanging and transferring ideas and information related to the crisis and each of the team members and support agencies of the team in order to deliver good information on time to decision makers to overcome the crisis. Fildes and Ros (2004, 52) states that the communication and information system brings several benefits to the organization, including rapid response to situations and surprises that occur during the crisis, overcoming time constraints and streamlining of orders, in addition to the speedy arrival of directives from senior management to subordinates in order to achieve the set goals. Abu Al-Nasr (2009, 20) the organization must establish a communications and information base for the organization's activities to properly accomplish the work required of workers and prevent duplication of work. While Stanton (2002, 19) believes that communication is an important method for planning and addressing the situations facing the organization. As well as preparing workers in order to achieve a rapid response to the requirements of the

crisis at the time it occurs in the traditional process of communication. Stair and Reynolds (2003, 6) explained that the information must have characteristics that are important to the beneficiaries and enable them to make spray decisions. Bidawid (2019) believes that it is necessary to put in place plans and lists of communications during the occurrence of the crisis and to be updated from time to time. Also, one of the employees should be assigned the tasks of external communication management, and the means of communication used must be characterized by modernity and speed in the event of a crisis.

3. Resource mobilization: Jamil (2016, 68) states that the organization can rely on the effectiveness of crisis management by mobilizing and mobilizing its available resources while achieving cooperation and harmony between workers in the organization or society in order to know the risks that the crisis generates, thus facing the crisis. Salwinski (2005, 82) states that the management of the organization should strengthen its strengths by providing human resources with high experience in order to face the crisis. Saeed (2012, 106) mentions that planning for mobilization is an organized process that aims to provide great efforts to activate Performance of the management information system in preparation for facing crises in sudden circumstances in order to reduce the negative effects of the crisis.

IV. LITERATURE REVIEW

The study of Al-Abdallat and Al-Shoura (2020) aimed at identifying the impact of strategic trends in crisis management and the role of organizational intelligence in improving that impact. The results of the study showed that there is a significant effect of strategic directions in crisis management, and that organizational intelligence leads to improving the impact of strategic directions in crisis management. In a study by Al-Hindawi (2020) in which the researcher tried to identify the impact of knowledge management on crisis management. The results of the study showed that there is a significant effect of knowledge management in crisis management.

The Hayali study (2019) indicated that there is a significant correlation and influence between administrative empowerment and job satisfaction. In a study of Bahia (2019) study aims to show the importance of empowerment and investment strategy development to enhance the creativity of employees in Diwaniya Tires factory, The study found some of the most important results: That the answers of the researched sample It reflected a positive trend with the importance of empowerment as a vital strategy in order to lay the foundations for development and creativity and adopt it as a successful business philosophy. In the study Al kadam (2016), which aimed to, Learn about crisis management methods and their relationship to strategic planning in the Jordanian Ministry of Interior, The study found that there is significant interest, By administrators working in the Ministry of Interior with methods of crisis management, especially the method of containment on the one hand, And interest in strategic planning processes on the other hand, and that there are differences in the estimates of administrators working in the Ministry of Interior, And interest in strategic planning processes on the other hand, and that there are differences in the estimates of administrators working in the Ministry of Interior for methods of crisis management due to the gender variable, and there were no differences attributed to the scientific qualification variable. And in Karam MG's study (2018), which aimed to investigate crisis management methods (escape, confrontation, cooperation and containment) and their relationship to strategic planning processes in five-star hotels. The results of the study indicated that there is a correlation and a statistically significant impact between strategic planning processes and crisis management methods. The study of Al-Hadrawi, Abu Tabikh and Taha (2018), in which the researchers focused on identifying the nature of the relationship between information technology (strategic planning, information technology infrastructure, skill and experience for human resources) and effective crisis management in light of the contemporary highly competitive and complex environment. The study concluded that the use and application of information technology through sound strategic planning and information technology infrastructure, encouraging skills and expertise for human resources and providing an appropriate environment for innovators, contribute effectively to crisis management. In the study conducted by Tokakis (2019), which was concerned with the factors that affect crisis management, during the pre-crisis period, during the crisis and after the crisis. It concluded that the capacity of the leader and the members of the crisis management team to make the right decisions through the model, and that the implications of the three stages of crisis management (pre-crisis, during and post-crisis) include the need to implement structural changes that achieve the development of the crisis management team leader's ability to decision-making in conditions of urgency, and that official communication channels achieve internal procedures, to redesign that achieve communication in order to effectively manage safety incidents in a dynamic and unpredictable manner. As for the Minhajul study (2016), which aimed to determine the effect of employee empowerment on employee satisfaction and service quality, and the effect of employee satisfaction on service quality. The results of the study showed that employee satisfaction and service quality depend heavily on employee empowerment. The employees who are satisfied with the service provide better quality services, and the study indicated that by empowering employees, the organization can increase the level of employee satisfaction, which results in an increase in the level of quality of service provided to clients.

VII. STUDY HYPOTHESES

H1: There is a statistically significant impact of employee empowerment strategy on crisis management effectiveness in the Civil Status Authority in Derna.

H2: There is a statistically significant impact of employee empowerment strategy on responsiveness in the Civil Status Authority in Derna.

H3: There is a statistically significant impact of employee empowerment strategy on communication and information flow in the Civil Status Authority in Derna.

H4: There is a statistically significant impact of employee empowerment strategy on resource mobilization in the Civil Status Authority in Derna.

VIII. METHODOLOGY

Based on the objectives of the study and its questions that it seeks to answer them, the researcher used the descriptive and analytical method in order to achieve the objectives of the study and verify its hypotheses through data collection through the development of a questionnaire consisting of two main paragraphs, the first of the empowerment strategy, and it included (15) questions that were distributed in dimensions empowerment strategy, and the second paragraph on crisis management effectiveness included (15) questions that were distributed on the dimensions of crisis management effectiveness, in order to determine the impact of employee empowerment strategy on crisis management effectiveness in the Civil Status Authority in Derna.

8.1 Population and Sample

The study population consists of all employees of the Civil Status Authority, Derna branch, at various administrative levels. As their number reached (814) employees and its employees, based on the statistics of the Department of Personnel Affairs in the Authority, a comprehensive survey strategy was followed, whereby the questionnaire was distributed to all members of the study community and (134 employees, i.e. 91%) responded, and this percentage is suitable for generalizing the results.

IX. STATISTICAL ANALYSIS

Table (1) refers to the results of analyzing the study variables data. With regard to the reliability coefficient for the measures, which were measured by the Cronach Alpha coefficient, it was found that all the study dimensions are stable, as the alpha values ranged from (0.79-0.89), and all of them were higher than the minimum (0.70) acceptable in the study.

The table shows the results of the descriptive analysis of the paragraphs of the dimensions of the study variables. With regard to the dimensions of the employee empowerment strategy, it was found that the mean average of Autonomy was high by (3.71). As for the dimensions of information availability and knowledge possession, the mean was at a medium level (3.41, 3.62), respectively.

With regard to the dimensions of crisis management effectiveness, the mean average for resource mobilization reached (3.74), with a high level, while the mean average for the responsiveness and communication and information flow reached a medium level (3.11, 3.29), respectively.

Table (1) Descriptive analysis results

variable		items	alpha	mean	Std.	1	2	3	4	5	6
1	Information availability	5	0.81	3.41	0.62	1					
2	Autonomy	5	0.79	3.72	0.53	0.66 0.00	1				
3	Knowledge possession	5	0.85	3.62	0.75	0.50 0.00	0.72 0.00	1			
4	Responsiveness	5	0.83	3.11	0.66	0.26 0.00	0.19 0.01	0.39 0.00	1		
5	Communication and information flow	5	0.88	3.29	0.60	0.36 0.00	0.13 0.03	0.39 0.00	0.54 0.00	1	
6	Resource mobilization	5	0.84	3.74	0.57	0.24 0.00	0.17 0.02	0.21 0.00	0.52 0.00	0.77 0.00	1

H1: There is a statistically significant impact of employee empowerment strategy on crisis management effectiveness in the Civil Status Authority in Derna.

Table (2) indicates the results of the stepwise regression test of the impact of employee empowerment strategy on crisis management effectiveness. The results showed that the largest impact among the dimensions

of employee empowerment strategy was the availability information as in the first model, where its impact was ($R^2=0.15$), meaning that the availability of information explained (15%) of the variance in crisis management effectiveness, and the value was ($F = 40.98$) at a significant level (0.00). In the second model, after adding knowledge possession to the availability information, their impact on crisis management effectiveness increased to ($R^2=0.24$), meaning that the impact of the two dimensions reached (24%), and the value of ($F=37.33$) reached a significant level (0.00). In the third model, after adding resource mobilization, the interpretation percentage increased to (27%) with a value of ($F=28.92$) with a significant level of (0.00). The results of the first hypothesis test indicate that there is a significant impact of the employee empowerment strategy on crisis management effectiveness, in Civil Status Authority in Derna .

Table (2) Impact of employee empowerment strategy on crisis management effectiveness

model	Dimensions	B	T	Sig.	R ²	F	Sig.
1	Information availability	0.31	6.40	0.00	0.15	40.98	0.00
2	Information availability	0.56	8.57	0.00	0.24	37.33	0.00
	Knowledge possession	- 0.48	- 5.38	0.00			
3	Information availability	0.55	8.56	0.00	0.27	28.92	0.00
	Knowledge possession	0.63	- 6.28	0.00			
	Resource mobilization	0.23	3.08	0.00			

H2: There is a statistically significant impact of employee empowerment strategy on responsiveness in the Civil Status Authority in Derna.

Table (3) shows the results of the simple regression test for the impact of employee empowerment on responsiveness to crises in the Civil Status Department in Derna. The results showed that there is a significant relationship between employee empowerment strategy and responsiveness to crises, as it reached ($r=0.20$), and it reached ($R^2=0.04$), meaning that employee empowerment strategy explained (4%) of the variance in responsiveness to crises, reaching ($f=9.95$) with a significant level ($Sig.=0.00$). This result indicates that there is a significant impact of employee empowerment strategy on responsiveness to crises in the Civil Status Department in Derna.

Table (3) Impact of employee empowerment strategy on responsiveness

Model Summery		ANOVA		Coefficient			
r	r ²	F	Sig. f	b	Beta β	T	Sig. t
0.20	0.04	9.95	0.00	0.18	0.20	3.16	0.00

H3: There is a statistically significant impact of employee empowerment strategy on communication and information flow in the Civil Status Authority in Derna.

Table (4) shows the results of the simple regression test for the impact of employee empowerment on communication and information flow in the Civil Status Authority, Derna branch. The results showed that there is a significant relationship between the employee empowerment strategy and communication and information flow, as it reached ($r=0.23$), and it reached ($R^2=0.05$), meaning that the employee empowerment strategy explained (5%) of the variance in communication and information flow, reaching ($f=13.05$) with a significant level ($Sig.=0.00$). This result indicates that there is a significant impact of the employee empowerment on communication and information flow in the Civil Status Department in Derna.

Table (4) Impact of employee empowerment strategy on communication and information flow

Model Summery		ANOVA		Coefficient			
r	r ²	F	Sig. f	b	Beta β	T	Sig. t
0.23	0.05	13.05	0.00	0.25	0.23	3.61	0.00

H4: There is a statistically significant impact of employee empowerment strategy on resource mobilization in the Civil Status Authority in Derna.

Table (54) shows the results of the simple regression test for the impact of employee empowerment strategy on resource mobilizing at the Civil Status Department in Derna. The results showed that there is a significant relationship between employee empowerment strategy and resource mobilizing, as it reached ($r=0.27$), and it reached ($r^2=0.07$), meaning that the employee empowerment strategy explained (7%) of the variance in resource mobilization, reaching ($f=18.74$) at the level of significance ($Sig.=0.00$). This result indicates that there is a significant impact of employee empowerment strategy on resource mobilization in the Civil Status Department in Derna.

Table (5) Impact of employee empowerment strategy on resource mobilization

Model Summary		ANOVA		Coefficient			
r	r ²	F	Sig. f	b	Beta β	T	Sig. t
0.27	0.07	18.74	0.00	0.43	0.27	4.33	0.00

X. DISCUSSION

The study in which researchers attempted to test the effect of the employee empowerment strategy on crisis management effectiveness reached many results. The results showed that there are moderate levels of interest in empowering workers in the organization under study, on the one hand, the administration grants independence to choose the method and time for workers to complete their tasks, but on the other hand, the administration does not provide the necessary information to them in an appropriate manner. In addition, there is insufficient interest on the part of the administration to enable workers to possess the knowledge necessary to accomplish their tasks. The failure to provide the necessary information and the employees' failure to possess knowledge reduces the effectiveness of the independence granted to the employees, and may lead to its exploitation in a way that is not beneficial to the organization.

The statistical analysis revealed that there are medium levels in employee responsiveness, as well as that there is a delay in the communication process and the flow of information, which leads to the slow response required when the crisis occurs, the organization is able to mobilize its resources reasonably, but the delay in the communication system and the weakness of the flow of information impede the rapid response in the face of the crisis when it occurs.

There is a significant impact of employee empowerment strategy on crisis management effectiveness, meaning that the more the administration provides the workers with the necessary information, provides them with knowledge, and gives them independence, the more positively this will be reflected in the effectiveness of crisis management. Crisis conditions require more freedom and creative ideas to confront it, but creative ideas cannot come from a vacuum, as employees must possess knowledge resulting from previous experiences, in addition to providing adequate information about the crisis and its repercussions.

The results showed that there is a significant impact of employee empowerment on responsiveness to the crisis. The provision of information, the employees' possession of knowledge and the provision of material and human resources by the management facilitate the transfer of their creative ideas to innovative practices that enable the organization to face the crisis. On the other hand, empowering workers and providing them with freedom helps them facilitate and speedy communication and exchange of information that enables them to face the crisis. At a time when the crisis occurs, workers need material and human resources of a crisis-related nature that differ from the resources they need in normal circumstances. Empowering employees helps them to inventory the necessary resources and benefit from them economically, taking into consideration their cost and the returns it provides, represented in minimizing losses as much as possible.

XI. RECOMMENDATIONS

In light of the results of the study, the researchers recommend the following:

1. Providing the employees with the necessary information related to what they do in terms of work, in addition to providing information that pertains to the organization in general, especially with regard to the parties that may represent a threat to the institution, through the institution's internal internet network.
2. Providing workers with the necessary knowledge that increases their skills and avoiding those making mistakes that may be the core of the crisis. This can be achieved through internal and external training courses, in addition to using the job rotation method to introduce workers to the nature of the relationship that links their work to the work of others.
3. Educating workers about the importance of positive dealing with the crisis, which increases the likelihood of stopping it in its early stages, by building scenarios for potential crises and training on how to face them to increase workers' sensitivity to respond quickly and cooperate with others to face the crisis.

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