

THE IMPACT OF SOCIAL RESPONSIBILITY ON SECURITY CRISIS MANAGEMENT: EVIDENCE MINISTRY OF INTERIOR - UNITED ARAB EMIRATES

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Abstract

This research was conducted to determine the effect of social responsibility on security crisis management at the Ministry of Interior - United Arab Emirates. This type of research is explanatory research with a quantitative approach. In this study, the data used are primary data obtained and collected through direct surveys using questionnaires to respondents. Sampling in this study using a random sampling method with samples taken as many as 235 employees at the Ministry of Interior in UAE. Explanatory methods and Structural Equation Modelling (SEM) are used to explain between variables and testing of the research hypothesis using Bootstrapping was carried out. The results of this study indicate that social responsibility has a positive and significant effect on security crisis management (readiness stage, crisis management stage, post-crisis stage). This study recommends to strengthen social responsibility initiatives through integrate social responsibility into core strategies; and, enhance readiness stage activities by develop comprehensive training programs. Furthermore, studies to be carried in the future may inclusion of several dimensions to identify which types of social responsibility initiatives are most effective in enhancing crisis management stages. More so, future researchers may consider the use a longitudinal-studies to assess the long-term impact of social responsibility on crisis management stages over an extended period or comparative studies to compare the effects of social responsibility on crisis management across different industries and regions.

Keywords: Social Responsibility, Security Crisis Management, Readiness Stage, Crisis Management Stage, Post-Crisis Stage, Ministry of Interior, United Arab Emirates.

1. INTRODUCTION

As Crises have spread in recent years and widen in scope, the security crisis has become a major threat, and Countries shall be prepared to confront potential risks from Crisis and their security implications. As the security agencies in the United Arab Emirates, represented by the Ministry of

Interior, are among the most important state agencies entrusted with the safety and securing of community, as they bear the greatest burden in achieving that, especially at times of security Crises, to address the obstacles that affect the efficiency of their performance in managing the security crisis, which requires community participation in a homogeneous system governed by a unified strategy and vision, working through permanent readiness and strategic planning, and using the latest scientific techniques and methods to manage security Crisis. The crisis causes a state of shock resulting from the suddenness of its occurrence sometimes, due to the huge losses that result from it, which creates a state of confusion for the decision-makers, unless there is a prior preparation to manage its confrontation.

There are several conceptualizations of what social responsibility is and how it is and should be applied in academic and practitioner literature. Recently, the term community responsibility appeared in light of global conditions and variables, especially social variables, and this term was associated with many Developed Countries, where those Countries felt the importance of community participation and its impact on the progress and sustainable development of those Countries. Before that the role of the Country was the main and that it is one of the most important roles towards the social responsibility to which it belongs (Al-Hamdi & Hussein 2003).

The convergence of corporate strategy and social responsibility has grown in importance in business, and the activities connected with it are increasingly expected to benefit the organization. Most firms should be able to capture and incorporate the benefits of social responsibility efforts now that knowledge development has advanced so far. As a result, strategic social responsibility activities should be visible as a social responsibility activity and should seek acknowledgment from both internal and external stakeholders (Preuss 2011; Carroll & Shabana, 2010).

According to Brown (2012), corporate social responsibility may help any firm build and maintain a positive corporate reputation. As a result, the requirement for organizational management to maintain a high degree of corporate social responsibility in crisis management is a challenge that is as significant now as it was then. The notion underlying this concept is that organizations owe duty to their host communities to give some form of help for the well-being of such communities, and that this aid may be supplied in the case of a catastrophe. When it comes to crisis management, each firm approaches corporate social responsibility in a unique way.

Based on Schiopoin et al. (2017) social responsibility was addressed in different forms and from different point of views during the financial crisis. In addition, Government is an important entity in developing environmentally sustainable social responsibility and behaviours policies. The state responds to its environment more through its financial situation, which encompasses four fundamental activities: financial planning, decision-making, organizing financial operations, and financial analysis with oversight. On the other hand, the financial aspects are one of the most crucial aspects of crisis management. As the financial strategy is a consistent and interrelated set of strategic financial goals, decision criteria, and rules that serve as the foundation for financial planning, decision-making that focuses on the right choice, the acquisition, and use of financial

resources in relation to achieving the desired goals serves as its main pillar (Kráovi & Vlachynsk 2011).

Knowing that the MOI is one of the major sectors that contributes to the growth of social responsibilities in society, as it educates the community based on community awareness and documenting social responsibility, and provides security and social services in various forms to improve people's quality of life as part of its ongoing interaction with its social environment. The basic approach is the possible link between social responsibility and the security crises, where some perceptions of the social responsibility are being worked out to explain the used perspective for this complex and undefined concept.

Organizational leaders must adopt strategies to mitigate the effect of crises for the organization's benefit. So, using crisis management tactics is one strategy that businesses may employ to mitigate these issues. Internal and external environmental elements that influence administrative operations and decision making are referred to as organizational environment. To survive a crisis, some public relations directors lack business administration understanding, including crisis management methods (Popov & Aksenova, 2019).

Organizational leaders and public relations directors have begun to focus on crisis management methods and the necessity to respond to crisis risks as the frequency and severity of crisis disruption and possible destruction has increased (Kushchyk, 2019). With the rising complexity and interconnectedness of crises, public relations professionals are finding it more challenging to handle the nature and description of any unexpected occurrences (Ihlen & Heath 2019). Public relations directors must employ relevant information that arises immediately from an analysis of their organization's surroundings (Orazalin & Mahmood, 2019).

Crisis management and strategic planning assist public relations directors in assessing the dynamics of an organization's business environment and become acquainted with such developments. As a result, crisis management strategy planning is a recorded set of activities and actions established by specialists such as public relations directors that can be referred to when a crisis happens in order to save time and preserve order (Therrien et al., 2019).

Regarding crisis and disaster management, the country has created a National Emergency Authority, Crises and Disasters Management. It operates under the auspices and supervision of the Supreme National Security Council, and is considered the primary national agency responsible for organizing, coordinating emergencies, crisis and disaster management efforts, and besides developing a National Emergency Response Plan. The researcher adds that MOI is a key member of the department for emergency and disaster management. They developed disaster response systems, but the international pandemic crisis was not expected by the Country, as it was of an unexpected size. Modern technology and communications infrastructure have been instrumental in responding to the crisis and containing the damage. The leadership of the UAE has aided in the

process of creating and implementing pertinent policies in response to rapidly shifting conditions and demands.

Hence, UAE leadership has approached the response to the crisis through the Strategic Framework for Crisis Management in three stages: Readiness, damage mitigation response, and post-crisis feedback. The analysis found that key elements of crisis management in UAE include effective and competent governance, integrated use of PPPs, and a strong workforce. According to Zaher et al., (2021) three main stages followed by UAE, which are; 1) Pre-Crisis Preparedness, it involves efforts designed at establishing capacities that will aid in the effective anticipation, reaction, and recovery from a crisis, 2) respond to damage mitigation, and 3) Clarity in post-crisis feedback via procedures that study, analyse, and reflect on lessons learnt from harm reduction initiatives.

On the basis of the above, we can conclude that when a security crisis occurs, there will be a feeling of social responsibility amongst decision makers in the Police and Security sector. Financial preparation and planning are also an important factor in facing the crisis. Hence, the challenge of the study is to search and explore the role of the social responsibility during the security event and to know the impact of the financial management. The purpose of this qualitative study is to explore the crisis management employed by public relations directors to maintain social responsibility following a crisis while also discovering the financial management. The public relations directors demonstrated effective crisis management strategies to maintain a social responsibility during a crisis.

Nonetheless, the bulk of social responsibility research focus on the private sector, with very few studies examining social responsibility in the public sector (Ezekiel, & Emmanuel, 2013; Lahaye et. al 2012). In recent years, there has been an increase in interest in investigating the institutionalization of social responsibility in nations (Lee & Carroll 2011). Social responsibility has attracted significant study interest from academics and practitioners in a variety of fields over the last several decades. This considerable increase has brought a wide range of social responsibility concepts and arguments and has led to a fertile discussion and literature on social responsibility to date. Despite the fact that social responsibility has increased greatly, there is no consensus on social responsibility theory (Taneja et al., 2011). In addition, there hasn't been a lot of research done on how corporations might use social responsibility as a crisis management technique, therefore information in this field is limited. As a result, more research into this type of conversation is necessary.

Therefore, the aim of this study is to identify the impact of the social responsibility with its dimensions (environmental, ethical, and benevolent) on the security crisis management (readiness stage, crisis management stage, post-crisis stage) within the Ministry of Interior in UAE.

2. 2.0 LITERATURE REVIEW & HYPOTHESES DEVELOPMENT

2.2 2.1 Social Responsibility

The definitions of social responsibility are many in the literature. They are defined as "what is only to adhere to the standards responsible for tasks, behaviours or actions, and determining the degree of compliance with the aspects: "Economic, legal, ethical and charitable (Diab, 2010). Also, Caroll (1991) referred to it as "the social contributions that Governmental or other institutions and bodies must commit themselves to society with many services and activities such as improving health services".

The researcher finds social responsibility to be a more comprehensive concept than individuals helping others, whatever the method. It is a behaviour adopted by institutions and bodies as well as individuals to undertake their duties towards society, or rather it can be said that social responsibility is the embodiment of true citizenship, and the responsibility of people towards society.

Social responsibility has sparked controversy in literature and research, as it is one of the topics that has shown leadership interest in recent times, especially in times of crisis. As Crisis occur, there is a growing need for social responsibility, which today has had a direct impact on aspects of our lives, but there has been an omission of the responsibility of individuals at the beginning of that crisis, which has undermined the sense of leadership and decision makers of the significance of social responsibility, which has played an indispensable role in dealing with the crisis.

Undoubtedly, the adoption of social responsibility by the Country or Government agencies or institutions will provide them with many advantages in dealing with society, and the following is a clarification of this importance.

According to each of Nasreddin & Knoush, (2012) and Fouad & Hussein, (2003) that social responsibility is important for institutions and bodies in improving and modifying the image of society for them, by showing positive aspects to their partners, individuals who are dealing with them in general and those represented by members of society, especially when adopting development initiatives.

From the standpoint of the researcher, it is clear that the great importance towards society when adopting their social responsibilities can be briefed as follows: 1) Sensation of community belonging, from the members of the community and increase the interdependence between their different groups, 2) Focusing on the principle of equal opportunities, which generates social stability, 3) Working to improve aspects of life in the community, and 4) Create scenarios for dealing with problems that may arise as a result of the crisis.

Regarding to the importance to the country, Al-Bakri (2011) identified this importance from reducing the burdens of the Country to perform its tasks towards society in aspects of life and institutional contributions as well as members of the society, would increase revenues for the

country, and strengthening the role of the Country in upgrading and technological development to establish the modern Country.

2.3 2.2 Security Crisis Management

Crisis management includes a series of events that institutions or organizations taking into consideration the purpose of dealing with disruptive and uncertain events that occur within their operational scope, as the process ensures the protection of the institutions, as well as any form of harm to stakeholders, as a measure to maintain operational stability.

Crisis research is an important and sensitive issue not only at the domestic facilitation level, but also at the regional and international level. Because crises, even domestic ones, are situations of extraordinary impact and disruption. A crisis is characterized by its suddenness. And since security is considered a national interest for every Country, regardless of the state's level and status, regionally or internationally, and regardless of the level of capabilities available to the country, the primary goal and supreme interest in its strategy is to preserve its security from breakthrough, whether that breakthrough is internal or external. Therefore, the issue of the security crisis constitutes a dangerous concern for all countries because of the effects it leaves on the political, economic and social aspects. This is why countries are working to monitor all their capabilities and resources and use all means to maintain their security. Therefore, the occurrence of the security crisis makes the decision-makers in the Countries work to solve this crisis. The most important thing that shall be known before developing the general strategy to solve the crisis, is to stand on the reasons leading to its occurrence. The concept of the security crisis, which reflects multiple viewpoints of the concept of the security crisis. Given the importance of the subject matter, it examines all aspects of the importance of crisis and how to deal with it.

The term crisis gives an indication of an imminent situation or problem, whether it is local or international, or it can be social, economic, political, or any aspect of life. Therefore, there are many definitions of crisis as a result of the different viewpoints of researchers and the general perspective that wants to be guided by the definition of crisis. Nato (2015) defined a crisis as "an unstable or critical time or situation that is about to undergo a decisive change"; or an "unstable situation that involves danger or great difficulty." He also explained that the crisis could be political, military or humanitarian in nature, or it could be caused by natural disasters or technological failures. Also, Heart, (2006) expressed the crisis in economic terms in a manner that threatens the safety, performance, and basic economic purpose. Therefore, it threatens the economic interests of institutions and governments, which necessitates taking the appropriate decision in a short time.

According to Al-Shahrani (2005) the crisis is in several stages, briefed as follows: (1) Crisis formation stage: It is that stage in which the causes of the crisis appear, or in other words, it is the stage in which the crisis is generated, (2) the stage of the emergence of the crisis on the surface of events, (3) the stage of initiation of the crisis and attracting attention from the concerned authorities, (4) followed by the stage of difficulty in containing the crisis, (5) The stage in which

the crisis reaches its peak and the maximum degree of impact, and the nature of its stability depends on the nature of the crisis, (6) a stage in which the concerned authorities begin to regain control over the events of the crisis, and finally (7) it is considered the final stage in which the crisis ends completely, but some side effects are remained.

2.4 2.3 The Relationship Between Social Responsibility and Security Crisis Management

The relationship between social responsibility and security crisis management is significant and multifaceted. Social responsibility, particularly in the context of businesses and organizations, involves a commitment to act ethically and contribute to economic development while improving the quality of life of the workforce, their families, the local community, and society at large. Security crisis management, on the other hand, involves the identification, assessment, and mitigation of risks that threaten the safety and security of an organization and its stakeholders (Al Khalifa, 2021).

It is worth noting, socially responsible organizations tend to engage in proactive risk management practices, which include anticipating and preparing for potential security crises. By integrating social responsibility into their core strategies, these organizations can identify vulnerabilities and develop robust crisis management plans to protect their stakeholders (Aguinis & Glavas, 2021). Meanwhile, social responsibility fosters trust and goodwill among stakeholders, including employees, customers, suppliers, and the community. This trust is crucial during a security crisis, as stakeholders are more likely to support and cooperate with an organization they perceive as responsible and ethical. Effective communication and engagement with stakeholders can enhance crisis management efforts (Abushareah et al., 2023).

Undoubtedly, organizations committed to social responsibility are more likely to allocate resources towards crisis preparedness and response (Alpaslan et al., 2009). This includes investing in training, technology, and systems to manage security threats effectively. Preparedness is a key component of successful crisis management (Ducassy, 2013).

H1: There is a positive relationship between social responsibility on the readiness stage.

H2: There is a positive relationship between social responsibility on the crisis management stage.

H3: There is a positive relationship between social responsibility on the post-crisis stage.

3. 3.0 METHODOLOGY

This section discusses the philosophical approach to this research. Therefore, the research philosophy used in this study is a scientific philosophy. Whereas, the approach of this research was the quantitative approach. Hence, this approach was employed in answering the research question. Whereas, the study intends to identify the impact of the social responsibility with its dimensions (environmental, ethical, and benevolent) on the security crisis management (readiness

stage, crisis management stage, post-crisis stage) within the Ministry of Interior in UAE. The conceptual framework for research is covered in the following paragraph.

The current research model is formed; also, the model is supported by previous studies. According to earlier research, such as the Sayahi study of Carroll et al., (2020); John & Heep, (2020); Al-Jader et al., (2021); Hariziet et al., (2022), to measure the social responsibility. In relation to security crisis management, it's depended on these studies to measure it, Abu Kamil, (2015); Al Shobaki et al., (2016); Nogueira, (2016); Al-Sakarnah, (2020); Dessler, (2020); Muhammad, (2020); AlKhalifa, (2021). The current study's model is illustrated as in figure 3.1.

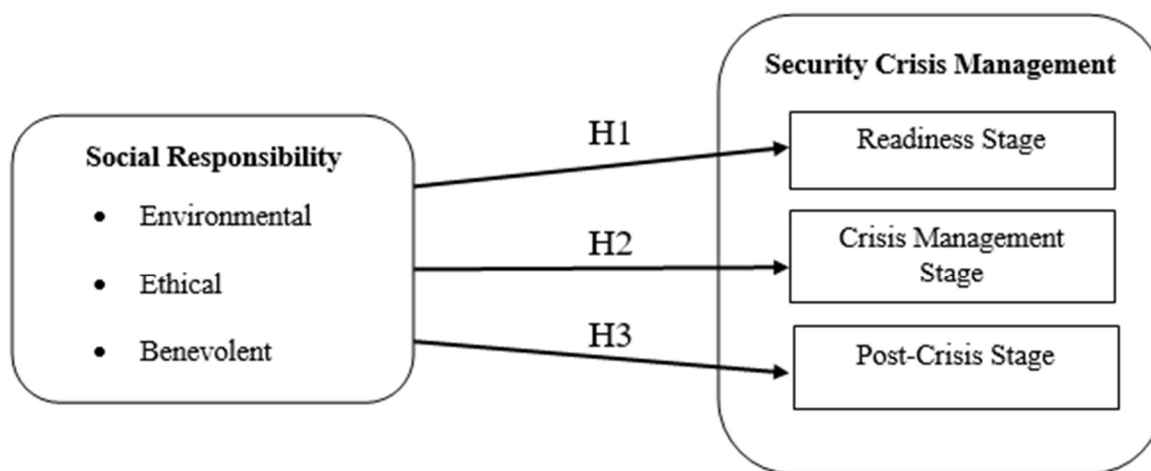


Figure 3.1: Conceptual Framework

3.2 3.1 Population and Sample Size

The population of this study consisted of the UAE's Ministry of Interior (MoI). It is worth noting, the study sample covered all elements of the study population (comprehensive survey). The population consists of 235 (Bureau, 2022) operating in MoI. 235 questionnaires were distributed to members of the study community by e-mail, and 134 questionnaires were retrieved; At a rate of (57%) of the total number of distributed questionnaires, and after examining the retrieved questionnaires.

3.3 3.2 Research Instrument

In this study the questionnaire comprised of a cover letter and questions which were segmented into sections started from 1 to 3. The cover letter briefly demonstrated the aim of the research and confidentiality of data collected in addition to general information for filling out the questionnaire form. The first section of questionnaire will collect information regarding research sample's personal data, which is (gender, age, educational level, Current Position, and experience, rank). The second section asked about the data related to independent variable i.e. social responsibility, it composed of 27 items which are adopted by previous studies conducted by Carroll et. al (2020); John & Heep (2020); Al-Jader et. al (2021); Hariziet. al (2022). Lastly, the section three elaborates

the information related to dependent variable i.e., security crisis management. This section comprised of 30-items which are adopted by Abu Kamil (2015); Al Shobaki M et.al (2016); Nogueira (2016); Al-Sakarnah (2020); Dessler (2020); Muhammad (2020); AlKhalifa (2021).

4. 4.0 RESULTS AND DISCUSSION

4.2 4.1 Sample Profile

Table 4-1 represents the frequencies and percentages of the demographical variables.

Variable	Category	Frequency	Percentage
Gender	Male	89	89%
	Female	45	11%
Age (years)	Less than 30	22	16%
	30-Less than 40	39	29%
	40-Less than 50	44	31%
	50 and over	29	24%
Educational Level	Secondary certificate	12	0.9%
	Bachelor's	74	55%
	Master	31	23%
	PhD	17	13%
Experience (years)	Less than 5	17	13%
	5-Less than 10	15	11%
	10-Less than 15	41	30%
	15 and over	61	46%
Current Position	Not position	16	12%
	Section manager	28	21%
	Branch manager	28	21%
	Department manager	30	22%
Rank	General manager	32	24%

	Police officer	20	15%
	Captain	53	39%
	Major_ colonel	42	32%
	Brigadier above	19	14%
Total		134	100%

N=235

Over 235 collected questionnaires, 134 useful responses were received from the male (89%) and from the female (11%). Therefore, the sample of this study is almost dominated by male. The responders were asked to specify their age. As the result, 16% of the respondents stated that they have less than 30 years old, 29% have 29-39 years old, 31% have 40-49 years old and 24% over 50 years old and older. The respondents were also asked to specify their educational level. As the results, 0.9% were secondary certificate; while, 55% were bachelors. In addition, master degree were 23%, finally PhD degree were 13%. In specifying the experience (years) of the respondents, 13% of them had Less than 5, 11% had 5-Less than 10, 30% had 10-Less than 15, 46% had 15 and over. In specifying the current position, 12% of the respondents were without position, 21% were section manager, 21% were Branch manager and 22% were department manager. Eventually the respondents were asked to specify their rank. As the results, 24% of them work as general manager; while, 15% of them work as police officer, 39% of them work as captain, 32% of them work as major_ colonel; and finally, 14% of them work as brigadier above.

4.3 4.2 Descriptive Analysis

In this analysis, covariance matrix method was used to calculate the descriptive function so that all of the variables could be included in the analysis. The composite scores of the variables were computed by parceling the original measurement item scores. Parcels are sum or averages of several individual indicators or items based on their factor loadings on the construct (Coffman & Maccallum, 2005; Hair et al., 2017). Table 4-2 displays the means and standard deviation of the constructs, assessed on a 5-point Likert scale:

Table 4-2: Results of Descriptive Statistic for Variables

Constructs		Mean	Standard Deviation	Minimum	Maximum
Social Responsibility		3.911	0.872	1.2	5
Security Crisis Management	Readiness Stage	4.060	0.896	1.4	4.8
	Crisis Management Stage	4.192	0.815	1.4	5

	Post-Crisis Stage	3.986	0.964	1.2	5
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The mean was applied as a measure of central tendency, which indicated that the mean values of all constructs were higher the midpoint level of 3 out of 5-point Liker scale. The phenomenon indicated that the consensus respondents’ perception toward these variables were above the average. The highest mean rating belonged to Crisis Management Stage with the mean value of 4.192; while, the lowest mean rating belonged to Social Responsibility with the mean value of 3.911.

4.4 4.3 Examining Direct Effect Hypotheses

In the structural model, the direct causal effects from Social Responsibility on Security Crisis Management (Readiness Stage, Crisis Management Stage and Post-Crisis Stage) were examined. (i.e., H1, H2 and H3 respectively). Figure 3-1 previously showed the model.

Table 4-3: Examining Results of Examining Results of the Hypotheses

	Std Beta	Std Deviation	t-value	p-value	95% LL-	95% UL-	f2	Result
H1	0.160*	0.025	0.025	0.000	0.062	0.266	0.301	Supported
H2	0.125*	0.023	0.023	0.000	0.022	0.228	0.186	Supported
H3	0.258*	0.027	0.027	0.000	0.156	0.355	0.297	Supported

*p < 0.05, **p < 0.01, ***p < 0.001

As shown in Table 4-3, all paths were statistically significant as their p-values were below the standard significance level of 0.05. Thus, the causal (direct) hypotheses H1, H2 and H3 were supported.

5. 5.0 DISCUSSION

H1) Social Responsibility has a positive effect on Readiness Stage.

The probability of getting a t-value as large as 3.105 in absolute value is 0.025 for social responsibility in the prediction of readiness stage. The regression weight is significantly different from zero at the 0.05 level with no intervals straddling a 0. The standard path coefficient was 0.160, indicating a positive relationship. The f2 was 0.301, indicating small effect size. The VIF was 1.837, less than threshold of 5 and demonstrated free from collinearity. These results demonstrated that **H1 is supported**; $\beta = 0.160$, 95%LL-CI = 0.062, 95%UL-CI = 0.266, $t > 1.645$, $p < 0.01$, VIF < 5.

H2) Social Responsibility has a positive effect on Crisis Management Stage.

The probability of getting a t-value as large as 2.378 in absolute value is 0.023 for social responsibility in the prediction of crisis management stage. The regression weight is significantly different from zero at the 0.05 level with no intervals straddling a 0. The standard path coefficient was 0.125, indicating a positive relationship. The f^2 was 0.186, indicating small effect size. The VIF was 1.997, less than threshold of 5 and demonstrated free from collinearity. These results demonstrated that **H2 is supported**; $\beta = 0.125$, 95%LL-CI = 0.022, 95%UL-CI = 0.228, $t > 1.645$, $p < 0.05$, VIF < 5.

H3) Social Responsibility has a positive effect on Post-Crisis Stage.

The probability of getting a t-value as large as 4.884 in absolute value is 0.027 for social responsibility in the prediction of post-crisis stage. The regression weight is significantly different from zero at the 0.001 level with no intervals straddling a 0. The standard path coefficient was 0.258, indicating a positive relationship. The f^2 was 0.297, indicating small effect size. The VIF was 1.698, less than threshold of 5 and demonstrated free from collinearity. These results demonstrated that **H3 is supported**; $\beta = 0.258$, 95%LL-CI = 0.156, 95%UL-CI = 0.355, $t > 1.645$, $p < 0.001$, VIF < 5.

6. 6.0 RECOMMENDATION

Based on the above results here are some recommendations:

Strengthen social responsibility initiatives through integrate social responsibility into core strategies and ensure that social responsibility is not just a peripheral activity but a core component of the company's strategic plan.

Enhance readiness stage activities by develop comprehensive training programs; also, implement regular training programs that focus on the importance of social responsibility and how it can be leveraged during crises. Ensure employees understand their roles and responsibilities. In addition, allocate resources to ensure that social responsibility initiatives continue even during crises. This demonstrates a consistent commitment to stakeholders.

Conduct thorough post-crisis evaluations to understand what worked and what didn't to make sure the continuous improvement. Alongside, conduct regular assessments to measure the impact of social responsibility initiatives on crisis management stages. Use key performance indicators (KPIs) to track progress and identify areas for improvement.

7. 7.0 FURTHER STUDIES

For this study, only used social responsibility without a dimension; therefore, as a matter of reducing the possibility of findings biases, upcoming researchers may consider the inclusion of several dimensions to identify which types of social responsibility initiatives are most effective in enhancing crisis management stages. Furthermore, studies to be carried in the future may involve

the use a moderator or mediator variables to see how they effect on security crisis management at the MOI in UAE. More so, future researchers may consider the use a longitudinal-studies to assess the long-term impact of social responsibility on crisis management stages over an extended period or comparative studies to compare the effects of social responsibility on crisis management across different industries and regions.

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