



## **The Role of knowledge workers in enhancing Crisis Management An Analytical study of the Opinions of Administrative leaders at the University of Fallujah**

**Ammar Hasan Faleeh Al-Jubouri, Basem Faisal Abd Nayef**

University of Fallujah

[cae.h2431@uofallujah.edu.iq](mailto:cae.h2431@uofallujah.edu.iq), [basim.abd@uofallujah.edu.iq](mailto:basim.abd@uofallujah.edu.iq)

**Abstract.** The current research aims to demonstrate the extent of the strength of benefiting from knowledge workers in preparing for crisis management at the University of Fallujah, employing the descriptive analytical approach. To achieve the objectives of the research, the researchers designed a questionnaire as a tool for collecting information. The facilitated non-probability sample method was used, which allows data to be collected from the community in a comfortable manner. A sample of university leaders was chosen, represented by the colleges of the University of Fallujah, namely (Administration and Economics, Law, Veterinary Medicine, Islamic Sciences, Medicine, Applied Sciences and Education), which constitute (185) employees out of the total number of colleges at the University of Fallujah, the research reached several results, the most important of which is that there is a relationship of association and influence between knowledge workers and crisis management among its leaders, which is considered an effective means of success, development and progress at the University of Fallujah. The researchers presented a set of proposals that are consistent with these conclusions, the most important of which was the necessity of enhancing the role of knowledge workers in the university by integrating them into decision-making committees and developing Proactive strategies focusing on innovation and overcoming crises experienced by the University of Fallujah.

**Keywords.** Knowledge workers, Crisis management, University of Fallujah

### **Introduction:**

Crises have become a prominent feature of this changing era, prompting universities to strive to keep pace with developments and adapt to changes in cultural, economic, political and social aspects of life. This is evident in its ability to deal well with crises, by strengthening its infrastructure to withstand disasters, adding early warning systems, and ensuring the continuation of e-learning when needed. Weaknesses should also be identified and performance improved to be able to simulate crises effectively. Therefore, the success of university management lies in facing current and future circumstances and developments with the capabilities and basic components of successful management. Dealing with various crises requires having a clear vision that enhances the capabilities of knowledge workers who form the backbone of the crisis management preparedness process, which contributes to effectively facing challenges, in the form of specific, announced and studied procedural steps to deal with



emergency crises, while relying on knowledge and analyzing information using modern technology to identify the risks facing the university, due to the impact of these risks on the educational process. Therefore, it is necessary to prepare to address them in a scientific manner to ensure an effective and sustainable response. On this basis, modern management literature has emphasized the importance of these variables in business organizations due to the role they play in setting the rules and foundations that must be taken into account by decision-makers when developing programs and plans related to the current situation at the University of Fallujah and employing them towards crystallization. Ways to address crises before they occur and reduce their effects.

### **Study Problem**

In light of the successive crises that the Iraqi people and their institutions are exposed to, crises have become an integral part of the life of the Iraqi citizen, which has made them common and widespread concepts. These crises have resulted in noticeable social, economic, cultural and value changes in all areas of life, which increases the need to deepen understanding and awareness of the importance of crisis management and how to monitor and discover the signs indicating them, in addition to the methods and techniques used to deal with them and mitigate their severity or direct them to paths that serve society. In this context, the close and reciprocal relationship between the University of Fallujah and society emerges, which prompted the researchers to conduct a study aimed at identifying the level of deans and heads of scientific departments and divisions at the University of Fallujah regarding crisis management, and how to monitor them by improving strategic planning and ensuring the existence of effective emergency plans for each crisis situation and developing long-term solutions to the challenges facing the University of Fallujah, stressing that adopting knowledge makers enables the university to believe in the principle of change, stability, emotional balance, and the ability to communicate with different parties and build coalitions that increase the capabilities of the governorate and formulate and draw tactics The crisis to overcome the crisis and avoid its effects The intellectual dilemma is represented by the practical gap that became clear to researchers, which is the absence of a previous study that tried to research such variables and find the relationship between them, represented in knowledge workers and crisis management. Thus, the research is a new contribution that tries to find an answer to the controversy between researchers about the extent of the strength of benefiting from knowledge makers in light of crisis management, by answering the following main question: "What is the relationship between knowledge makers and crisis management in light of the administrative leadership at the University of Fallujah?" The following questions branch out from it:

- 1 Do members of the leadership working at the University of Fallujah, the research community, have a clear vision of knowledge workers and crisis management?
- 2 What are the roles that knowledge workers play in light of the crises that the university is exposed to?
- 3 What is the relationship and impact between knowledge workers and crisis management?

### **Study objectives:**

- 1 The study aims in general to provide an answer to the questions raised in the study problem as follows:
- 2 Providing a cognitive framework related to the research variables (knowledge makers, crisis management)



- 3 Determining the level of the relationship and impact between each of the knowledge workers and crisis management.
- 4 Providing recommendations and proposals in light of the results that will be reached and formulating the necessary mechanisms to implement those recommendations.

### **The importance of the study**

The importance of the research emerges from the importance of its variables, as knowledge workers (the independent variable) represent a modern cognitive input at the level of the researched field. The research also derives its importance from the following points:

**Scientific importance:** It is represented in diagnosing and limiting the relationship between knowledge workers and crisis management, which has become a focus of interest for researchers. This link can be a new addition to previous studies, and the importance of the research increases the Iraqi environment and the continuous changes it is witnessing, accompanied by crises that have depleted the natural resources of organizations and society.

**Practical importance:** It is highlighted by the important role played by the colleges at Fallujah University to achieve growth and prosperity, in addition to the fact that the standards used to measure the study variables and diagnose them in the colleges studied are an important step towards developing their performance according to international standards and indicators by presenting solutions and proposals and putting them into practice. The importance of the research is evident in providing an opportunity to adopt modern administrative concepts that can be applied in similar organizations.

### **Operational definitions of research variables**

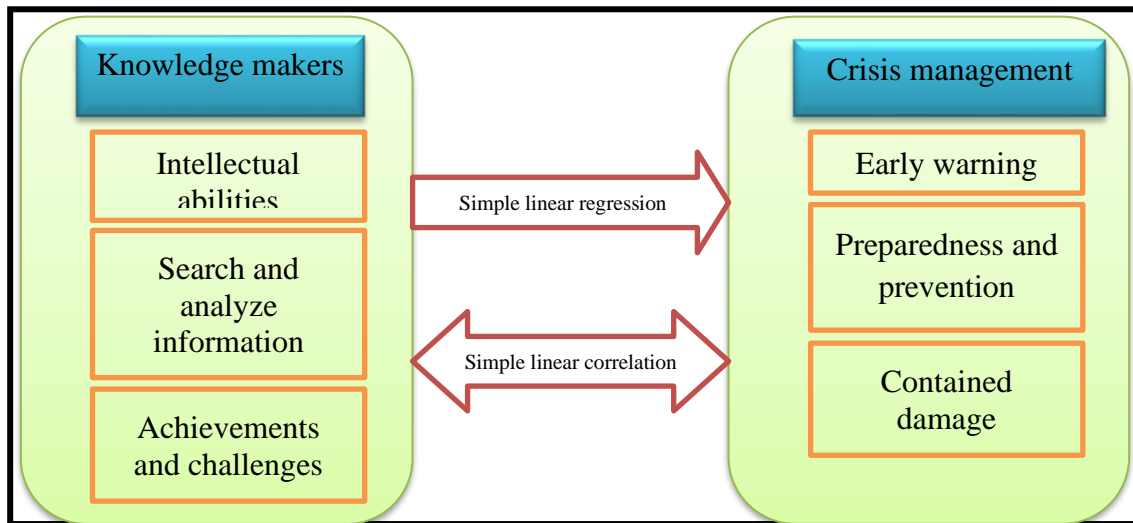
The operational definitions of the research variables and their sub-dimensions are clarified, which are characterized by the multiplicity and diversity of their definitions and concepts. Therefore, the researcher tried to develop operational definitions that are compatible with the problem and objectives of the research, as well as the sample and place of application, which were prepared by the researcher by relying on the organizational literature that was reviewed and which pertains to the research variables, as follows:

**Knowledge workers (X)** Independent variable: They are the people who work to create, generate, apply and distribute knowledge to add value to the organization. They possess unique skills and capabilities, creative and innovative people who provide innovation to the organization.

**Crisis management (Y)** Dependent variable: A strategic planning process for the crisis that enables the university to control its path towards achieving its goals.

### **The hypothetical plan for the research:**

A hypothetical plan for the research was prepared, giving an initial idea of a group of correlation and influence relationships between the research variables, as the two-way arrow indicates correlation relationships, while the one-way arrow indicates influence relationships, and Figure (1) illustrates the correlation and influence relationships.



**Figure (1) Hypothetical research diagram**

Source: Researchers' work.

**The research variables include:**

- ❖ Explanatory variable (independent) Knowledge workers (intellectual capabilities, searching for and analyzing information, achievements and challenges).
- ❖ Responsive variable (dependent) Crisis management (early warning, preparedness and prevention, damage containment).

**Study hypotheses:**

- 1 The first main hypothesis: "There is a statistically significant correlation at a significance level of ( $\alpha \leq 0.05$ ) between knowledge workers in its dimensions (intellectual capabilities, information search and analysis, achievements and challenges) and crisis management in the organization under study."
- 2 The second main hypothesis: "There is a statistically significant correlation at a significance level of ( $\alpha \leq 0.05$ ) between knowledge workers in its dimensions (intellectual capabilities, information search and analysis, achievements and challenges) and crisis management in the organization under study."

**Study limits:**

- 1 **Objective limits:** The study was limited to two variables represented by knowledge workers (independent variable) and crisis management (dependent variable).
- 2 **Spatial limits:** The study was conducted at the University of Fallujah.
- 3 **Human boundaries:** A sample of the leaders working at the University of Fallujah was selected, represented by (Deans, assistants, Heads of departments in the presidency, colleges, branches of the presidency, colleges and centers of the presidency).
- 4 **Time limits:** The period was counted from 11/1/2024 to 2/1/2025.

**Sources of collecting information and data:**

By collecting some important and necessary library sources and the Internet to cover the theoretical aspect, and the questionnaire, which is the main tool adopted in the current study to collect and analyze data.



**Study community and research sample:**

The study adopted the descriptive analytical method, the non-probability sample method was used, which allows data to be collected from the community in a comfortable manner, and a sample of university leaders was chosen, represented by the colleges, departments, divisions and centers of the university in Fallujah, which are (Administration and Economics, Law, Veterinary Medicine, Islamic Sciences, Medicine, and Applied Sciences), which constitute (185) employees out of the total number of colleges at the University of Fallujah, as shown in the table below.

**Table (1): Number of distributed and returned questionnaires**

Research community	Sample size	Forms		
		Distributed	Refund	Refund Rate
Administration and Economics	185	12	8	%0.66
Law		9	5	%0.55
Veterinary Medicine		14	11	%0.78
Islamic Sciences		11	6	%0.54
Medicine		18	10	%0.55
Applied Sciences		11	8	%0.72
College of Education		5	3	%0.6
Presidency Departments		16	7	%0.43
Presidency Branches		84	71	%0.84
Presidency Centers		5	4	%0.8
			<b>185</b>	<b>133</b>

**Source:** From the work of the researcher.

**Second: Study Tool**

To achieve the research objectives, the questionnaire was used as a data collection tool, which is the most appropriate and effective tool to achieve the study objectives, as a list of questions was designed based on some scientific books and previous studies related to the subject of the study, and the questionnaire was built according to reviewing previous literature and studies related to the current study, and the questionnaire was divided into two sections:

**The first section:** is concerned with demographic information related to the sample members (gender, social status, age group, academic qualification, job title, experience).

**The second section:** contains questions about the independent variable, which are nine variables related to the dimensions of knowledge workers in its dimensions (intellectual capabilities, information search and analysis, achievements and challenges), and questions about the dependent variable, which are eight variables related to the dimensions of crisis



management in its dimensions (early warning, preparedness and prevention, damage containment), as in the table below:

**Table (2): Questionnaire Tool Variables**

NO.	Main variables	Sub-variables	Number of items	Total	Scale
1.	<b>Demographic information</b>	Respondent identification information	6	6	<b>Preparation by the researcher of field visits to colleges</b>
2.	<b>Knowledge workers</b>	Intellectual Abilities, Searching for and analyzing information, Achievements and Challenges	3 3 3	9	<b>Mohanta et al,2006</b>
3.	<b>Crisis management</b>	Crisis management	8	8	<b>Zech,2016</b>

**Source: Researchers' work.**

### **Study Methodology:**

To address the study problem and demonstrate the validity of its hypotheses, the researchers relied on the descriptive analytical approach to reach answers that contribute to describing and analyzing the phenomenon that is the subject of the study based on the data and facts associated with it, and used the non-probability (facilitated) sample method to collect data from a sample of leaders at the University of Fallujah, and those who participate with them to represent the study community, the university colleges are the field of conducting the study, as they are the basic pillar in the progress of society and achieving well-being and prosperity.

### **Theoretical Framework**

#### **First: The concept of knowledge workers and its importance**

Knowledge Workers is considered a modern concept, as the management of intangible assets, specifically knowledge, has gained increasing importance in order to obtain knowledge workers in order to apply their knowledge and put it into practice, as the Organization for Economic Cooperation and Development states: Building, disseminating and applying knowledge are the basic factors for organizations and countries seeking to innovate and survive in a highly competitive and globalized economy. Within this framework, Roll indicated that individuals who receive formal education to acquire knowledge and apply it practically and theoretically should be more appreciated and respected (Roll, Martin, 2004) and are given better opportunities and are valued at a higher degree and status in society. Knowledge makers have

replaced blue collars, which is an alternative to gold collars ((Gold collar Workers because globalization has changed the concepts of work except for the continuous improvements that have dominated routine tasks, which has directed makers towards more complex tasks that require understanding, thinking, gathering new knowledge and solving problems. (Ferreira, et.al. 2022) When knowledge work is defined, it is usually defined by broad criteria such as job title or education level, meaning it refers to the type of work that requires the use of specialized knowledge, creativity, analysis to solve problems or produce ideas and outputs. Therefore, this concept depends directly on innovation, creativity, thinking and decision-making instead of routine tasks (Mládková, 2015: 180)) While Drucker (1954) is considered the first to launch the term knowledge makers and explained it through the points listed below (Mládková, 2010: 249):

1. The unique person who possesses important knowledge that helps in developing the organization.
2. The person who uses knowledge to accomplish his work.
3. Knowledge is considered relatively intangible, so it is difficult for some workers to acquire it, as it requires specialization.
4. The manufacturer who relies on his intellectual capabilities to accomplish his work, and this rule is not considered fixed.
- 5- The knowledge maker must have the ability to create and develop knowledge and communicate it to the rest of the workers.

The researcher believes, based on previous literature, that the importance of knowledge makers is evident in the following points:

- A. Knowledge makers play a vital and influential role in the success of current-day organizations.
- B. They are considered one of the primary sources that enhance organizational creativity, which leads to achieving excellence and creativity.
- C. Their prominent role contributes to generating added value for organizations, making them a major element in wealth and business.
- D. As their numbers increase, this will contribute to the formation of an integrated knowledge society.
- E. They are considered an accelerating element for economic development, due to their great knowledge wealth.

## **Second: The concept of crisis management and its importance**

The crisis represents a critical point that organizations in particular and societies in general are exposed to. Organizations cannot be isolated from the difficult situations that crises carry, especially after the developments in the technological and information fields, which in turn helped to speed up communication and transfer of events (Ansell, 2017, 157). "As a result of this progress, the world has become a small village and a close social unit that is politically, economically, culturally and administratively interconnected, such that there was no administrative entity, no matter how large, that was immune to the influence of surrounding events." "Decision-makers realized the importance of the crisis and its implications in recent years after the turmoil surrounding organizations, which resulted in crises accompanied by sudden, sharp changes in their severity, prompting leaders to think about an approach and ways through which the negative effects of the crisis could be reduced. Thus, the scientific method for dealing with the crisis has become more necessary and inevitable" ('Hart, 2013, 447). "Due to the importance of the subject, the scientific crisis management approach has become the main pillar of innovation, development and administrative reform, and has become a subject of



controversy among researchers. Despite all the efforts made, it is difficult to define the concept of crisis management as a result of the environmental changes that organizations are exposed to in their various forms. Through the above, it becomes clear to us that the term crisis management represents an administrative term that refers to many concepts that are employed to reduce negative effects, including planning to prevent crises, developing plans to respond to the crisis when it occurs, and reducing its effects ((Rasli, et al. 2017: 32). The difference between researchers in defining crisis management is due to several factors, the most important of which are the field of activity affected by the crisis, the types of crisis, its size, the resulting damage, and the definition of crisis management as the organization's ability to diagnose the causes of the crisis and work to find the necessary ways to address it. (Fleming et al., 2017, 51). Crisis management is an expression of an abnormal state resulting from instability that affects stakeholders and prompts them to work to avoid the occurrence of the crisis and manage it completely or partially. To reduce its consequences (Bhaduri, 2019:12), here it becomes clear that the situation in light of the crisis means a loss of control and pressure on stakeholders, which causes disruption of the balance of the prevailing system in organizations (Tena, 2016:33), from this standpoint it becomes clear to us that the crisis is an unusual situation that societies and organizations are exposed to, as we mentioned previously. "Thus, the term crisis management was used as an approach that defines preventive treatment methods that reduce the severity of the crisis and its effects, in addition to setting steps that increase the organization's ability to respond quickly to changes, enabling it to make decisions in line with the nature of the crisis (Mitroff, 1988: 13). "So, crisis management represents a continuous dynamic process that includes highly effective actions and behaviors and responsive behaviors that aim to identify and diagnose the crisis, plan for the crisis and confront it (Abu Faza, 25, 2015). Therefore, crisis management is a technique that uses prediction of emergency situations and studying them in an enlightened manner to confront their symptoms and plan to deal with the resulting harmful effects and benefit from the aspects that can be employed in the organization" (Kuzmanova, 2016: 257). Crisis management does not represent a quick solution as much as it is an organized effort that is employed to study crises, analyze their causes, and develop the means and methods that help the organization avoid them and deal with them in an effective manner when they occur. Thus, it becomes clear that crisis management represents a long-term commitment The deadline by the organization is complementary to strategic planning by seeking to restore internal and external operations to their pre-crisis status after overcoming its threats. The researchers indicated that through the above, it can be indicated that crisis management is a practice that must be applied when emergency situations or a situation that threatens the stability of the organization arise. Practices are formulated according to a well-studied plan based on accurate information reached by a work team that begins by analyzing the crisis and diagnosing its causes, reaching its components and what is expected to result from it.

### **The third axis: the field aspect**

#### **First: Measuring the validity of the questionnaire tool**

The stability of the study tool was verified using the internal consistency coefficient (Cronbach's alpha) method, which reached (0.86) for the total score, as the degree of consistency of the Cronbach's coefficient, whenever it exceeds (60%), indicates the consistency and credibility of the data, and Table No. () shows the coefficients for the study fields, and these percentages were considered appropriate and suitable for the purposes of this study.



**Table (3): Cronbach's alpha internal consistency coefficient for the domains of the instrument as a whole**

The field	Cronbach's alpha coefficient	Honesty
<b>Intellectual Abilities</b>	<b>0.71</b>	<b>0.90</b>
<b>Information Search and Analysis</b>	<b>0.72</b>	<b>0.88</b>
<b>Achievements and Challenges</b>	<b>0.70</b>	<b>0.82</b>
<b>Dependent Variable (Crisis Management)</b>	<b>0.78</b>	<b>0.88</b>
<b>Total Score</b>	<b>0.86</b>	<b>0.79</b>

**Source: SPSS output.**

Displaying and analyzing the results of the questionnaire paragraphs

This paragraph seeks to identify the level of the research sample's answers for the University of Fallujah, represented by knowledge workers and crisis management, through the use of the arithmetic mean, standard deviation, coefficient of variation, and relative importance, as shown in the table.

**Table (4): Sample response level for research variables (n=133)**

NO	Paragraphs	Arithmetic mean	Standard deviation	coefficient of variation	relative importance
1	The university has smart leadership that supports the capabilities of employees.	3.59	0.859	23.928	2
2	The university enhances the feedback system to develop the performance of its employees.	3.49	0.798	22.865	3
3	Employees have the ability to handle the tasks assigned to them.	3.85	0.917	23.818	1
	General arithmetic mean after developing intellectual abilities	3.70	0.789	21.324	
1	The employees have the skill and ability to correct mistakes.	4.66	0.504	10.815	1
2	The university gives employees the appropriate flexibility to act in performing their tasks.	3.42	0.993	29.035	2
3	The university provides employees with the opportunity to make decisions independently.	3.46	0.982	28.382	3



	The overall arithmetic mean after searching and analyzing the information	<b>3.65</b>	<b>0.699</b>	<b>19.151</b>	
<b>1</b>	The university's vision is clear and logical.	<b>3.62</b>	<b>0.855</b>	<b>23.619</b>	<b>2</b>
<b>2</b>	The university develops a strategic vision based on a careful examination of the internal environment (strengths and weaknesses).	<b>3.62</b>	<b>1.043</b>	<b>28.812</b>	<b>3</b>
<b>3</b>	The university builds its vision towards developing the college's strategies in the long term.	<b>3.85</b>	<b>0.975</b>	<b>25.325</b>	<b>1</b>
	The general arithmetic mean of some achievements and challenges	<b>3.67</b>	<b>0.784</b>	<b>21.362</b>	
<b>1</b>	Recognizing the crisis by officials reduces its losses	<b>3.21</b>	<b>0.945</b>	<b>30.386</b>	<b>7</b>
<b>2</b>	The university focuses on interactive learning methods and techniques in order to overcome crises	<b>3.23</b>	<b>0.915</b>	<b>28.328</b>	<b>6</b>
<b>3</b>	The university develops programs and incentives to successfully overcome crises.	<b>3.54</b>	<b>0.831</b>	<b>23.475</b>	<b>2</b>
<b>4</b>	Informing college employees about the reality of the crisis to control it	<b>3.35</b>	<b>0.818</b>	<b>24.418</b>	<b>5</b>
<b>5</b>	The college provides comprehensive information in preparation for facing the crisis	<b>3.66</b>	<b>0.781</b>	<b>21.339</b>	<b>1</b>
<b>6</b>	Increasing training of employees to face potential crises reduces their negative results	<b>3.46</b>	<b>0.725</b>	<b>20.954</b>	<b>3</b>
<b>7</b>	Containing the impact of crises through increased training	<b>3.43</b>	<b>0.861</b>	<b>25.102</b>	<b>4</b>
<b>8</b>	The cause of crises is the deliberate neglect of individuals.	<b>3.11</b>	<b>0.869</b>	<b>27.942</b>	<b>8</b>
	The general arithmetic mean of the dependent variable is crisis management.	<b>3.36</b>	<b>0.854</b>	<b>25.417</b>	

**Source:** Researcher's work from SPSS outputs.

**It is clear from the table that:**



- 1- Intellectual abilities: The arithmetic mean value for this axis was (3.70), with a standard deviation of (0.789), and a coefficient of variation of (21.324), as the sample's answers were moderate. As for the paragraphs of this axis, the arithmetic mean value for paragraph No. (3) was (3.85), with a standard deviation of (0.917), and a coefficient of variation of (23.818). This indicates that the university being studied depends on the ability of employees to delegate the tasks assigned to them.
- 2- Searching for and analyzing information: The arithmetic mean value for this axis was (3.65), with a standard deviation of (0.699), and a coefficient of variation of (19.151), as the sample's answers were moderate. As for the paragraphs of this axis, the arithmetic mean value for paragraph No. (1) was (4.66), with a standard deviation of (0.504), and a coefficient of variation of (10.815). This indicates that the university being studied relies on the skill of the employees and their ability to correct errors.
- 3- Achievements and challenges: The arithmetic mean value for this axis was (3.67), with a standard deviation of (0.784), and a coefficient of variation of (21.362), as the sample's answers were moderate. As for the paragraphs of this axis, the arithmetic mean value for paragraph No. (3) was (3.85), with a standard deviation of (0.975), and a coefficient of variation of (25.325). This indicates that the university being studied adopts a vision towards developing the college's strategies in the long term.
- 4- Dependent variable (crisis management): The arithmetic mean value for this axis was (3.36), with a standard deviation of (0.854), and a coefficient of variation of (25.417), as the sample's answers were moderate. As for the paragraphs of this axis, the arithmetic mean value for paragraph No. (5) was (3.66), with a standard deviation of (0.781), and a coefficient of variation of (21.339). This indicates that the university under study relies on developing its employees by providing salaries and incentives appropriate to the competencies of the working individuals.

### **Testing Research Hypotheses and Correlation Analysis**

This paragraph seeks to verify the validity of the research hypotheses, correlation and impact relationships and analyze them between the dimensions of servant leadership and talent management, as shown in the table below.

**Table (5): The impact of the dimensions of knowledge workers and their correlation with crisis management**

independ dent variable	Depende nt variable	Correla tion coefficie nt	Const ant term $\alpha$	Beta coeffici ent $\beta$	Coefficien t of determin ation R <sup>2</sup>	Calcula ted F value	Mor ale	decisi on
Intellectu al Capabiliti es	Crisis Manage ment	0.54**	1.218	0.539	0.347	38.187	0.00	Moral (there is an effect)
Searching and Analyzin g		0.58*	1.025	0.599	0.324	34.451	0.00	Moral (there is an effect)



<b>Information</b>								
<b>Achievements and Challenges</b>		0.55**	1.099	0.576	0.513	75.752	0.00	Moral (there is an effect)
<b>Knowledge workers</b>	Crisis Management	0.64**	0.143	0.857	0.638	127.006	0.00	Moral (there is an effect)

**Source:** Researcher's work from SPSS program outputs, where: \* represents a statistically significant correlation and effect at a significance level of (0.05), and \*\* represents a statistically significant correlation and effect at a significance level of (0.01).

Table (5) shows the effect of the independent variable (knowledge workers) on the dependent variable (crisis management). The calculated F value reached (127.006), which is greater than its tabular value at a significance level of (0.01). This means that there is an effect of servant leadership in talent management, and this is what the value of the determination coefficient (R<sup>2</sup>) of (0.638) explained. This means that knowledge makers explained (63.8%) of the variance in crisis management, and that the remainder of this percentage is due to other factors that were not taken into account in the model. As for the value of β (beta coefficient), it reached (0.857), which means that changing one unit in knowledge makers will lead to a change in crisis management by (85.7). The research hypotheses can be explained as follows:

**The first hypothesis:** There is a statistically significant effect between intellectual abilities and crisis management.

The calculated F value was (38.187) which is greater than its tabular value at a significance level of (0.01), which means that there is an effect of intellectual abilities in crisis management, and this is what the R<sup>2</sup> value of (0.347) explained, meaning that the dimension of intellectual abilities explained (34.7%) of the variance in crisis management, while the β value was (0.539), which means that when a single unit change in intellectual abilities will lead to a change in crisis management by (53.9).

**The second hypothesis:** There is a statistically significant effect between searching for information and analyzing it and crisis management.

The dimension of searching for information and analyzing it achieved an effect in adopting crisis management practices, as the calculated F value was (34.451) which is greater than its tabular value at a significance level of (0.01), and this is what the R<sup>2</sup> value of (0.324) explained, which means that the dimension of searching for information and analyzing it explained (32.4) of the variance in crisis management, while The value of β reached (0.599), which means that a change of one unit in the search for and analysis of information will lead to a change in crisis management by (59.9).

**The third hypothesis:** There is a statistically significant effect between achievements, challenges and crisis management.

The results of the regression analysis showed that the dimension of achievements and challenges has an effect on crisis management practices, as the calculated F value reached (75.752), which is greater than its tabular value at a significance level of (0.01), and through the R<sup>2</sup> value of (51.3), it means that the dimension of achievements and challenges explained (51.3) of the variance in crisis management, while the value of β of (0.576) means that a change of one unit in achievements and challenges will lead to a change in crisis management by (57.6).

### **Conclusions:**

- 1- Knowledge workers play a crucial role in enhancing the university's ability to adapt to unexpected challenges and make appropriate strategic decisions, which supports the development of effective proactive plans for preparedness in crisis management.
- 2- Intellectual capabilities work to develop innovative solutions and make informed decisions based on overcoming crises efficiently and effectively
- 3- Providing accurate and reliable data that helps in understanding the nature of crises and predicting their repercussions, which reduces randomness in crisis management and ensures the continuity of academic performance under critical circumstances.
- 4- Achievements reflect the university's ability to develop successful strategies and overcome crises efficiently, which enhances its stability and reputation and achieves its academic and administrative goals.

### **Recommendations:**

- 1- The need to develop intellectual capabilities among faculty members and administrators by organizing training courses and workshops that enhance creative thinking and adapting to crises.
- 2- The need to benefit from previous achievements in crisis management as lessons learned that can be built upon to reduce the impact of future challenges.
- 3- The necessity of enhancing the role of knowledge workers in the university by integrating them into decision-making committees and developing proactive strategies that focus on innovation and overcoming crises that the university is going through.
- 4- The necessity of enhancing the search for information and analyzing it in crisis management by establishing specialized units to collect and analyze data on an ongoing basis in a way that supports informed decision-making in difficult times.

### **Reference:**

1. Ansell, C., and A. Boin (2017), *Taming Deep Uncertainty: The Potential of Pragmatist Principles for Understanding and Improving Strategic Crisis Management*, Administration & Society, <https://doi.org/10.1177/0095399717747655>
2. [Bhaduri, R.M.](#) (2019), "Leveraging culture and leadership in crisis management", *European Journal of Training and Development*, Vol. 43 No. 5/6, pp. 554-569. <https://doi.org/10.1108/EJTD-10-2018-0109>
3. Drucker, P. F. (1954), *Landmarks of Tomorrow. A Report on the New 'Post-Modern' World*. Transaction Publisher London. ISBN 1-56000-622-6.
4. Ferreira, J. J., Fernandes, C. I., Guo, Y., & Rammal, H. G. (2022). Knowledge worker mobility and knowledge management in MNEs: A bibliometric analysis and research agenda. *Journal of Business Research*, 142, 464-475. <https://doi.org/10.1016/j.jbusres.2021.12.056>.
5. Hart, P., and B. Sundelius (2013), *Crisis Management Revisited: A New Agenda for Research, Training and Capacity Building within*.
6. Kuzmanova, M. (2016). Contemporary problems related to crisis management of organizations, *Trakia Journal of Sciences*, 14(3).
7. Mitroff I.I. (1988), "Crisis management: Cutting through the confusion", *MIT Sloan Management Review*. Massachusetts Institute of Technology, Cambridge, MA, Vol. 29, No.2.



8. Mládková,L.(2015). Knowledge Workers and the Principle of 3S (Self-management, Self), 3rd International Conference on Leadership, Technology and Innovation Management, Procedia - Social and Behavioral Sciences 181 ( 2015 ) 178 – 184.
9. Mohanta G.C , Kannan V. , Thooyamani K.P. ,(2006), Strategies for Improving productivity of knowledge workers – An overview , the Brisbane Institute of strengths based practice Inc in collaboration with sanghamitra Andhra Pradesh – India , 10-12 november , Hyderabad , India
10. Rasli, A., Haider, M., Goh, C. F., & Tan, O. K. (2017). Keeping the lights on: A conceptual framework for understanding crisis management capability in the public sector, *Global Business and Organizational Excellence*, 36(6).
11. Roll, Martin, (2004), "Distributed KM – Improving Knowledge Workers' Productivity and Organisational Knowledge Sharing with Weblog-based Personal Publishing", The European Conference on Weblogs, Vienna.
12. Zech, N. M. (2016), Crisis management within the hotel industry – A stakeholder relationship management approach, Doctoral thesis, University of Latvia Faculty of Economics and Management.