

Employing the Social Media Platforms, Facebook, in Managing Jordanian Teachers Syndicate Crisis During the period(2019 – 2020) (A comparative exploratory study from the viewpoint of teachers and administrators)

*Tareq Abu Hazeem*¹

ABSTRACT

This study analyses and evaluates the strategies applied in managing the crisis of teachers' syndicate from the perspectives of teachers and administrative staff. To achieve the objective of the study, a simple random sample of (402) individuals was selected. A questionnaire that has high validity and reliability was used. The research was designed according to a descriptive analytical approach and the hypotheses thereof were tested by using Pearson Correlation Coefficient. The findings and their interpretation proved that there is intensive use for different strategies in the field of Facebook platform. It was clear that there were slight differences between the teachers and administrative staff. The recommendations based on the findings showed that teachers' syndicate need to improve their skills to manage crises in a scientific manner. They should monitor changes and predict trends of influential actors, in particular, to sustain the desired effect. They should use a mature language away from situation exacerbation.

Keywords: social media platform; Facebook; crisis management; teachers syndicate.

Introduction

The state constitutes an open social structure that influences and is influenced by its environment. It is mobile by nature and needs society interactions to achieve its goals. Social media networks affect decision making in states that do not have clear decision making frameworks where social media networks attract a big segment of the society, especially, the youth as a driving energetic force to effect change.

Social media networks (Facebook, Twitter and others) have brought about a tangible impact in the nature of communication, its tools and results. They have become some of the most important drivers of social change due to the direct impact in the humanitarian field and having value-added effect in decision making and correction. They have provided a public democratic sphere - out of the ordinary in the Arab world characterized by power centralization and by closing the space of democracy in general - where people can interact and discuss within virtual communities. Therefore, the new media including Facebook as one of a group of parties with interests and goals that interact and impact each other within the discussion arena.

Facebook application is one of the basic pillars of social media networks. Hence, this study starts to find out to what extent Facebook can be employed in crises and in particular the teachers' syndicate crisis in Jordan. It also investigates how the teachers' syndicate **used** this interactive sphere, and the reason why they used it in order to find out to what extent the Facebook **was** employed during the teachers' syndicate crisis in Jordan.

Research problem:

¹Al-balqa Applied University, Jordan.

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1) There is a gap between the visions of the teachers' syndicate and the government on how to meet the demands of the syndicate. Due to the inflexibility of both parties, there was an escalation resulted in the outbreak of a crisis (the fourth circle sit-in and its results leading to shutting down the syndicate and detention of some of its members). 2) The effects of using social media networks intensively by all parties involved in the crisis. 3) Revealing the abilities and potentials available in Facebook and determining to what extent they can be employed in managing teachers' syndicate crisis by surveying the opinion of a sample of teachers and administrative staff.

The significance of the research:

The research is significant in two respects: Theoretical (It addresses relatively new concept - social media platforms and crisis management). Practical (Applying these concepts to a major player in the crisis, teachers' syndicate as follows:

- The significance of investigated variables (teacher's crisis, implemented strategies) that played a decisive role in the outcomes of the crisis.
- The research dealt with a vital influential sector in the society of Jordan (education sector).
- This research was conducted to investigate the teacher's crisis, how it developed, and how the state dealt with it in order to learn the lessons.

Research objectives:

The research aims to:

- Determine how Facebook was used in teacher's syndicate crisis.
- Measure and assess the degree of employment.
- Determine the most important strategies pursued in the management of the crisis by the two parties.

Theoretical Foundations

This research traces Facebook, a social media network, through a combination of communication theories in terms of their impact in social crises. In addition, providing a definition for Facebook and finding out to what extent it is employed in social crises through a scientific foundation compatible with the subject of the study (Throne p. 119). Since Facebook with the communication revolution is considered a tool of social dynamics, it is considered a means influencing different issues and crises, as one of its elements or a driving force.

First: Communication theories

Analysis and explanation framework is based on presenting the new trends in the science of communication where the focus is on finding fair procedural ways to address the employment of Facebook by the government and teachers' syndicate. Facebook is an independent functional tool used in daily life. It has the capacity to direct and influence the public opinion during social crises. This serves as a basic entry point to understand the employment of Facebook during the crises of teachers' syndicate in Jordan.

1- Uses and gratifications theory: It focuses on the motives and needs of the audience who is energetic and positive, ability to make informed choices and develop critical thinking. Therefore, the traditional concept of influence changes and this concerns the study of what media does with audience and what the audience does with the media (Makkawi& Sayed 2003, p. 240).

2- Social learning theory: This theory emphasizes the principle of Reciprocal determinism in the process of learning regarding three components: behavior, determinants associated with the individual and environmental determinants, (Bandura, 1977)

3- Transformations theory: The idea of this theory is: When media develops, this development affects people's everyday life in a way that increases their awareness and ability to determine the best ways to overcome the problems affecting their livelihood (Defleur & Rokeach).

4- Technology determinism theory: This theory emphasizes the importance of the medium in determining the

type of communication and its impact. It considers the medium as the message inasmuch as content can't be considered separate from the technologies used because technologies affect the content of the message directed to the media and affects the public opinion as well (Mousawi 2002, p. 19).

Second: Strategies of employing social media platform, Facebook, in the crises

1. Employment strategies: A strategy is the science and the art of using the available methods and abilities in an integrated process. This process includes preparation and planning in order to create a margin of freedom to work in a way that allows decision makers achieve top policy goals in times of peace and war. This strategy is used to figure out the intentions for action where these action needs control, organization and coordination (Fahmi 2009, p. 20-21). Therefore, noting strategy quotes requires analysis, diagnosis, and elaboration in line with the actual reality of employing Facebook in crises and issues under consideration and follow-up. An analytical matrix for the strategies to employ Facebook by the two parties of the crisis is as follows:

No.	strategies	content
1-	goal	To achieve goals accurately not randomly.
2-	medium	As a communication medium to determine the subject, the source of information, and the way of usage among teachers, students and citizens.
3-	Targeted audience	Defining targeted audience, audience reach out ways, what is required and monitoring the responses.
4-	Measuring the impact	Stimulation of follow-up, coordination, communicating with the concerned parties and continuous assessment.
5-	Communication	Effective and immediate communication with teachers and influencers.
6-	Live posting	Using live posting of events as widely as possible, and verifying information.
7-	Reinforcement	Reinforcing the position of teachers in the field through posts and visual materials.
8-	Impressive show	To persuade the recipients of good simple content in line with the event in order to influence them.
9-	Digging deep	To analyze and explain the event's dimensions and repercussions to reach conclusions, proposals and solutions to the problems and formation of public opinion.
10-	Confrontation rather than withdrawal	To clarify facts, confront rumors, strengthen audience trust, and thank the supporters.
11-	Emphasizing tools	To ensure using Facebook account of the teachers' syndicate for audience reach out and this shouldn't be confused with other sources.
12-	Effective listening	To support the position and reinforce response through continuous follow-up of audience opinions.
13-	Integrating and including others	To activate the role of citizens as supporters of the syndicate's demands.
14-	resolution	To contribute through Facebook in forming a lobby to pressure the government to fulfil the demands of the teachers' syndicate.

2. Social media network (Facebook): Facebook is a group of electronic websites on the international internet, and these networks connect users and enable communication among them all over the world. It is a network for human and social communication across countries and borders. It eliminates distance between individuals and groups and makes the world a global village (Rouse, 2017).

Facebook is considered the most famous and the biggest social media network and it records the quickest spread among users. It has a group of applications that distinguished it from others and made it more popular among

facebookers and programmers (Nation, 2018). Facebook, due to its smart tools and applications, spreads quickly, outmatches other social media outlets and achieves the intended goals strongly and accurately (Pinar, 2012, p. 1510). This ranks Facebook as number one in the world where it provides more freedom for writing, comments and opinion. This is an advantage sought by everybody especially in the Arab world and it is considered an important reason why Facebook has taken a prominent place nowadays (Al Sheik 2020, p. 315).

During the interplays at the time of crisis, the concept of freedom emerges as a conflicted value between the authority restricting media dynamics in all types and other informal agents that upgrade its value who found what they are looking for in the social media networks. The authority has its perceptions and tools and the society has its desires and hopes. This led to non-stop pushiness between the parties or interactions within the society as individuals and constituencies. This includes the virtual freedom in crises resulting from society protests (Hasan, 2017, p. 132). Facebook ranks number one regarding the number of active users in the world numbering 2,271,000,000 users (Al Sheik 2020, p. 315). In Jordan, Facebook users numbered 5,755,000 in February 2020 with a percentage of 56.4% of the population of 10,203,134 (Internet World Stats, 2020).

3. The crisis: The crisis is a highly unexpected event and one of its impacts is a threat to the state's or organization's goals. It has a profound impact on the relations built on benefits and interests (Short Coombs, 2016, pp. 1662 & 1664). The crisis is also considered a turning point in the life of the organization leading to a better or worse situation. It is a state of instability bringing about a decisive change leading to favorable or unfavorable outcomes (Fink, 2002, p. 15). The crisis indicates that there is a threat for something substantial or a national goal with time constraints and lack of information. Accordingly, who responds to the crisis must have imagination to compensate for the lack of information and to overcome time constraints to minimize surprise disadvantages especially when the time of crisis is characterized with structural uncertainty (Ali, 2017, pp. 154 - 155). Being a sudden and unexpected event where causes and results overlap leads to moving events fast and increasing uncertainty regarding future developments (Toriington, 1989, p. 90). Crises are similar to clots that must be dissolved otherwise the situation worsens (Ali 2017, p. 154). Consequently, the causes of a crisis may be underlying in one or both of the internal or external environment of the state. The causes of crises differ in intensity and impact; they may be political, economic, military or social (Al Rubei'e & Tahir, 2011, p. 146). Crisis management includes coordinating complicated, technical and relational systems and designing organizational structures to prevent crisis, minimize its effects and learning from it. Dealing with crises presupposes developing clear strategies to mitigate or prevent political, economic and social impact on the organization by managing it in a purposeful scientific way (Bundy, Pfarrer, Short, Combs, 2016, pp. 1662 & 1664).

Analysis of the crises requires knowledge of the circumstances and dismantling its components in order to come up with scientific perceptions that are measurable and analyzable, most important of which are (Al Dhahir, 2009, p. 65):

- Analyzing correlation and regression variables of the crisis.
- Analyzing the causes of tension based on the information obtained and finding out the factors increasing tension bringing it to crisis level.
- Examine and analyze strengths and weaknesses of every party making the crisis and the parties curbing it to reach a holistic conceptualization about the forces interacting in the crisis.
- Analyzing the nature of risks and threats formed by the crisis, the cost of its continuation, its impact on the entity where the crisis occurred, the affected parties by the crisis and the ways to respond to the crisis.

In the case of Jordan, teachers' syndicate crisis is selected as a case study where the government of Jordan dealt with the teachers' syndicate with cruelty. They were prevented from protesting at the fourth circle to claim a living allowance. This led to the crisis of teachers' strike that resulted in a cessation of the educational process for nearly a

month affecting more than 1.5 million students. It was also linked to media crowdsourcing almost without precedent in the society of Jordan. This resulted in sharp splits in the society between supporters and opponents for the strike especially in the public sector.

Third: Related studies

- The study conducted by Abdul Kareem Adebisi & Zuhair Yaseen Atahat (2013) aimed to reveal the factors affecting the formation of students' public opinion and to find out the average of usage of social media networks among Jordan universities students. The descriptive analytical approach was used and data was collected from a sample of 300 students selected by equal probability approach. It concluded that these networks have become a source to get news and information that affect the formation of public opinion.

- Bushra Al Rawi conducted a study entitled: The role of social networking sites in change /theoretical input. It aimed to define social media networks and the role they played during Arab peoples' revolutions. The study investigated the probability that the new media impacts the social and political behavior in future. The researcher used the historical descriptive analytical method. The study concluded that social media sites do not represent the main factor in realizing change in society. Yet, they are important requirements for change by raising awareness.

- Manuel Castells' study aimed to understand the construction of relationships in network society. This is done by investigating the structural determinants for the political and social authority and mass media in the context of technological developments, adding to that the cognitive processing by using the descriptive analytical approach. The study concluded that network society should include all the globe to understand the political processes. Exploring the social movements, factors of political change and expanding communication networks require the ability to send messages to instill new values in the minds of people to bring about the desired change. The more independent the network society is, the more chances for influence are there.

- Al-Rabab'ah's study (2017) investigated the role of the new electronic media and its effect on forming the public opinion. The researcher used the historical descriptive analytical approach. The study found that the new media is considered one of the major factors in forming and directing the public opinion towards change. This impact cannot be overlooked and has become disturbing for decision makers.

- Abbadhahir Hussein's study (2017) aimed to demonstrate the role of social media networks and platforms played since they were launched. It aimed to study their impact, especially with the emergence of the "Arab Spring", their political, social and intellectual repercussions that affected the whole region. The researcher used the historical and the descriptive analytical approach. The study concluded that social media networks and the users thereof have a profound effect on decision makers on different levels.

- Joseph Kahne & Benjamin Bowyer's study (2018) investigated the trends in participatory politics for the youth in the United States driven by interest and friendship and the degree of employing common forms of online activities. The analytical method was used. The data was collected through a representative survey on the national level for three waves of American youth and their use of the web in political participation. Two surveys were formerly conducted during two different periods. The second survey included a sample of 2,343 and the third included 1,033. The first survey was not completed. The study showed that friendship and interest related to political participation have different methods and the interactions on social media networks are substantial and they enhance political participation with higher levels.

- The study by Laith Mubaydeen (2019) aimed to analyze and discuss the role of technological media in directing the public opinion towards change called for by the Arab Spring revolutions especially in Tunisia and Egypt. The researcher used the historical and the descriptive analytical approach. The study found there is a prominent role with influence for the technological media in directing the public opinion.

- The study by Tanase (2020) aimed to analyze election campaigns on Facebook for the main parties in Romania: the Liberal National Party, the Social Democratic Party and the "Save Romania" Union. Quantitative and qualitative content analysis was used. It was found that the Liberal National Party won the elections due to voter mobilization on

social media networks much better than their rivals. This took place through communication strategies that rallied admirers on Facebook to interact and disseminate information on the elections among many social segments.

Previous studies considered the role of social media networks in change, the factors that affect the formation of youth public opinion, understanding the structure of relationships in network society and the trends of political participation and its role in analyzing election campaigns. They didn't directly address the employment of the Facebook in crises. Therefore, this research stands alone in observing the strategies of employing the Facebook by the parties involved in teachers' syndicate crisis. It also determined to what extent these strategies had impact on the crisis output.

Research Methodology

In this part, the focus is on research methodology and procedures, hypothesis, determining research population and sample, research tool and testing its validity and reliability

1- Research hypothesis:

The research sought to examine a major hypothesis experimentally by surveying the opinions of a sample of teachers and administrative staff: It was expected there was a statistically significant relationship between employing a social media platform, Facebook, and the management of teachers' syndicate crisis at (0.05). Based on the hypothesis, the following model has been designed:

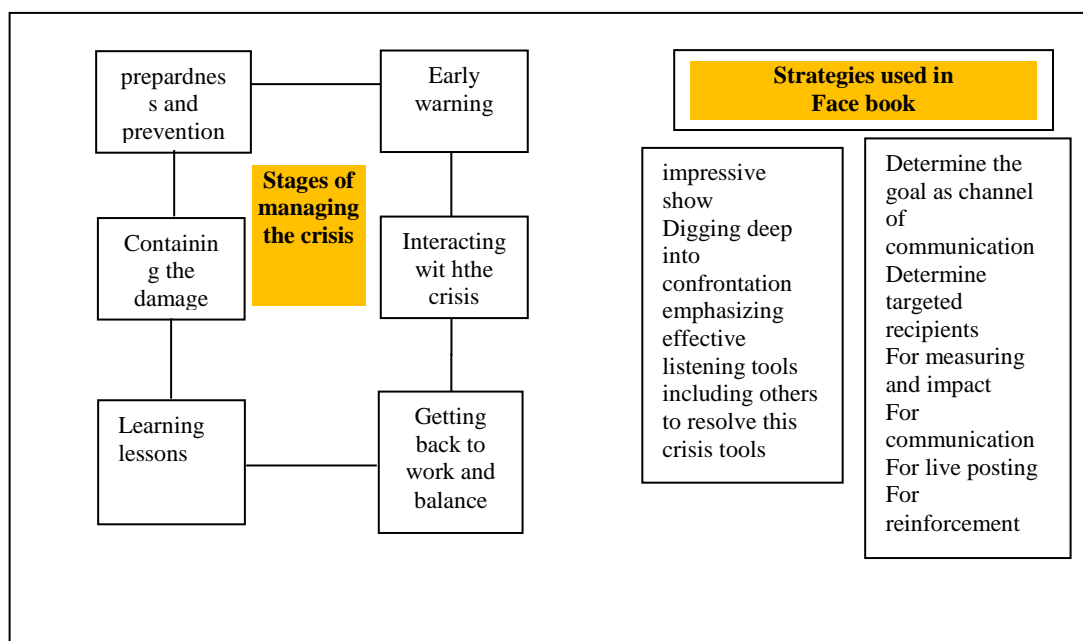


Figure (1) Hypothetical research model

2- Research methods:

This research has involved two methods:

- Theoretical: By reviewing related literature.

2- Research instrument (validity and reliability):

Data was collected from the sample of the research by a questionnaire especially designed for the purpose of this research. Standards available in previous studies were considered. Likert scale was used to measure responses (strongly agree 5 points, agree 4 points, neutral 3 points, disagree 2 points, strongly disagree 1 point). The questionnaire has 3 major parts: the first is concerned with the demographic characteristics of research sample, part 2 dealt with the independent variable (strategies employed in Facebook), part 3 dealt with the dependent variable (managing the crisis

of teachers' syndicate in Jordan).

Research instrument validity: Face validity of the questionnaire was tested in order to recognize the correlation between the items of the questionnaire and make sure the items serve the purpose of the research. The questionnaire was reviewed by (13) academics. In light of their comments, some amendments were made to the questionnaire (additions, deletions and corrections).

Research instrument reliability: Reliability of research instrument as a tool to collect required data was assessed by using Cronbach Alpha. This showed that the variables and items were above (60%) the acceptable statistical value. Therefore, the instrument enjoys internal consistency and high value of reliability.

Table (1) Internal consistency coefficients (Cronbach Alpha)

variables	Strategies used in Facebook platform	Variables of managing the crisis of teachers' syndicate	Variable of the questionnaire
Average of reliability (internal consistency)	0.912	0.923	0.897

3- Research population and sample:

The applied research population was the members of teachers' syndicate. **Due** to their large number, time constraints and cost, a random sample of teachers and administrative staff was selected and calculated according to (Uma Sekaran, 32013) as follows:

$$standard\ deviation = \sqrt{\frac{I * 2}{n}} = \sqrt{\frac{0.5 * 0.5}{n}} = (0.25)^2 = 400\ items/sample\ size$$

Standard error of the ratio calculated by sample \pm 5%

Degree of confidence= 95%

Percentage of items including the characteristics of the research (0.5) to increase the sample size to the maximum.

500 questionnaire copies were distributed 419 of which were got back and 17 copies were invalid and excluded. Therefore, (402) completed questionnaires were analyzed statistically.

Table (2) Characteristics of the research sample

Social type	male		female					
	No.	%	No.	%				
	136	33.8	266	66.2				
Nature of work	teacher		Admin staff					
	No.	%	No.	%				
	264	65.7	138	34.3				
Level of education	Diploma		BA / BSc		MA		PhD	
	No.	%	No.	%	No.	%	No.	%
	34	8.5	238	59.2	92	22.9	38	9.5
work experience	Less than 5 years		5-12 years		13-20 years		More than 20	
	No.	%	No.	%	No.	%	No.	%
	50	12.4	132	32	132	32	88	21.9
Age	20-24 years		25-34 years		35-44 years		More than 45	
	No.	%	No.	%	No.	%	No.	%

	10	2.5	88	21.9	188	46.8	116	28.9
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4- Research methods:

The research applied two methods:

- Theoretical: By reviewing related literature.
- Applied: By designing a questionnaire and testing its validity and reliability. Then the questionnaire was completed by the sample of the study to get the research results.

Research findings

First: Sample responding to research variables

There was intensive employment of Facebook platform by teachers to manage the crisis with the government (2019) with arithmetic mean significance reaching (4.13). This means that (83%) of teachers used the Facebook in managing this crisis, and there were strategies the strongest of which was the live posting of the crisis with a mean of (4.26 = 85%) whereas the least influential was digging deep by analyzing the events and explaining and the strategy of emphasizing the tools using the formal website of the syndicate as a sole source for information with a mean of (4.03= 81%). Being the strongest strategy, the live posting revealed the reality of the government control over the formal and informal media coverage to direct the public opinion. As a result, the syndicate resorted to intensify live posting through Facebook away from government control. Digging deep ranked the least employed strategy because it was not relevant to the nature of the syndicate's work, they didn't have the ability to analyze and explain the dimensions of the crisis, to predict its future outcomes, and to find solutions for the crisis. At that time, an agreement in the interest of the teachers was concluded and the government gave in to their demands through a written agreement in October 7th, 2019. Government showed unacceptance to the outcomes and the prosecutor general issued an order on July 25, 2020 to shut down the teachers' syndicate headquarters and arrested board members exploiting the defense order related to Corona virus pandemic.

In the same direction, the admin staff of the syndicate made use of Facebook a little more than the teachers where the mean was (4.29=86%) and determining the goal strategy scored the highest usage (4.36=87%). The lowest mean was recorded for measuring, impact and communicating with relevant parties with a mean of (4.12=82%). The reason that determining the goal strategy recorded the highest percentage of use is that there is a kind of agreement between the admin staff and teachers to achieve the goals related to their demands most important of which the raise equal to 50% of the basic salary and that was a common goal. Measurement and impact strategy recorded the lowest use due to the lack of positive indicators from the government and national institutions to communicate with the syndicate. This was clear when the government tried to break the teachers' strike relying on "stick and carrot" policy. The government asked the students to break the strike and to be present in the classrooms. The ministry of education issued a circulation to all directorates to take student attendance and threatened punitive action against absentees instead of talking directly to the syndicate. The prime minister announced mobilization of all state bodies to stop the strike which entered the fourth week in all possible means without approval to the claims.

Research sample think the syndicate managed the crisis with the government well in all stages with a mean of (4.16=83%). The best stage of managing the crisis was getting back to work and balance, and the least was the degree of preparedness and prevention. Teacher's crisis showed a remarkable capacity for the syndicate to successfully manage the crisis in all stages making use of new methods out of government control regarding interference and affecting the crisis. These methods relate to using Facebook as a tool to mobilization, rallying and impacting the course of the crisis through interactive environment. Teachers were relying on technical globalization to form an incubator for the teachers' syndicate including Facebook activists especially after preventing teachers from protesting near the prime ministry on the fourth circle in Amman on Thursday September 5th, 2019. More than 50 teachers were arrested and the syndicate resorted to emphasize the tools to affect the social environment by intensifying video posting on Facebook by the teachers' syndicate. They showed security forces dealing roughly with members of the syndicate. This turned the

crisis into a movement through Facebook attracting wide segments of Jordan society to support the syndicate. Preparedness and prevention recorded the lowest mean due to lack of experience to deal with such type of a deep crisis with government and its various bodies. Therefore, the degree of prevention from the repercussions was low due to lack of awareness of government future directions regarding their procedural response and in all different means to weaken the syndicate in future. The evidence to this is shutting down the headquarters of the syndicate and its dissolution.

Slight disagreement appeared between the teachers and admin staff regarding the usage of Facebook and its different strategies. This is demonstrated by the difference in deviation rate calculated for each strategy between teachers and admin staff ranging (10.36 teachers – 9.82 admin staff) at maximum and (6.48 teachers – 5.88 admin staff) at minimum.

To make sure that there are substantive and significant differences among the members of the syndicate, a T-Test was conducted over the methods used in managing the crisis by teachers and admin staff. The result was not significant at (0.05) for all strategies (except measuring, impact and confrontation where there was substantive difference between the teachers and admin staff). This means that there was substantive difference between the opinion of teachers and admin staff regarding the demands of the syndicate. The government resorted to different ways to pressure the admin staff to have an attitude different from the teachers' attitude. The interests, goals, needs and desires of the teachers were not the same as those of the admin staff.

Table (3) Attitude of the sample participants (teachers & admin staff) towards research variables

Research variables	Teachers			Admin staff			T-Test	Decision (there is or isn't difference between teachers and admin)	
	mean	standard deviation	Coefficient of variation	mean	standard deviation	Coefficient of variation		There is difference	There isn't difference
Determining goal strategy	4.2197	.63383	6.66	4.3623	.56805	7.68	.504		*
Channel of communication strategy	4.1864	.40394	10.36	4.2957	.43738	9.82	2.731		*
Targeted audience strategy	4.1894	.60699	6.90	4.2754	.63903	6.69	1.043		*
Measurement and impact Strategy	4.0530	.59661	6.79	4.1159	.63097	6.52	.000	*	
Communication Strategy	4.2197	.64577	6.53	4.3478	.56428	7.71	1.526		*
Live posting Strategy	4.2576	.62543	6.81	4.4203	.60405	7.32	1.123		*
Reinforcement Strategy	4.1667	.63205	6.59	4.3478	.53759	8.09	3.096		*
impressive show Strategy	4.0871	.52603	7.77	4.2464	.45068	9.42	.664		*
Digging deep Strategy	4.0227	.59855	6.72	4.1739	.51325	8.13	3.259		*
Confrontation Strategy	4.1591	.64001	6.50	4.3286	.73665	5.88	.000	*	

Research variables	Teachers			Admin staff			T-Test	Decision (there is or isn't difference between teachers and admin)	
	mean	standard deviation	Coefficient of variation	mean	standard deviation	Coefficient of variation		There is difference	There isn't difference
Emphasis of tools Strategy	4.0227	.61117	6.58	4.2899	.70921	6.05	.820		*
Effective listening Strategy	4.0606	.62709	6.48	4.1739	.51325	8.13	1.758		*
Involving others Strategy	4.1364	.56653	7.30	4.3478	.55110	7.89	.869		*
Decisiveness strategy	4.0530	.62167	6.52	4.3478	.68226	6.37	1.410		*
Total Facebook strategies	4.13			4.29					*
catching crisis signals	4.0758	.62543	6.52	4.1594	.60932	6.83	.275		*
Preparedness and prevention from crisis	3.9924	.58605	6.81	4.0870	.61211	6.68	.782		*
Interacting with the crisis	4.1212	.60570	6.80	4.2464	.60405	7.03	2.482		*
Containing crisis damage	4.0303	.59179	6.81	4.2754	.53917	7.93	3.025		*
Restoring vigor and balance	4.1742	.58605	7.12	4.3188	.62996	6.86	.542		*
Learning lessons from crisis	4.1818	.60302	6.93	4.2319	.64500	6.56	1.716		*
Total crisis management	4.10			4.22					*
Controlling the crisis	4.1212	.87397	4.72	4.1014	.87691	4.68	3.498		*
Potential crisis worsening	3.6439	.94208	3.87	3.8841	.99316	3.91	19.482		*
Level of crisis intensity	4.2045	.72826	5.77	4.3478	.85451	5.09	3.482		*
Style of crisis management	4.3561	.83923	5.19	4.4058	.67123	6.56	5.025		*
Risks crisis included	3.9015	.94796	4.12	4.1884	.82739	5.06	1.542		*
Preference in crisis management	1.6212	.92901	1.75	1.5217	.88465	1.72	.716		*

Second: Testing research hypotheses

This research is based on a major hypothesis: It is expected that there is a relationship with statistical significance between employing the social media platform, Facebook, and the management of teachers' syndicate crisis at a level of (0.05). To prove the validity of this hypothesis, Pearson's Correlation Coefficient was conducted and the results are demonstrated in the table below.

Table (4) Analyzing correlation relationships in employing Facebook in managing the teachers syndicate crisis

Crisis management Strategies targeted in facebook	Pre-crisis stage		Crisis stage		Post crisis stage		Total crisis
	Catching early warning signals	Preparedness and prevention	Interacting with crisis	Containing crisis damage	Restoring vigor and getting back to work	Learning from crisis	
Goal strategy	.3760	0.281	0.317	0.331	0.384	4060.	0.426
Medium strategy	0.432	0.379	0.418	0.407	0.386	0.371	0.495
Targeted audience strategy	0.299	0.261	0.235	0.302	0.244	0.242	0.322
Measurement and impact strategy	0.314	0.290	0.283	0.335	0.297	0.296	0.377
Communication strategy	0.334	0.274	0.320	0.272	0.332	0.416	0.424
Live posting strategy	0.293	0.233	0.386	0.417	0.486	0.431	0.482
Reinforcement strategy	399.0	0.203	0.425	0.405	0.389	0.386	0.475
Live show strategy	284.0	0.201	0.399	0.363	0.363	0.365	0.423
Digging deep strategy	0.349	0.246	0.289	0.342	0.316	0.322	0.404
Confrontation rather than withdrawal strategy	0.323	0.283	0.412	0.429	0.427	0.425	0.494
Emphasis on tools strategy	0.347	0.269	0.334	0.323	0.312	0.314	0.397
Effective listening strategy	0.416	0.333	0.264	0.328	0.302	0.299	0.395
Merging and involving others	0.394	0.409	0.456	0.493	0.440	0.467	0.564
Decisiveness strategy	0.319	0.267	0.327	0.302	0.268	0.266	0.353
Total Facebook strategies	0.478	0.403	0.511	0.522	0.507	0.517	0.625

*All values of correlation coefficients are significant at the level of (0.01)

Table (4) shows the value of Pearson Correlation Coefficient among the strategies employed within Facebook platform in managing teachers' syndicate crisis. The total correlation coefficient reached (0.625). This means that there is a strong and significant correlation relationship at significance level of (0.01) between using Facebook and managing the teachers' syndicate crisis which is a positive correlation. This correlation means that the change by one unit in employing the Facebook is followed by change in managing the crisis equal to (0.625) and in the same direction. Based on this result, the research hypothesis is accepted which states that there is a relationship with statistical significance between employing the social media platform, Facebook, and the management of teachers' syndicate crisis at the level of (0.05). There were also partial correlation relationships with statistical significance between using Facebook and managing the crisis (containing the crisis, learning from the crisis, interacting with the crisis, restoring vigor and balance, catching early warning signals of the crisis, preparedness and prevention) where correlation coefficients were

(0.522 – 0.517 – 0.511 – 0.507 – 0.478 – 0.403) respectively at the level of (0.01). It is noticed that all correlation values are statistically significant or important at the significance level (0.01) but in the pre-crisis stage (catching early warning signals, preparedness and necessary prevention) it was below (50%) and the reason was the syndicate didn't expect the occurrence of a crisis with the government (lack of crisis experts in the syndicate and lack of information and ability to analyze information about the government intentions).

Findings and Recommendations

Research findings:

Facebook was used during the crisis of teachers' syndicate among theories of communication. This usage was based on the motives to achieve syndicate's objectives. They relied on the theory of gratifications and public needs. It was an interactive process which led to recognizing the effective and influential use for modern means of communication. The members of teachers' syndicate chose Facebook because it is the most common and is widely used in Jordan. According to social learning theory, Facebook was used in the context of interactive mutual learning process. This process led to learn how effective Facebook is. Learning starts with the occurrence of an event, and this happened when all members of teachers' syndicate called for protecting the rights of the teachers. This improved their skills to use Facebook effectively. Their knowledge increased and the behaviours of the syndicate's members changed and they could rely on Facebook to rally support, issue regulations and organize sit-ins all over Jordan. Facebook was also used to improve morale when government agencies used intimidation and bullying tactics.

Developments in new media led to change in the traditional concept of the media that affected audience and was affected by audience. This new media had a profound effect on people and started to form the public opinion away from the traditional tools used by the government that monopolises state-owned media outlets. The technology related to communication has become a vital aspect of the life of the individual. It is important to determine the right medium of communication for each message. This applied to how teachers' syndicate used the Facebook to affect the protective environment. The syndicate (teachers and administrative staff) intensively used different strategies and employed them through Facebook.

The sample of the study, teachers and admin staff, employed the social media platform, Facebook, widely in their crisis with the government. The admin staff topped the teachers in using different strategies and it was clear that teachers used the strategies differently in the following order (live posting for events, communication, determining the goal, determining the targeted audience, reinforcement, channel of communication, confrontation, involving and merging others, moving show, effective listening, measurement and impact, decisiveness, digging deep, and using tools). The admin staff used those strategies as follows (live posting, determining the goal, reinforcement, decisiveness, communication, involving others, confrontation, channel of communication, emphasizing the tools, targeted audience, moving show, digging deep, effective listening, and measurement and impact). This result is normal because the admin staff are less able to carry out the strike due to administration constraints restricting their movement. Therefore, they sought another way to express their support for their syndicate through employing Facebook strategies in managing the crisis with the government. On the other hand, the teachers were free of such administration constraints. They were more involved on the ground and employing Facebook and its strategies came next. This is clear in ordering the employment of strategies by the teachers and admin staff. Live posting came first for both and this is due to its importance in live interacting. Whereas the change in order for other strategies is due to the nature of restrictions on their movement.

The sample members think that the syndicate possessed sufficient capacity to manage the crisis in its different stages. Before the crisis, the early warning signals were clear and the syndicate got ready. When the crisis broke out (teachers' strike at the fourth circle), the syndicate interacted and worked hard to contain the damage and outcomes. After the crisis, the syndicate worked to restore vigor and balance and learn lessons from the crisis.

Finally, the syndicate exhibited high control over the crisis in spite of possible deterioration of the situation. The crisis

carried significant risks (very big risks according to admin staff – big risks according to teachers) that were contained very well due to syndicate's good management. As for who performed better, the syndicate or the government, the sample were neutral.

Research recommendations

Based on the research findings, recommendations that may develop teachers syndicate capacity in dealing with different crises efficiently and effectively are as follows:

- Continue to use Facebook rather than other social media platforms and employ the strategies that proved to better affect the management of the crises that the syndicate may face.
- Organize the way they use and manage Facebook at the syndicate in order to effect balance, lessen unfavorable outcomes and control unexpected events.
- Establish organizational unit at the syndicate that is concerned with crisis management in a scientific way, monitors change, predicts attitude and shapes interaction especially with influential interest groups in a way that perpetuate the favorable impact and rationalize tough behavior away from exacerbation of the situation.
 - Hold on the syndicate's professional demands and not being involved in ideological issues.
 - Produce creative solutions and choices to avoid entering conflict with the government and its agencies.
 - Focus on crisis management with holistic flexible perspective observing the trends and impact of all parties to the crisis in line with the equation:
self care + interaction = participating in the crisis.

Future research directions

Building on the findings and recommendations of this research, we believe there should be related research for a full picture as follows:

- Study the impact of other social media platforms in crisis management.
- Investigate the impact of using Facebook by the government in managing its crisis with teachers' syndicate.
- Investigate the directions and attitudes of students and parents towards teachers' syndicate crisis.

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توظيف منصات التواصل الاجتماعي الفيسبوك في إدارة أزمة نقابة المعلمين الأردنيين إبان الفترة 2019-2020 دراسة استطلاعية مقارنة من وجهة نظر المعلمين والإداريين

طارق أبو هزيم¹

ملخص

يستقصي البحث تحليل وتقييم الاستراتيجيات التي جرى تطبيقها في إدارة أزمة نقابة المعلمين من وجهة نظر المعلمين والإداريين، ولتحقيق هذا الهدف جرى اختيار عينة عشوائية بسيطة مكونة من (402) فردًا استطلعت آرائهم بواسطة استبانة تمتعت بصدق وثبات عاليين، جرى تصميم البحث وفق المنهج الوصفي التحليلي، واختبرت فرضياته بواسطة معامل ارتباط person، برهنت النتائج وتفسيرها على استخدام كثيف لمختلف الاستراتيجيات في ميدان منصة Face book، واتضح كذلك وجود اختلافات طفيفة بين المعلمين والإداريين؛ من حيث تفضيلهم لاستراتيجيات محددة. وأظهرت التوصيات المعتمدة على النتائج حاجة النقابة الملحة إلى تطوير قدراتها في إدارة الأزمات بأسلوب علمي يركز على رصد التغييرات، ويستشعر الاتجاهات لا سيما الأطراف المؤثرة، وبما يديم التأثير المرغوب، وتبني لغة راشدة بعيدًا عن مواقف التأزيم.

الكلمات الدالة: منصات التواصل الاجتماعي، فيسبوك، إدارة الأزمة، نقابة المعلمين.

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