

A THEORETICAL CONCEPTUALISATION AND UNDERSTANDING OF CRISIS MANAGEMENT IN ORGANISATIONS

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ABSTRACT

Safety practices and preparations for limited emergencies are common activities in the organisations. In contrast, the dynamic task of planning for the crises is usually poorly managed. This study seeks to provide a conceptual base for better understanding of the prerequisites for successful managing of crises situations. The study serves two fold objectives. The first aim is providing pre-control of crises through risk detection and second is developing the employee attitude towards better management of the crises. The findings of the studies provide the conceptual basis for better mangments of crises while introducing new interventions of developing employee attitude and risk detection.

Keywords: Crises Management, Employee Attitude, Risk.

Introduction:

Companies generally go to great lengths to plan their financial growth and success. But when it comes to crisis management, they often fail to think and prepare for those eventualities that may lead to a company's total failure. Further the frequency, nature, and consequences of these adverse events are changing. This swing in possible adversity poses new challenges to political-administrative elites. It also outgrows a new research agenda. This research strongly suggest that the crises of the future will be increasingly adverse in nature. These events are likely to last much longer than contemporary crises, as they infect other sectors and functions, changing continuously. They are likely to cause more damage, but in a different way. Much more than before, they pose a critical challenge to the legitimacy base of public and private organisations and need to dealt with different and out of the box interventions of crises management . Developing employee attitude towards crises handling can also serve this purpose. As crises preparation is relatively expensive. The allocation of permanent staff and resources. Combination of continuous training, planning, and exercise efforts, in preparation for an event that may happen, takes away scarce resources from problems that are already happening. Planning and preparing for unknown events is difficult. It is hard enough to plan for disasters that are likely to happen (Missiroli, 2006).therefore there is need to develop employees' attitude and focus on changing their orientation towards crises handling. In order to reduce uncertainty in the event of a crisis, organisations often create a crisis management plan (Herriot, Manning & Kidd, 1997). These management plans serve best when employee attitude is aligned with the crises management planes. This research provides the theoretical base for the effectively managing the crises through developing employee attitude and risk detection.

Literature Review:

The process of handling unpredicted and sudden changes in organisation is called as crisis management (Guthrie, 2001). Crisis is an arrangement of sudden disturbing events spoiling the organisation. Generally crises arises on a short notice. Crisis causes a feeling of fear and threat amongst the individuals (Gerhart & Milkovich, 1992). Crisis Management prepares the individuals to face unexpected developments and opposing conditions in the organisation with courage and determination (Darling & Raimo, 1996). Employees regulate well to the sudden changes in the organisation. Employees can understand and analyse the causes of crisis and cope with it in the best possible way. Crisis Management helps the managers to create policies to come out of uncertain conditions and also decide on the future course of action. Crisis Management helps the managers to feel the early signs of crisis, warn the employees against the consequences and take necessary safeguards for the same (Perrow, 1994).

Theoretical Conceptualisation:**Sway of Employee Attitude:**

A crisis brings unique problems that rarely fall neatly within the domain of one employee. A crisis thus typically has multiple "owners"—or no owners at all. An effective crisis response is to a large extent the result of a naturally evolving process. It cannot be managed in a line or step-by-step from a single crisis center. Therefore developing of the attitude of all the employees is necessary for effectively managing the crises (McCune, 1994).

Attitude is the important key in all the aspects of organisational success. It is the reflection of a person interest and abilities (Turnley, Bolino, Lester & Bloodgood, 2003). The attitude of the employees plays positive role in crises situations. Attitude i.e thinking out of the box during high times showing adaptability in adverse conditions, cooperating with others and displaying citizenship behavior enable employees to effectively manage the crises situations (Barling, Kelloway, & Iverson, 2003). In this era of progress in the art of strategic planning and contingency forecasting it is quite feasible to address crisis

situations ahead of time by focusing on employee attitude. Employee need to prepare themselves for the occurrence of a crisis or disaster, which will require rapid, coordinated, and often improvised action to ensure an effective response among all the employees (Guest, 1998). There are many ways to prepare for crises, including training, simulations, wholesale cultural change and developing employee's attitude towards crises handling (Maynard, 1993). If at the time of crises employees act as unit, communicate and coordinate with other both inside the organisations, flow the information across departments stay positive avoid playing blame games and criticizing others help the organisations to manage the crises effectively (MacKenzie, 1994). Employees' attitude contribute to a positive workplace and positively impact workplace morale after and during the crises (Tsui, Pearce, Porter & Tripoli, 1997). This research found that these areas related to employee attitude stand out as critical for organisational management of crises effectiveness:

- Employees are the central part of crises management with the qualities and abilities. (Leadership, communication, involvement, training/learning and measurement) that are necessary for better handling of crises.
- Attention of employees toward the culture of management and readiness of employ for sudden changes.
- Employees are fully trained to stand for upcoming risk. (Stiles, Gratton, Truss, Hope-Hailey & McGovern, 1997).

Therefore it is proposed that employee's attitude serve the purpose for better crises management.

Clasping the Prodrome:

In the field of medicine, a prodrome is a symptom of the onset of a disease. It gives a warning signal. In business organisations, the warning lights are always blinking. Most crises do not occur suddenly. The signals can usually be picked up and the symptoms checked as they emerge. The past researches reveals that the real challenge is not just to recognize crises, but to recognize them in a timely fashion (Lagadec, 1997). No matter how successful the organisation, a number of issues and trends may concern the business if proper and timely attention is paid to them. The heart of the resolution of a crisis is in the preventive efforts. This step, similar to a human body, is actually the least expensive, but quite often the most overlooked. Preventive measures through proper crises management deal with sensing potential problems. Some researchers point to organisations that have developed a proactive culture of "looking for problems" in their environment (Guest & Conway, 2002). Many of the risks arise from coping with known laws of nature, the risk changes slowly over time (Blancero, DelCampo & Marron, 2007). The risks are best managed through active prevention: monitoring operational processes and guiding people's behaviors and decisions toward desired norms. Commutatively all these accounts for crises management (Settoon, Bennett & Liden, 1996). Crises cannot be managed through a rules-based control model. Instead, you need a crises management system designed and attitude to reduce the probability that the assumed risks actually materialize and to improve the company's ability to manage or contain the risk events should they occur (Coyle-Shapiro & Neuman, 2004). Companies should tailor their risk-management processes by building capacity in their employee attitude towards risk detection through catching the signals by effectively implementing the crises management system.

Therefore it is proposed that interpreting of blinking signals is necessary to manage the crises situations.

Conclusion:

This research shows that crises are unavoidable and will be happening with increased intensity and frequency but their impact can be reduced through various interventions. Employee attitude can be the best serve for this purpose because in the adverse times they are the employees who are in the situation that's why their attitude towards that crises situation mean a lot in handling the crises and reducing its impacts. Therefore, developing of such attitude which instigate such behaviors that are helpful in crises

handling and reducing the damages. Moreover, it is revealed that despite of the inevitable nature of crises their damage can be reduced by anticipating the fourth coming disaster by clasping the blinking signals of warning which can only be done through an ongoing systematic crises management.

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