Examination of the Relationship between Organizational Communication and Crisis Management in Governmental Organizations

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Abstract—Few organizations have found out the necessity of their preparation for confronting possible crises. So, they have not predicted requisite mechanism and measures for facing likely dangers. This inattention has lead to the extinction of many organizations. Therefore, organizations need to be ready for confrontation probable dangers under any condition. The present research goal is the examination of the relationship between organizational communications and crisis management in governmental organizations of Kerman (Iran) city.

Index Terms—management, crisis management, communication, organizational communications.

I. INTRODUCTION

World political, economic, social, geographical and human events of recent decays show that human societies have been ever exposed to natural incidents or human destructive desires which cause to emerge several crises. Every day some news are reflected in mass media about big and small crises occurred through the world. This crises may advance so far as internal and external benefits of societies or the credit of a big organization are threatened [1]. Crisis is a category to which all organizations and societies are nearly exposed regarding their natures and activities. Emerging dangers, incidents and several economic, social, political and military crises as well as unexpected events is a fact known for human during time. Societies’ industrialization, development of satellite communications and information transformation, also growing social organizations which is associated with much technological and social success not only decreases emerging unexpected dangers, but also increases these dangers in many cases. Today crises are institutionalized and are inseparable facts from organizations internal natures, so organizations are forced to increase the ability of facing several crises by increasing their production complexity and ability. It is possible by long-term and middle-term planning. As organizations face to several crises, main managers and decision makers of organization should design some contrivances to make their organization ready to confront probable crises. The best measure is managing crisis effectively. Crisis management includes all measures needed to confront probable crises and control their destructive effects fast and effectively. Crisis management has been considered since 1982 while Johnson Company faced a big crisis that risked its lifetime. Some measures applied to confront this crisis were an introduction to do researches in the field of crisis management. This paper aims to study crisis management in Kerman (Iran) public organizations. In this research definition of crisis management makes a different between crisis and disaster. Bernet believes that crisis describes conditions in which event roots can be some problems such as improper management structures and activities and/or failing to accept a change, while disaster means that company faces to unexpected or sudden disastrous changes which control them less [2]. Crisis management has many aspects and includes problems such as organizational culture, structure, education and technology. This paper examines one of the main crisis management elements that are organizational communications.

II. PROBLEM EXPLANATION

In current world, many organizations face shock and crisis because of disregarding environment and lack of recognition planning and controlling it. Emerging shock and crisis can confuse current activities of an organization and risk its future benefits and credit. A few organizations find the necessity of making ready to face a spread spectrum of crises. However they don’t create needed equipment to recognize crisis signs to confront crises. In other side just a few organizations analyze their beneficiaries regularly. So it seems that crisis
management needs to develop more in its field [3]. While an organization faces several crises and Kerman (Iran) public organizations follow this rule too, disregarding programs of confronting probable crises can be followed by bad ends. So crisis management is so important in these organizations. Regarding above explanation this question can be asked whether there is a relationship between organizational communications and crisis management in Kerman (Iran) public organizations.

III. RESEARCH IMPORTANCE AND NECESSITY

In new age and third millennia crises are inseparable facts from organizations internal natures. Crises are created because of natural and unnatural events and factors and impose losses and damages on a human society. To face unexpected opportunities crisis management increasingly needs experience, skill readiness, rate of action, intelligence and creativity. Crisis management is the process of planning and operation which is looking for a way to decrease the effects of crisis by observing crises systematically and analyzing them. Scientists believe that in crisis conditions the most pressure is on organization’s managers. So managers need to make ready and grow their capabilities in order to confront crisis properly [4]. Because of ignoring environment, lack of recognition planning and managing it many organizations involve shock and crisis. Emerging shock and crisis can confuse current activities of an organization and risk its future benefits and credit. So crisis management is designed as a device to keep organizations’ benefits and credit in management field. Every small or big, public or private organization especially a country avoid crisis. However current organizations should allocate time and some resources for programs of crisis management before confronting it [5]. Many problems and crises lead to serious material damages for organization. Rate of immaterial damages increasingly depends on organization manner during crisis time. An exact and proper relationship reduces probable damages and keeps the credit of people especially organization’s personnel. Improper relationship during crisis time can create doubt and suspicion in several parts of organization and destroy the picture created for many years during a short time [6]. Researches show that misusing information and lack of an effective relationship between decision makers and performers in big and small units is the most effective factor of units’ failure to control crises and reduce resulted damages. Proper organizational relationship leads to present proper, correct, perfect, fast and in time information. Regarding that information plays an important role in managing crisis, the most important measure to face crisis is using communications effectively. So it is necessary that the main decision makers and performers in organization ever anticipate proper communicational ways for crisis conditions.

IV. RESEARCH PURPOSES

Research Main Purposes:
1) Studying and describing the position of organizational communications in Kerman (Iran) public organizations.
2) Studying and describing the position of crisis management in Kerman (Iran) public organizations.
3) Studying and analyzing the relationship between organizational communications and crisis management in Kerman (Iran) public organizations.

Research Second Ary Purposes:
1) Studying and describing the position of in time information and analyzing its relationship with crisis management.
2) Studying and describing the position of proper information and analyzing its relationship with crisis management.
3) Studying and describing the position of correct information and analyzing its relationship with crisis management.
4) Studying and describing the position of perfect information and analyzing its relationship with crisis management.
5) Studying and describing fast and in time information and analyzing its relationship with crisis management.

V. RESEARCH HYPOTHESES

A. Main Hypotheses:
There is a relationship between organizational communications and crisis management in Kerman (Iran) public organizations.

B. Secondary Hypotheses:
1) There is a relationship between presenting in time information and crisis management in Kerman (Iran) public organizations.
2) There is a relationship between presenting proper information and crisis management in Kerman (Iran) public organizations.
3) There is a relationship between presenting correct information and crisis management in Kerman (Iran) public organizations.
4) There is a relationship between presenting perfect information and crisis management in Kerman (Iran) public organizations.
5) There is a relationship between presenting fast information and crisis management in Kerman (Iran) public organizations.

VI. RESEARCH METHOD

From purpose point of view this research belongs to operational researches. In this research bivariate correlation research method, Chi and Spearman and Pearson correlation tests were used. To do comparisons f and t tests and to analyze one-side analysis (anova),
multivariate regression and scatter program spss software were used.

VII. Statistical Society

Statistical society of this research includes all employees in Kerman (Iran) public organizations during 2000-2001 containing 1729 people.

VIII. Sampling Method and Sample Size

A. Sampling Method:

In this research sampling method is of class one and proportionate to size. Because the number of employees in several organizations isn’t equal and employees of every organization share the statistical sample as they do in statistical society of organization.

B. Sample Size:

Sample size was 204 people using Cochrane formulation which was distributed in statistical society.

C. Instruments of Gathering Data

In this research two questionnaire were presented to respondents to gather data. The options of both questionnaires were designed as “perfectly agree, agree, nearly disagree, disagree and perfectly disagree”. Questionnaire related to organizational communications includes 15 questions in which questions 1-3 relate to in time information, 4-6 relate to correct information, 7-9 relate to perfect information, 10-12 relate to fast information and others relate to proper information. Questionnaire of crisis management includes 12 questions in which questions 1-4 relate to time before crisis, 5-8 relate to time of crisis and others relate to time after crisis.

D. Validity

In order to determine the validity of organizational communications questionnaire and crisis management questionnaire the ideas of five university professors and members of management scientific mission were used and sending questionnaires to professors they were asked to present their ideas about questions using options of completely proper, improper and completely improper by values equal to 1, 0.75, 0.5 and 0.25. Validity of organizational communications questionnaire was determined 0.8913 and of crisis management was determined 0.8708.

E. Reliability

In order to determine reliability of organizational communications and crisis management questionnaires re-test method was used. First ten questionnaires were distributed among ten people of statistical society and were collected after completion. Then, after ten days the same questionnaires were distributed among the same people and after collecting the questionnaire of first and second stages and comparing the answers of respondents in two times, reliability of organizational communications were determined %89 and of crisis management was DETERMINED %83.

IX. Results of Research Hypotheses

A. Main Hypotheses

There is a relationship between organizational communications and crisis management in Kerman (Iran) public organizations.

Correlation test:

There is no relationship between organizational communications and crisis management.

There is a relationship between organizational communications and crisis management.

TABLE I. RATE OF CORRELATIONS AND MEANINGFULNESS

<table>
<thead>
<tr>
<th></th>
<th>Organizational Communications</th>
<th>Crisis Management</th>
</tr>
</thead>
<tbody>
<tr>
<td>Spearman correlation</td>
<td>0.446</td>
<td>0.448</td>
</tr>
<tr>
<td>Kandal correlation</td>
<td>0.448</td>
<td>0.448</td>
</tr>
</tbody>
</table>

According to (Table I and Fig. 1): Kandal and Spearman correlation coefficients between two above variables are 0.446 and 0.448 and meaningfulness of both is equal to 0.00, however, hypothesis 0 based on lack of relationship between two above variables in meaningfulness level of 0.05 is rejected and hypothesis 1 is supported, it means that there is positive and meaningful relationship between organizational communications and crisis management. This subject is also supported according to scattering problem.

B. First Secondary Hypotheses

There is a relationship between on time information and crisis management in Kerman (Iran) public organizations.

Correlation test:

There is no relationship between on time information and crisis management.

There is a relationship between on time information and crisis management.
H0: \( \rho = 0 \)
H1: \( \rho \neq 0 \)

According to (Table II and Fig. 2): Kandal and Spearman correlation coefficients between two above variables are 0.331 and 0.370 and meaningfulness of both is equal to 0, however, hypothesis 0 based on lack of relationship between two above variables in meaningfulness level of 0.05 (p-value <0.05) is rejected and hypothesis 1 is supported, it can be concluded that there is direct relationship between mentioned variables. That is presenting on time information in organization effects on crisis management.

**TABLE II. RATE OF CORRELATIONS AND MEANINGFULNESS**

<table>
<thead>
<tr>
<th>Crisis Management</th>
<th>On Time Information</th>
</tr>
</thead>
<tbody>
<tr>
<td>Spearman correlation</td>
<td>Kendall correlation</td>
</tr>
<tr>
<td>Abundance</td>
<td>meaningfulness</td>
</tr>
<tr>
<td>187</td>
<td>0.00</td>
</tr>
</tbody>
</table>

![Figure 2. Scattering problem of comparing crisis management against on time information](image)

F. **Second Secondary Hypothesis**

There is a relationship between correct information and crisis management in Kerman (Iran) public organizations.

**Correlation test:**

There is no relationship between correct information and crisis management.

There is a relationship between correct information and crisis management.

\( \{ \text{H0: } \rho = 0 \} \)
\( \{ \text{H1: } \rho \neq 0 \} \)

According to (Table III and Fig. 3): Kandal and Spearman correlation coefficients between two above variables are 0.355 and 0.394 and meaningfulness of both is equal to 0, however, hypothesis 0 based on lack of relationship between two above variables in meaningfulness level of 0.05 (p-value <0.05) is rejected and hypothesis 1 is supported, it can be concluded that there is direct relationship between mentioned variables. That is presenting correct information in organization effects on crisis management.

**TABLE III. RATE OF CORRELATIONS AND MEANINGFULNESS**

<table>
<thead>
<tr>
<th>Crisis Management</th>
<th>Correct Information</th>
</tr>
</thead>
<tbody>
<tr>
<td>Spearman correlation</td>
<td>Kendall correlation</td>
</tr>
<tr>
<td>Abundance</td>
<td>meaningfulness</td>
</tr>
<tr>
<td>187</td>
<td>0.00</td>
</tr>
</tbody>
</table>

![Figure 3. Scattering problem of comparing crisis management against correct information](image)

G. **Third secondary hypotheses**

There is a relationship between perfect information and crisis management in Kerman (Iran) public organizations.

**Correlation test:**

There is no relationship between perfect information and crisis management.

There is a relationship between perfect information and crisis management.

\( \{ \text{H0: } \rho = 0 \} \)
\( \{ \text{H1: } \rho \neq 0 \} \)

**TABLE IV. RATE OF CORRELATIONS AND MEANINGFULNESS**

<table>
<thead>
<tr>
<th>Crisis Management</th>
<th>Perfect Information</th>
</tr>
</thead>
<tbody>
<tr>
<td>Spearman correlation</td>
<td>Kendall correlation</td>
</tr>
<tr>
<td>Abundance</td>
<td>meaningfulness</td>
</tr>
<tr>
<td>187</td>
<td>0.00</td>
</tr>
</tbody>
</table>

![Figure 4. Scattering problem of comparing crisis management against perfect information](image)
According to (Table IV and Fig. 4): Kandal and Spearman correlation coefficients between two above variables are 0.323 and 0.365 and meaningfulness of both is equal to 0, however, hypothesis 0 based on lack of relationship between two above variables in meaningfulness level of 0.05 (p-value <0.05) is rejected and hypothesis 1 is supported, it can be concluded that there is direct relationship between mentioned variables. That is presenting perfect information in organization effects on crisis management.

H. Fourth Secondary Hypotheses

There is a relationship between fast information and crisis management in Kerman (Iran) public organizations.

Correlation test:
There is no relationship between fast information and crisis management.
There is a relationship between fast information and crisis management.

\[
\begin{align*}
H_0: \rho &= 0 \\
H_1: \rho &\neq 0
\end{align*}
\]

According to (Table V and Fig. 5): Kandal and Spearman correlation coefficients between two above variables are 0.392 and 0.351 and meaningfulness of both is equal to 0, however, hypothesis 0 based on lack of relationship between two above variables in meaningfulness level of 0.05 (p-value <0.05) is rejected and hypothesis 1 is supported, it can be concluded that there is direct relationship between mentioned variables. That is presenting fast information in organization effects on crisis management.

TABLE V. Rate of Correlations and Meaningfulness

<table>
<thead>
<tr>
<th>Crisis Management</th>
<th>Spearman correlation</th>
<th>Kendall correlation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Abundance</td>
<td>0.00</td>
<td>0.300</td>
</tr>
<tr>
<td>Meaningfulness</td>
<td>0.00</td>
<td>0.250</td>
</tr>
</tbody>
</table>

According to (Table VI and Fig. 6): Kandal and Spearman correlation coefficients between two above variables are 0.330 and 0.293 and meaningfulness of both is equal to 0, however, hypothesis 0 based on lack of relationship between two above variables in meaningfulness level of 0.05 (p-value <0.05) is rejected and hypothesis 1 is supported, it can be concluded that there is direct relationship between mentioned variables. That is presenting proper information in organization effects on crisis management.

TABLE VI. Rate of Correlations and Meaningfulness

<table>
<thead>
<tr>
<th>Crisis Management</th>
<th>Spearman correlation</th>
<th>Kendall correlation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Abundance</td>
<td>0.00</td>
<td>0.130</td>
</tr>
<tr>
<td>Meaningfulness</td>
<td>0.00</td>
<td>0.293</td>
</tr>
</tbody>
</table>

X. Results of Analysis and Regression

The results of backward written regression test explains organizational communications against crisis management components (pre-crisis, crisis, post-crisis) which have the most effects on regression model respectively.

The results of backward written regression test explains crisis management against organizational communications components (in time information, correct information, perfect information, fast information and proper information) among which correct, fast and in time information have the most effects on regression model respectively. Proper and perfect information are excluded from regression model; so they are ineffective.

XI. Discussion

This research aims to study the relationship between organizational communications and crisis management.
In new age and third millennia crises are inseparable facts from organizations internal natures. Crises are created because of natural and unnatural events and factors and impose losses and damages on a human society. To face unexpected opportunities crisis management increasingly needs experience, skill readiness, rate of action, intelligence and creativity. Crisis management is the process of planning and operation which is looking for a way to decrease the effects of crisis by observing crises systematically and analyzing them. Scientists believe that in crisis conditions the most pressure is on organization’s managers. So managers need to make ready and grow their capabilities in order to confront crisis properly [4]. One effective element on crisis management is organizational communications. Organizational effective communications are such important instruments of all social partnership. It is experimentally approved that noting hold proper communications in organization affairs turnover is disrupted and works are disturbed. Coordination, programming, organizing, controlling and other duties of manager aren’t fulfilled and lack of this system make impossible to manage company [10]. The results of this research that contains a main hypothesis and five secondary hypotheses include: Main hypotheses: There is a relationship between organizational communications and crisis management in Kerman (Iran) public organizations.

Statistical accounts of this research show that proper organizational communications are effective on crisis management. Approving this relationship, organizations should try to improve organizational communications in organization and can prevent emerging probable crises and recognize and control it in the first hours if it is emerged. While disregarding organizational communications or being incorrect communications crises can damage organization increasingly, some damages that their effects may remain for many years.

First secondary hypothesis: 1- There is a relationship between presenting in time information and crisis management.

In time information means that one achieves needed information while making decision. The results of the research show that achieving information in time making decision about the way of preventing crises will be easy and managers can control destructive effects of crisis fast. Secondary second hypothesis: 2- There is a relationship between presenting proper information and crisis management. Proper information means that information is available in one’s scope of activity. Statistical accounts show that achieving proper information is effective in determining first signs of crisis and helps managers of organization to prevent emerging crisis or in emergent conditions.

Third secondary hypothesis: 3- There is a relationship between presenting correct information and crisis management.

Correct information means that there is no mistake and error in information. The results of the research show that presenting correct information is effective in preventing organizational crises and achieving information correctly causes to prevent previous repetitive crises.

Fourth secondary hypothesis: 4- There is a relationship between presenting perfect information and crisis management. Perfect information means that information includes all effective aspects in making decision and decision maker doesn’t need other information. Statistical accounts show that presenting perfect information is effective to confront crises and helps managers to prevent previous repetitive crises.

Fifth secondary hypothesis: 5- There is a relationship between presenting fast information and crisis management. Fast information means that information is achieved in the shortest time as possible and decision maker doesn’t lose any time between asking and supplying information. Results of the research show that available fast information is effective in determining first signs of crises and preventing them. This research also shows that presenting fast information is effective to prevent previous repetitive crises.

XII. SUGGESTIONS

The results of this research show that organizational communications play important role in render crisis management effectiveness. Five secondary hypotheses of this research study the effects of achieving different kinds of information: in time information, proper, correct, perfect and fast information in crisis management. As literatures and results of the research show information play an important role to control damages during crisis. So some suggestions of this research are allocated to designing, updating and using information systems efficiently in organization.

1- As hypothesis four shows employees’ fast achievement to information is the second important variable in this research. So it is suggested that Kerman(Iran) public organizations use information systems such as MIS and DSS more in order to employees’ fast achievement to information to make decisions and also some conditions should be provided in which these systems are used in all units and sections of organization.

2- One reason which causes to use manual systems of organizations in many cases is using old and worn out computers by employees. If we want to employ information perfect system in organizations, it won’t be installed in many computers. It is suggested that organization top management equipped several sections to needed computers.

3- As I know information lifecycle is increasingly decreased as previous information aren’t effective on decisions that should be made today. It is suggested that every organizational section evaluates its needed information regularly and performs necessary reforms in information system to present employees’ needed information.

4- Making in time decisions is important in critical conditions rather that normal conditions. To make correct and in time decisions in all conditions especially in
critical conditions, achieving information fast is so important. Organizations’ managers should try to provide the possibility of achieving information fast in order to decrease time of in time decisions. It is suggested that committing to paper is prevented as possible and several ways of transforming information to people are reviewed to achieve and transform information fast.

5-Forming crisis team is one of the most important steps of crisis management. Although crisis committees are formed in some Kerman (Iran) public organizations in different times, but they aren’t continuous and constant and are considered just in conditions where crisis is occurred while the most important role of these committees is preventing crisis. So it is suggested that crisis team is formed with necessary powers continuously.

6-It seems that compiling detailed program to perform measures in order to confront crises possibly facing organization is necessary. There are scattered executive programs and instructions in Kerman (Iran) public organizations, but all organizations need a comprehensive program to confront crisis.

REFERENCES


Mohammad Yari Nasereiyeh was born in Rafsanjan, Kerman, Iran, on 09-21-1975. He has completed his Msc. in management (Governmental Management) from Department of Management, Islamic Azad University, Kerman, Iran with his thesis entitled: “Studying Relationship between Organizations Tensions and Inclination of Employees to Turn Off” in 2001. He has been serving in the following positions since 2005 till now: As the expert of programming and statistics in Vali-e-Asr University, Rafsanjan, Iran (2006-2008); member of Academic faculty, Department of Management and Accounting, Islamic Azad University, Kha-nooj, Kerman, Iran since 2005; member of Academic faculty and Head of Management Department of Islamic Azad University of Kha-nooj Kerman, Iran since 2008; member of Educational Institute of Kha-nooj University since 2010 and the representative of entrepreneurship of Kha-nooj University since 2011 till now. He has published 9 papers including ISI and ISC papers in the years 2011-2012 in ‘International journals such as Journal of Basic and Applied Scientific Research’ and ‘International Journal of Academic Research in Business and Social Sciences’ and also for presentation in international conferences. Other 12 papers were published in national journals and presented in conferences, some of them as research projects.

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