

# The Role of Organizational Communication in Crisis Management, Islamic Azad University of Kermanshah

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## ABSTRACT

A small number of organizations have realized to requisiteness prepare themselves for dealing with probable crisis. Similarly, to deal with risks, they are not expected the necessary mechanisms. This lack of attention has been caused the loss of many organizations. Therefore it is necessary for organizations that always prepare themselves for dealing with probable risks. The best action is to apply crisis management. Crisis management has many aspects and encompasses issues such as organizational culture, structure, training, technology and... In this study we have paid to one of the main elements of crisis management "organizational communication". Statistical population of this study is employees of Islamic Azad University of Kermanshah Branch. Crisis management in the organization has very important according to the important role that this organization has responsible in development of educational and cultural.

This research has been done based on collected data in the second half of 2012 from a sample consisting of 69 out of managers and experts of Islamic Azad University of Kermanshah.

Results of the study indicate: there is a significant relationship between offers a variety of information including access to timely, correct, convenient, complete and fast information and also the channels of communication and crisis management. But there is no relationship between feedback index and crisis management.

**KEYWORDS:** Organizational Communication, Crisis, significant relationship, development, risks, convenient.

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## INTRODUCTION

Because each organization during his life several times is faced with various crises managers and main decision makers of organizations should be think preliminary to their organization, always ready to deal with probable crises. The best action is to apply an effective crisis management. Crisis management includes all measures to quickly and effectively deal with probable crisis and its devastating effects is needed.

Word crisis management was considered in 1982 after facing Johnson & Johnson Company with a huge crisis that would threaten its survival. Measures that the company was used to deal with crisis was beginning to do research in field of crisis management. In this research, we intend to study subject of crisis management in the Islamic Azad University of Kermanshah Branch. In this study, we distinguish at definition of organizational crisis, between CRISIS and DISASTER. Brent believes that the crisis is described the condition in which the roots of the phenomenon can be problems such structures and inappropriate management operations, or failure to comply with a change while the order of the accident is that company faces unexpected or sudden catastrophic changes which has little control over them [19]. Crisis management has many aspects and encompasses issues such as organizational culture, structure, training, technology and... In this study we have paid to one of the main elements of crisis management "organizational communication".

### Expression Problem

Small numbers of organizations have realized the need to prepare themselves to deal with a wide range of crises. Similarly, to deal with a wide range of crises have not existence the necessary mechanisms to identify the symptoms of the crisis. On the other hand, only a small fraction of organizations have realized the necessity of analyzing and continuous culture of their organization to ascertain that do organizational culture of crisis management program supports or works against it. In addition, only a small number of organizations are analyzed their stakeholders regularly and arranged. For this reason, it appears that the field of crisis management is needed more progress [20]. The present study pays to investigate the role of organizational communication in the management of Islamic Azad University of Kermanshah branch. Islamic Azad University of Kermanshah with a broad range of activity is responsible for the task of education that this major does with using of 239 employees and a large number of teachers as Faculty Member, scholarships and visiting teacher. Management and planning of this huge size of operations and satisfy thousands of students, and offer quality services to them is the responsibility that just Cohesive and efficient

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organization with high productivity come back from its responsibility. One of the important elements of crisis management is communication. During a crisis, communication is based on every thought and action. In such controversial horror circumstances, most communications are inconsistent and inaccurate. Some of the organizations and people due to fear, are hide information.

Given that, information on crisis management plays an important role is clear the importance of communication. Appropriate communication leads to provide appropriate, correct, complete, fast and timely information. Receiving information right, relevant and timely information of the operation that is done at the Institute, feedback control process made possible activities and cause to take appropriate decisions by managers. Research shows that lack of proper use of information and lack of effective communication between decision makers and implementers in large and small units is the most effective causes in failure of the units in controlling crisis and reduce its losses. According to this explanation, this question is raised that what does role of organizational communication in crisis management?

### **Study Objectives**

The research objectives are:

1. Study the effect of organizational communication on crisis management;
2. Study the current situation of crisis management in Islamic Azad University of Kermanshah;
3. Achieving results that lead to improved communication in Islamic Azad University of Kermanshah;
4. Providing practical solutions for the correct implementation of crisis management in the organization;

### **The necessity and importance of research**

Many of the issues and crises can lead to serious material injury. The amount of non-material injury depends on reaction of organization during the crisis. Accurate and appropriate communication reduces probable injuries and maintains assurance of people especially staff of organization. Incorrectly communication during a crisis could develop doubt in different parts of organization. The image has emerged over the years with great effort, can generally go away within a few hours [5].

Appropriate Organizational communication leads to provide appropriate, correct, complete, fast and timely information. Considering that information plays a prominent role in crisis management, the most important action to deal with a crisis is effective use of communications. Therefore it is necessary main organization's managers and implementers will anticipate appropriate communication ways for the crisis.

### **Research hypotheses**

#### **Main hypothesis:**

There is a significant relationship between Organizational communication and crisis management.

#### **Sub-hypotheses:**

1. There is a significant relationship between crisis management and provide information timely;
2. There is a significant relationship between providing appropriate information and crisis management;
3. There is a significant relationship between correct provide information and crisis management;
4. There is a significant relationship between provide perfect information and crisis management,;
5. There is a significant relationship between fast provision of information and crisis management;
6. There is a significant relationship between feedback and crisis management;
7. There is a significant relationship between communication channels and crisis management.

## **LITERATURE REVIEW**

Much research has been done in the field of Organizational communication that refers to a number of them:

1. Hassan Mortazavi Nasiri, study official communications of organization in the offices of education (various areas of the cities of Isfahan and Mashhad), guide by Mohammad Mirkamaly.
2. Bahram Yousefi, explaining and designing analysis pattern of organizational communication (in the Physical Education Organization), guide by Doctor Ali Rezayian, Thesis (PhD), Tehran University, 1376. The study has been done to evaluate and analyze the communication in the Physical Education Organization of the Islamic Republic and based on guidelines and criteria of analysis in the International Communication Association, during more than a decade of research in 1970 by prominent researchers in organizational communication such as: Goldberg, Rogers, Yates, Porter, Kelly, Robert and Orili. Method of research is field study and review of results the survey. In particular, the eight components of organizational communications with the titles: 1 - Receiving information from others; 2- Sending information to others; 3- Follow-up information submitted; 4- Time of receiving information and amount of its timeliness; 5- Sources of information in organization; 6- Organizational Relations; 7- temporal consequences of communications; 8- communication channels, studied from the perspective organization personnel and have been compared with International communications Association guidelines. Statistical population of this research has been the central area of Physical Education Organization.
3. Nasser Ismailpour, the role of effective communications to increase efficiency of stock exchange organization, guide by Ali Rezayian, Thesis (MS), Tehran University, 1995;

4. Gholamreza Soheilrad, study the effect of organizational communication, in effectiveness of decision-making system in Fars Regional Electricity, guide by doctor Sharifzadeh, 2000.
5. Hamid Alikhani, study amount of organizational communication effects on manpower productivity in auto industry, Supervisor Dawood Moheb Ali, 1995.

Also some researches have been done in the field of crisis management. Including:

1. Application of Crisis Management in reducing waste caused by the earthquake, Sirius Alidusti, MS Thesis, Tehran University, 1992;
2. Study of crisis management in relation to control oil and gas wells, Ali Khodadadi Dehkordi, guide by Mohammad Reza Mehregan, MS Thesis, Tehran University in 1995.

But Iran has not done any research about the role of organizational communication in crisis management.

**Scope of Research**

**1- Subject Scope:** This study focuses on some organizational communication variables such as: providing a variety of information means information that is timely, accurate, convenient, complete and fast and also communication channels and feedback (this is not desired other variables of organizational communication).

**2- Place Scope:** Place scope of this research is Islamic Azad University of Kermanshah.

**3 - Time Scope:** This study is collecting data in 2011.

**RESEARCH METHODOLOGY**

This study is descriptive - survey research.

**Data collection method**

- Library Studies, including books and internal and external publications and search databases (Internet) in order to achieve theoretical principles and use experiences of other researchers;
- Using questionnaires as the main tool for gathering information to achieve the required data;
- Interview.

**Statistical population**

Statistical population of this study is managers and staff, of Islamic Azad University of Kermanshah branch. That number is 250 people.

**Method of sampling and sample size**

In this study has been used random sampling method.

Sample size is 69, which are selected randomly from among the statistical population of the research.

**Methods of statistical analysis**

For statistical analysis of the present data will be used descriptive statistical techniques (setting descriptive tables and graphs) and deductive (T-test and binomial test).

**Hypothesis test:**

No. Hypothesis	Statistical Hypothesis	Results
<b>Main</b>	There is no significant relationship between organizational communication and crisis management: $H_0$ There is a significant relationship between organizational communication and crisis management: $H_1$	There is a positive and significant relationship between organizational communication and crisis management.
<b>First</b>	There is no significant relationship between timely information and crisis management : $H_0$ There is a significant relationship between timely information and crisis management: $H_1$	There is a positive and significant relationship between timely information and crisis management.
<b>Second</b>	There is no significant relationship between proper information and crisis management: $H_0$ There is a significant relationship between proper information and crisis management: $H_1$	There is a significant relationship between proper information and crisis management.
<b>Third</b>	There is no significant relationship between correct information and crisis management: $H_0$ There is a significant relationship between correct information and crisis management: $H_1$	There is a significant relationship between correct information and crisis management.
<b>Forth</b>	There is no significant relationship between provide perfect information and crisis management: $H_0$ There is a significant relationship between provide perfect information and crisis management: $H_1$	There is a significant relationship between perfect information and crisis management.
<b>Fifth</b>	There is no significant relationship between fast provision of information and crisis management: $H_0$ There is a significant relationship between fast provision of information and crisis management: $H_1$	There is a significant relationship between fast provision of information and crisis management. So can be concluded fast access to information, has been cause improving the effectiveness of crisis management in the Islamic Azad University of Kermanshah
<b>Sixth</b>	There is no significant relationship between feedback and crisis management: $H_0$ There is a significant relationship between feedback and crisis management: $H_1$	There is no significant relationship between feedback and crisis management. So can be concluded that feedback is not effective on crisis management in the Islamic Azad University of Kermanshah.
<b>Seventh</b>	There is no significant relationship between communication channels and crisis management: $H_0$ There is a significant relationship between communication channels and crisis management: $H_1$	There is a significant relationship between formal communication channels and crisis management.

## Conclusion

The results of this study show that organizational communication has an important role in effectiveness crisis management and information has a key role in controlling damage during a crisis.

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