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ORGANIZATIONAL CULTURE AND ITS' ROLE IN CRISIS MANAGEMENT

Ijeoma Victoria OBIALO

Department of Educational Management
Faculty of Education
Ignatius Ajuru University of Education, Nigeria

Mabel Chigeru GODSON-WEJIMOGU

Department of Educational Management
Faculty of Education
Ignatius Ajuru University of Education, Nigeria

ABSTRACT

When an organization is set up, its management strives to manage it efficiently to justify the confidence of the owners and to satisfy the stakeholders with a view to ensuring continuing existence of the business and retaining its job. The stakeholders here mean the owners of the business whose remunerations are in form of the resultant profits and dividends while the consumers which are made up of households, the central authority and other business organizations expect maximization of their satisfaction by way of enjoying efficient service delivery at reasonable costs. While deploying resources and energies to render the anticipated efficient services to meet its targets mentioned above, the management should not lose sight of events not bargained for, whose occurrence can ruin the organization as a result of the ensuing crises. In view of these different crises which every organization may encounter, managers and Decision makers should consider solutions that can assist organizations to cope with them. Crisis management includes all actions that are necessary to deal quickly and effectively with potential crises and to control their destructive effects. It is true that ten managerial roles are necessary for effective crisis management, but these conditions are not sufficient for crisis management. Therefore, as an organizational structure should be, a strong organizational culture should examine anti-crisis strategies. So, a systematic approach requires the entire collection.

Keywords: Crisis, Organizational culture, Crisis-management.

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INTRODUCTION

In every organization there has always been a secular relationship of crisis and agreement. Both form a continuum. Crisis can be defined as a loss of balance in an organization in one or more of its departments which might affect achieving its goal or even threaten its existence. Amadi (2019) explained that crisis erupted because of people with different ideas and goals which clashed due to personal animosity and that crises also arose when employees' needs, values and interests collided in an opposition manner. In the idealist school of thought, there is a belief that man, by nature and orientation, has the aptitude of goodwill, cooperation and mutual co-existence, with the thinking that crisis can be avoided or reduced to an insignificant level. While the positivist argues that crisis is necessary for an organization to appraise itself, transform itself, and perform effectively Alumode (2002) said crisis is a force that contributes to order and stability', meaning that some problems among organizational members might never be resolved without crisis. This suggests that the perceived absence of crisis in an organization is misleading and it is indicative of a serious working relation problem. Aja (2007) says that the advocates of human relations image of crisis argue that no matter whatever anyone thinks, crisis is natural and inevitable in every organization.

As a result of an unforeseeable event or an unforeseeable consequence of some event that was considered a potential risk, a crisis may occur (Margaret, 2020). "Crises can affect any organization adversely" (Maison et al., 2019). Leia (2019) explained that the organizational crisis could be due to low productivity, a high impact event that threatened the organization's viability and was characterized by ambiguity of cause, effects and means of resolution, as well as the conviction that decisions must be taken quickly. 'Effective crisis management can improve the organizational performance' (Mohammad & Fatemeh, 2016).

Every organization is affected by the perception that organizational members have or share about the organization's culture and overall management. Thus, Onuoha (1999) opined that Culture is a powerful influence on how employees and managers approach crisis. Culture is a set of shared values, beliefs, attitudes and standards that shape the behavior and expectations of each member of the organization. In his explanation, he said, 'Organizational culture tells people in the organization who we are 'and' how we do things.' This means that organizational culture plays a crucial role in the organization. Organizational culture has to do with the common values, and assumptions that employees have that guide the performance of employees in organizations. Morcos, (2018), believes that the culture of the organization is the characteristic and tangible personality that has arisen within each organization, the attitude, the unwritten interaction protocol and the values of the company. The organizational culture includes certain values that are shared by the employees of the organization, rules of behavior, within and outside the organization.

A reciprocally causal relationship exists between the organizational crisis and the organizational culture. If the organizational culture is not strong enough and there is a crisis, its value system could break down; it can be challenged, or real values and relationships hidden behind the asserted organizational culture can be exposed by the crisis. Culture, therefore, gives organizations a sense of identity and determines the manner in which 'things are done in the organization through the organization's legends, rituals, beliefs, meanings, values, norms and language (Orla & Richard, 2008). In the area of organizational studies and management,' organizational culture is an idea that defines an organization's personality, behaviors, perceptions, opinions and principles (personal and cultural)' (Hala, 2013). Melissa (2016)

clarified that good crisis management has a great deal to do with the ethos of an organisation and the attitude it instilled in members of the staff.

In other terms, the way you want to look at the crisis specifically influences how you respond to the crisis and how or not you solve it! Organizational atmosphere explicitly affects performance or loss in crisis management. The correct corporate atmosphere contributes to the constructive handling of every problem in the enterprise that could erupt. Margaret (2020) stated that the implementation of techniques intended to support a company cope with a sudden and critical traumatic occurrence was crisis management. Crisis management includes finding out the best way to respond when the organization experiences a crisis.

CONCEPTUAL CLARIFICATION

The Concept of Organization

An association is made up of people who have worked together to accomplish a shared purpose. Onuoha (1999), described organization as the combination of individuals, or individual actions, working together to achieve such shared objectives called organizational objectives and these goals may be profit making, etc. In his novel, Nnamdi (2016) clarified that 'organizations are an essential part of human life and that clinics, colleges, business companies, churches, labor unions, government departments and prisons are traditional organizations.' Both organizations have a management system that specifies the interaction between the various operations and subdivides and assigns responsibilities, duties and powers to the participants to conduct separate activities. (Gbarage, 2019). Alumode, (2002) defined organization as a group of people who were bound together in a formal relationship and agreed to pull together available resources with the aim of achieving organizational goals. In the case of formal organizations there must be rules and regulations guiding them for effective and efficient productivity which leads to organizational culture.

All the above definitions of 'organization' by the different authorities are saying the same thing in different wordings. People coming together for the purpose of working to achieve a common predetermined goal. Organizations are inseparable part of human existence. No one person can exist without interacting with others. In an organization different talents abound, whose activities are coordinated to achieve a common objective: the secretary must be there to professionally handle the correspondence of the organization, the accountant must be there to see to the finances, the personnel manager must be there to see to staff matters and the managing director or the general manager must be there to coordinate the activities of these officers, as no one officer can effectively perform all these functions.

The Concept of Organizational Culture

In an organization where there is no culture, things do not go the right way. Everyone does as he feels, which may not be to the interest of the Organization. Where there is no organizational culture, there will be no basis to disciplining an employee who has erred. Consequently, one of the important features of a successful organization is to have a culture that is built on principles that are supported by policy and structure. Organizational culture is the belief and behavior that control how employees of an organization and its management interact and take care of organizational matters. 'An organization's culture reflects in its code of conduct like hiring

decisions, dress code, employee-benefits, working Hours, configuration of the workplace, turnover, client care, consumer loyalty and every other part of operations. The written code of ethics offers staff, consumers, and every other stakeholder with guidelines as to what is considered most essential, respected, and acceptable in partnerships, experiences, and the environment of the company (Susan, 2019). In order to prevent chaos, while an organization has a good community, the workers can recognize the path the bosses expect them to pursue. The culture of the organization was described by Muriel & Stephanie (2018) as the collection of normative practices, behaviors and images shared by its participants and serving as the social cornerstone for the life of the organization. Austin, (2019) clarified that the corporate culture mirrored the workers' opinions of how the company do things. This suggests that the corporate atmosphere determines the nature of the workers and directs them on what to do and what not to do in order to escape the organization's crisis.

Importance of Organization Culture

According to Wagbara (2019), since the organization affects all, a well establish organizational culture induces positive changes by organizational managers who have produced the culture reports of their company in every field, while Ashok (2016) believes that for a few reasons, organizational culture occupies an essential concept: first, They will have a clearer understanding about whether they want to work with an organization. Second, knowing an organization's community will aid in educating new workers. Thirdly, knowing corporate culture will assist stakeholders in the enterprise to recognize potential causes of crisis. Therefore, the following are other essential facets of corporate culture:

- Behavioral culture informs any employee of an organization by organizational behavior how to act with representatives of the company.
- Community determines how workers meet in their office. A positive community helps the employees to be inspired and committed to the management.
- In the pursuit of fair competitiveness at work, the ethos of the workplace indeed goes a long way. In order to receive respect and praise from bosses, staff do their best to do more than their peers. It is the corporate atmosphere that really spurs the workers to succeed.
- Each corporation would have defined protocols for the workers to operate appropriately. An organization's culture reflects such predefined strategies that influence workers and offer them a sense of workplace direction. Every individual knows his roles in the business and how to carry out the assignments efficiently in advance of the deadlines.
- No two companies should have the same standard of employment. This is because they are not under the same management. A manager whose background is British and his counterpart whose is Nigerian cannot operate on the same work culture even though they may be in the same industry operating in the same country. While the work culture of company A does not allow workers to answer private calls until their break period that of company B may allow its workers to answer such calls whenever they come. It is an organization's culture which differentiates it from others. In developing the organization's brand profile, the job culture goes a long way. The philosophy of work provides the company a reputation. In other terms, by the ethos or modus operandi, an entity is defined.

- The atmosphere of the organization takes all the workers to a shared forum. The workers must be handled reasonably and no one in the office can feel ignored or left out. In order to reach their optimal performance, it is important for workers to respond well to the corporate culture.
- The community of work puts together workers who otherwise come from diverse cultures, communities and have various personalities and mentalities. The community brings a feeling of harmony in the workplace to the workers.
- Certain companies practice a culture in which all workers would reach the workplace on schedule, regardless of their appointments. Such a community helps workers to be punctual, which actually rewards them in the long run. It is the organization's culture that makes the employee a good professional.
- With its roles and duties, each employee is transparent and works hard to achieve the assignments within the desired timeline as per the guidelines set. In organizations where individuals adopt a fixed ethos, enforcement of policy is seldom an issue. The new hires are all doing their hardest to grasp the dynamics of the role and make the workplace a healthier place to operate.
- The philosophy at work encourages positive employee partnerships. No one considers job as a task and, according to tradition, molds himself.
- It is the organization's atmosphere that generates the best form and part of the team. The workers, however busy they are, can submit their reports by the end of the day in a community where management is very clear regarding the reporting method. No one is pressured to compel somebody to operate. In people, the society creates a pattern that makes them competitive in the workplace.

All organization has a culture and there are several forms of organizational culture that Paul (2016) defined and also said that 'some develop spontaneously and some are intentional, but all of them match the same description. Just as people from various locations and backgrounds have different cultures, organizations may often have different cultures and, in some instances, also departments within an organization the styles of organizational culture are listed below:

Empowered Culture

The nature of a motivated community is where any individual in the company is actively committed and involved in the progress of the organization's involvement. Employees who excel in a corporate community that is motivated are innovative and they are not scared to take decisions and are secure in their decisions. Business Matters (2015) claimed that empowerment is focused around the premise that it can lead to their competence and fulfillment by offering workers expertise, tools, legitimacy, incentive, inspiration, as well as making them accountable and liable for the consequences of their behavior. This ensures that managers can now stand as their coordinator to provide them with the critical tools that could involve funding, supplying them with the correct input to preparation, and listening to their suggestions to encourage them to do a great job for the organization's progress.

Some of the benefits of fostering this type of culture mentioned by Paul (2016) include:

- Potential challenges are detected and dealt with until they become concerns.

- Employees are relaxed introducing fresh innovations to managers,
- Individuals are interested in keeping the business stronger.
- Citizens feel liable for their decisions and take control of their thoughts.

Culture of Innovation

Innovation is strongly regarded and important for the continuous corporate performance of companies. Ashok (2016) reported that workers are inspired by corporate culture for further creativity, strong product quality and innovative thought. Innovation community emphasizes on developing fresh concepts, innovative ideas, fresh imaginations in the context of gadgets or strategies, introducing improved methods that satisfy specific criteria, unarticulated criteria, while undertaking a serious method to achieve such ideas. The 'innovation culture' is a basic configuration that renders the organization's creative thinking normal and facilitates innovation practices at all employee levels. Muriel and Stephanie (2018) clarified that the community of creativity has unique features in five dimensions, as follows:

The presence of innovative leaders and managers: maintaining the atmosphere of an organisation is the duty of its executives and seeing it grow would first entail adjustments that affect them directly. Innovative leaders set motivational goals, inspire and influence their employees by giving them some space to make decisions that will help to achieve the organization's goals.

The presence of innovative teams: innovative teams are groups that are created in an organization to develop new ideas and better ways to help the organization grow. The right employees in the innovation's teams can make a change. When employees are motivated to create new ideas without being discouraged, there is an encouragement for creativity and innovation. Hence, they feel a sense of belongingness which makes them more responsive to the development of the organization. 'In the early stages of the innovation process, imagination plays a critical role as team members have to generate innovative strategies to react to those challenges and demands.' (Vicente, 2008).

Effective innovation teams need to have individuals that have high emotional intelligence and innovative abilities. Their way of thinking is heterogenous and they are people who have the ability to evaluate and communicate their thoughts to members in the organization with good communication and practical insight. The human aspect is an important element in handling progress. Innovations occur as their uniqueness is claimed by staff. This requires businesses' versatility and tolerance to innovative innovations, as well as a high degree of autonomy, direction and rewards because of its unpredictable existence. 'Innovative conduct components create contextual success metrics that are hard to quantify' (Ajic et al., 2013). At each point, the presence of the human character is evident, and its need within the initial process is unquestionable. There would be no conditions for creativity since there are not any entities with their own ideas. Innovation may also be a strategy that demands innovation, swift action and detailed treatment, connectedness and a positive corporate culture that promotes the expertise, teamwork and participation of individuals. In Ajic et al. (2013), Martin Heidegger articulated aspects of human behavior that can be used to help describe the role of unorthodox persons in the progress of invention.

Three aspects of human existence he described as:

- Instead of rationally intervening in a conceptually simplistic universe, it is human existence to be literally interested in a dynamic environment.
- At least some of the time, human existence is genuine (i.e. unorthodox, uncommitted to one's paradigm).
- Being cooperative is human existence. In other terms, in clear contrast with human existence, the strategies and hierarchical processes that define "healthy" research are. The scientist misses the comprehensive outlook, the larger picture, required for good invention when analyzing objects in isolation from their natural relations.

An organizational context conducive to innovation: The importance of distinguishing creativity and innovation is uncertain in an organizational sense; creativity and innovation should be treated as different objects due to discrepancies on how both can be expected' (Mark & Blakely, 2012). Creativity, development of a new concept, device, or procedure may be respected because of the nature of creativity organizations; appropriately, organization is also considered as the creation of inventive and beneficial ideas. If they use and incorporate innovative ideas from their workers, organizations will react to opportunities, adapt, develop and succeed (Sabina & Matej, 2018). The principle of inventive culture has increasingly progressed to the perpetual obligation to evolve, and success depends on imaginative management, the creative squad, and other innovation driven corporate and corporate participants. Dimitri (2018) suggested that the capacity of a company to evolve relied on its ability to draw talented people to the atmosphere that encouraged the production of innovation.

Multiple and easy links with outside of the organization: One element of the ethos of creativity is the focus on partnerships with outside the organization; at each point of growth, organizations establish a particular form of external partnership. There is still fighting in the red phase: the other is an opponent. The company aims to have little link with the outer world at the amber level. It needs to be self-sufficient and finds monopoly: the other is wary, and alter. Competition between entities, as between persons, reigns in the orange phase: the other is a competitor, and you have to keep ahead of them. Peace, equity and unity are promoted at all levels in the Green Stage owners, customers, managers, workers, civic society and environment must be willing to benefit; the other is a beneficial counterpart. The organization is self-governed with the opal process and absorbs the human person into its completeness. To work, this form of organization provides the means, whether internal or external, to render each partnership fruitful. The external interaction then shifts from rejection and skepticism to confidence and collaboration, depending on the form of organization" (Muriel & Stephanie, 2018). As part of creative abilities, potential ties to the outside world can be by networking and it involves all layers of the company (management, departments and actual employees).

Sales Culture

This is a sales philosophy with the most successful company. "A" sales ethos "is an ideology that permeates the company, and no matter how valuable the goods or services are, there is no justification for the products or services to operate if you do not convince anyone to trade money for them, and then the corporation would cease to function" (Troy, 2016). Generating your

organization's sales culture can mean that there is an underlying desire to promote the practices that generate income to the organization. The organization which thrives in a sales culture focuses on the best way to meet the needs of its clients like identifying what the clients need from it, creating content that speaks to its client's needs and collecting clients' feedback on how its hard work meets their expectations. Troy (2016) stated seven steps to build a sales culture in an organization. Sales culture is always adopted to the organizations by the management of the organization and to embrace it there are steps to follow which, according to Troy (2016) are as explained hereunder.

Set the Mission: The management must create a mission statement that guides the decision of adopting a sales culture, "We are a sales agency, and by attracting new clients, improving existing customers to maximize revenue, and maintaining productive market, we expand profitably. Utilizing this as the mantra that drives the decision-making of the company.

Communicate: For an organization to achieve its stated goals there must be good communication, both within and outside the organization. There is insufficient communication crisis which may occur leading to clashes among employees and between employees and clients, and this is where a lot of organizations fail. Troy (2016) explained that there is no employee whose role was so minor or trivial in developing a sales atmosphere that they would not be conscious of it.

Align Goals: All objectives must be synchronized for a company to accomplish its objective of sustainable success by attracting, creating, and maintaining clients. When teams are aligned around a core set of skills, they are well able to work in collaboration and even help one another.

Remove Internal Conflict: In every organization conflict can arise even at the least expected time, and it is the duty of the management team of the organization to resolve it. Conflict usually arises when the needs, values and interests of a person or group of persons come into opposition or collision with those of others within the organization' (Amadi, 2019). Respectable sales service team sometimes creates internal conflict by occasionally creating additional work and pressure for other departments which must play their role in supporting the sales progress created and this brings conflict because the other departments or department managers may feel less important than the sales and it is the duty of the superior to handle these conflicts by mediation, board of inquiry, conciliation and peace-building.

Have a High-Performance Salesforce: Sales culture is important because the efficacy, performance and competitiveness of the sales force of an enterprise have a significant and substantial influence on revenue' (Shelley, 2015). For the salesforce of an organization to be efficient and effective in carrying out its duties it must have a strong sales manager that is very active in carrying out his duties daily to enhance the ability of his salespeople. Also, he should be a good administrator and a good coach who is able to advocate for the needs of the salesforce. 'Coaching your sales team to success requires consistent communication with your representatives through regularly scheduled team meetings in addition to one-on-one discussions (Zorian, 2013) in these meetings, sales performance metrics should be presented to:

Identify specific areas of weakness in the sales process of either the Identify particular points of failure in either the whole company or an actual representative's sales method. Using the details

to determine both the amount and efficiency of business operations, though. Each successful company, both internal and external, should have outstanding relationship-builders.

Reinforce the Culture: Cultures arise when, consciously or implicitly, they are strengthened. Key choices must be taken based on the mission statement in order for this to succeed, and these choices help to gain, grow, and maintain consumers. In organizations that appear urgent, unforeseen needs emerge every day, continuity is important. It is essential to strengthen culture because it is a precursor to development. That is, if each ability erodes, development will not occur.

The Benefits: While aligning the company into a sales ethos, there are several advantages. Year after year, companies that base their culture on the process of sustainable development strive to accomplish that development. It is not simple, but it is worth the outcome, because that has strong salesforce that boosts other departments through necessity.

Client-centric Culture

Client-centric culture is a method of doing business that focuses on generating a positive experience for the client by offering the best service and/or product and building relationships. Client-centric culture places the client first, meaning that the client is the primary reason for the organization's existence. The organization, therefore, uses every means to keep the client satisfied. According to Brooke (2019) the customer centric culture is more about consumers who purchase the goods or services of a company. This form of society, even those that have no consumer connections at all, permeates the whole company. Employees are encouraged to view it from the perspective of the customer in a community of business centrality and to make reasonable choices based on their findings.

Culture of Leadership Excellence

In a community of leadership quality, citizens at all levels felt assured that business leaders felt dedicated to quality growth, Troy (2016) said. In exchange, by engaging in continuing preparation, professional growth programmes, mentoring, and coaching, leaders show their engagement. People who have innate inclinations for leadership can readily climb to the top of this sort of society. Perhaps more specifically, to fulfill their natural position, all individuals who have inherent leadership abilities but are not conscious of them will be noticed and nurtured. A leadership quality culture gains from a comprehensive leadership stream, stronger engagement of staff by internal advancement of workers and good leaders in any sector of the company.

Culture of Safety

In a culture of safety every worker in the organization is mandated to report adverse events and unsafe conditions and the leaders are visibly committed to safety, which means that safety is a responsibility shared by every member of the organization. The leadership of the organization has the responsibility of protecting the health and wellbeing of all the employees by putting safety measures in place, requiring safety behaviors, and organizing safety training for the staff, ensuring that everyone is informed of safety rules in performing their jobs.

In a culture, workers not only secure themselves, but also their colleagues. The advantages of a safety culture include:

- Few accidents and related reductions in rates
- A widespread feeling that the organisation values the wellbeing of workers
- A realistic protection and enforcement strategy

The Concept of Crisis

Without announcement, a crisis will occur at every moment in any organization, and can contribute to serious disturbance in the company. Crisis was described by Alasomuka (2019) as any incident that was or is expected to lead to an unpredictable and dangerous circumstance that affects a person, party, community or society as a whole. Crisis may arise in numerous ways and impact an organization's development or its life. Institute for PR (2007) described crisis as 'a major challenge to activities that, if not managed properly, may have negative results.' Crisis reflects negatively on an entity and to some degree can harm the credibility of the organization. Crises can vary from natural hazards such as hurricanes, tornadoes and blizzards, wildfires, toxic exposures and numerous injuries to external hazards and medical emergencies. 'Other cases of crisis include abuse in the workplace, theft and replacements of products' (Bernstein, 2016). Final (2017) described Crisis as 'a significant conflict with everyday activities that could threaten or influence the health, protection or wellbeing of travelers, staff, the general public, stakeholders, the community, service operations or the integrity of the company unexpectedly, unforeseen incident or circumstance which needs immediate response.' A good example can be the crises currently (May, 2020) rocking the United States of America following the brutality of some police officers meted out to an African-American (George Floyd) who died in the process and the resultant crises have claimed some lives, led to injuries of various degrees to many and compounded the economic crises engendered by the Covid-19 Pandemic.

Types of Crisis

Organizational crisis can exhibit itself in many forms, hence the crisis- management team needs to be ready to handle any situation that comes up. This team should be ready to respond and address the different types of crisis that may showcase in the organization. Thus, Clint (2019) listed different types of crisis that any organization could potentially face. They are Financial Crisis, Personnel Crisis, Organizational Crisis, Technological Crisis and Natural Crisis.

1. Financial Crisis

A financial crisis comes about when an organization is not able to meet its financial obligations, that is, it is unable, for instance, to pay its bills, staff salary, maybe due to lockdown which has globally almost paralyzed all economic activities as we all can attest to, loss of major customers to competitors, failure of debtors to pay their debts or other causes. Stijn and Ayhan (2013) explained that the financial crisis has also been related to one or more of the following phenomena; dramatic shifts in the amount of credit and asset prices; major fluctuations in financial intermediation and the availability of foreign finance to different economic actors.

2. Personnel Crisis

Personnel crises arise when an event or employee affiliated with the organization engages in an act that is contrary to its ethical standards wherever the misdeed takes place, whether in the workplace or the employee's private residence or any place other than the workplace, may adversely affect the image of the organization. Clint (2019) expressed similar opinion 'The professional crisis is when main players' severe personal wrongdoing and immoral or unlawful actions arise (Faisal, 2016). An example is a sexual assault controversy revolving on the senior officer of an institution that can dent the senior's reputation and challenge the corporate structure he leads.

3. Organizational Crisis

Organizational crisis happens as management makes careless actions that do not favor personnel or stakeholders. Corporate situation (a situation involving organizational misdeeds). Hitesh, (2019) observed that legal trials, financial damages to the company and harm to its image may cause this sort of crisis. He has listed three corporate crisis groups, including:

Crisis of deception: This crisis arises when a member of the executive team knowingly commits a wrongful act that negatively impacts persons affiliated with the organization.

A crisis of skewed management values: an action made by neglecting long-term societal ideas and staking the capital of creditors for short-term economic benefits. An example is where the management charges a very high price to a new customer because he has no alternative at that particular time and he decides thereafter not to have any dealing with the company henceforth.

A crisis of Management Misconduct: This happens when the management condescends to indulge in an act that is inconsistent with its status, like immoral or illegal action.

4. Natural Crisis

This type of crisis is attributable to act of providence. This includes occurrences like flood, drought, hurricanes, earthquakes and others which human wisdom and foresight cannot stop their happening. Prachi, (2015) stated that Environmental and geological disasters have contributed to environmental conflicts and those incidents have usually been outside human influence.

5. Technological Crisis

Many companies depend on technology to do their job these days, and any harm to software implementations causes interruptions in customer / customer service delivery. Let us take a very clear illustration of a school where the output of the exam papers relies solely on the computer and printing machines, and the whole test phase breaks down when these machines are broken, which may make the students feel frustrated. Prachi (2015) claimed that the technological crisis occurred as a consequence of technology instability, overall device issues, computer collapse, compromised applications and others could contribute to a technology crisis.

Crisis Management

In every gathering of people (be it in the church, market, office or even town union, school, etc.) there is bound to be one form of crisis or the other arising from different perspectives in which people look at matters that may come up. Mr. A may just laugh over an issue for peace to reign while Mr. B may deeply look into it, assign a meaning to and give it an interpretation that can stir up angry feelings and suspicion in the organization to the effect that people may start having issues with one another. An example can be when students and staff respond to severe demonstrative responses – fear, grief, post-traumatic stress syndrome, especially when a significant portion of a school's population is affected, the functioning of the school will be disrupted and when efforts are not put in place to intervene, the outcome may interfere with school and home activities, and it could lead to more educational problems. This is why crisis management is important. Thus, crisis management is the process by which issues are handled to avoid damage or unfavorable situations in organizations.

Allasomuka (2019) defined crisis management as attending to unpleasant and unwanted situations in a way that could reduce and control damage and allow for quick recovery from such situations. Managing crisis in the organization is very important because if left unattended to, it may lead to loss of life and property, including tarnishing the image of the organization. Melissa et al. (2017) are of the opinion that the extremely catastrophic effect of a crisis is well recognized by organizations. Of course, the response of the company at the receiving end of it will vary from confusion to a managed, purposeful, and well orchestrate crisis reduction when a crisis arises, depending on the nature of the leadership team at the moment and the corporate culture existing. Diverse opinions will be expressed by stakeholders (i.e. employees, associates, customers) of the organization. Some of these may be in favor or even critical of the organization. In the circumstances, the crisis-resolution team and its leadership should avoid bias, gather all the facts available, go over them soberly with a view to selecting some points that can best enable resolution to the satisfaction of all parties concerned. When crisis is impartially managed, everybody is happy and the atmosphere becomes conducive for business.

Nancy (2015) is of the opinion that Crisis management is generally characterized as the pre-established practices and protocols of an organization to plan and react in a secure and successful manner to major disaster events or incidents (i.e. explosions, earthquakes, extreme storms, workplace abuse, kidnappings, bomb threats, acts of terrorism, etc.). Thus, organizations should be well-prepared for crises and make sure there is adequate response to them when they occur with the willingness and ability to maintain clear line of communication at all time and also have rules for dealing with them. Crisis management involves putting in place in advance, strategies towards effective handling of it before its occurrence. This aligns with the view of (Khaled & Tevhide, (2018) who opined Situation management is a systematic mechanism that includes resolving the situation before it arises, after and during the crisis. Crisis management is a mechanism intended to avoid or minimize the damage that an organization and its partners may experience from a crisis. The purpose for crisis management is to shield the organization's participants and the entity itself from damage and to mitigate or reduce the harmful consequences of the crisis. Crisis can happen in any organization and at any given time and knowing how to anticipate, plan for, and deal with diverse potential crisis, dangers, and disastrous situations will save the organization from loss of lives, finance, image and even properties.

The Crisis Management Team in the Organization

There are people who thrive in or through crises. When things are going orderly, they are not happy. They try to capitalize on every minor issue and exaggerate it to cause crisis. These people exist everywhere, even in the church. They make the work of the crisis's management team difficult. The crises management team, as one of its major tasks, should first try to identify such people and devise a way to handle them to forestall their enterprise. In a social gathering, these types of people often complain of trivial issues like the way food or drinks are shared. They may accuse the provost or whosoever is sharing the food or drink of either giving them small portions or bypassing them and giving the whole thing to their friends and family members. As a good crisis management team, to handle this situation, you bottle up your hot temper by not angrily calling them 'gluttons'. You can pacify and reassure them that the food and drink will reach them.

Even from the drinks lined up on the table for the officers, you can humorously hand some bottles to them yourself and they will happily return to their seats and proceedings will continue peacefully. The crisis management team offers support by managing event-induced crisis in the organization, maintaining evenness through dependable positions and responsibilities. This team detects events likely brew up crisis that could affect the organization and then devise a strategy to deal with them. Such events may include industrial accidents and natural disasters such as earthquakes, volcanic eruptions and floods. Richard (2018) stated that 'Crisis management teams have a basic purpose with certain common responsibilities (for example, each team may have a designated leader and communications, admin/logistics, and company or technical representation) and these Crisis Management Teams are responsible for handling incidents and ensuring that necessary steps are carried out on the basis of the actual impacts of the event, as well as future threats and hazards:

Nancy (2015), describes the crisis response team participants as follows:

1) **Team Leader:** a senior executive who, on behalf of the company, will make decision and also approve the Crisis Management Plan. Understanding the basic functions of a team leader helps organizational leaders determine the best person to lead. A team leader must always be confident and upright in his leadership role. He should do his work without fear or favor if he must achieve the desired success. He should know the capability of his team members and the assignment each of them can perform best. He should not, out of fear or favor assign to John a duty which James can perform much better.

2) **Security Director:** is in charge of facilitating plan development, provide review and revision input regarding security-related procedures, Employee counseling, setting up a trauma line.

3) **Finance Director:** assesses the financial effects of any form of catastrophe protected by the programme, arranges for the funds needed to be accessible in an emergency, supervises spending and holds the company's expense of crisis information. In this position, the person's primary duty is to maintain the financial security of the company during an incident. He or she recognizes the effect of the recession, including market process problems and regulatory enforcement and monitoring, on financing and accounting matters. This employee might make decisions such as

increasing credit limits or suspending reports in order to help the company weather the crisis (Richard, 2018).

4) Legal Counsel: advises the staff about the potential legal ramifications of the acts proposed. As regards responsibility, correspondence, legality, prudence, and legal consequences, the manager of the management team representing the Legal Field gives guidance and legal assistance to all participants. They can advise on whether the applicable laws or regulatory controls permit such strategies under consideration. They might advise the team about such legal matters as the need to protect evidence' (Richard, 2018).

5) Media Spokesperson: without disclosing confidential secrets, breaching employee identity or confusing investigation activities, disseminates vital facts. He is responsible for telling the narrative of every case to the public, media and stakeholders.

6) HR Director has access to employee documents: lets information officers contact distressed citizens and their friends, and seeks to overcome the interpersonal challenges generated by the crisis. The HR director's job is to ensure that workers are well informed of future problems that should involve the organization and that they are mindful of their position in coping with the crisis. The HR offers the requisite expertise and experience to ensure the workers will contribute to the survival of the organization by engaging in the crisis management phase (Seif, 2018).

7) Security Specialist: an authority in multiple strategic preparation problems, typically from outside the organization, who helps inform the team in alternatives to cope with different forms of emergencies, guides the team during the crisis situation and eventually helps to perform the debriefing.

Crisis Management Strategies in Organizations

Situation management is supported by corporate culture; the form of tactic employed relies on how the situation is addressed, so a positive culture promotes crisis management.

Thus, here are some crisis-management strategies:

1.Avoidance: avoidance continues with the management team's action strategy to detect crises before they arise. They will allow improvements by predicting them in order to attempt to minimize disruption to the company. And where the crisis was imminent, they are operating on a contingency strategy that clearly explains what prompted the event to arise to everyone affected and how it can be handled. Then, the team operates together in the transition process to restore a strong public picture and encourage the negative impact of the crisis. Alasomuka (2019) opined that to manage a crisis, a crisis- management plan must be put in place which had to be before the problem arose because the best way to manage crisis was to avoid it. The unwanted, unwarranted, and unforeseen situations happen from time to time, which makes it important for management to anticipate a crisis and take precautionary measures. Thus, when management prepares in advance it helps to prevent crisis from occurring.

2. Check possible vulnerable links: According to Alasomuka (2019) in putting a crisis management plan in place, possible channels for crisis-eruption should be checked over and attended to.

3. Construct a modified crisis management plan: crisis management plan is a document containing the processes an organization will apply during a dangerous situation that would negatively affect its productivity, status or capability to function. To manage crisis, it is significant to set up a functional plan so that members of the organization will know what to do in case of a coming-up crisis (Alasomuka, 2019). Crises-management plans are required in organizations to deal with unexpected situations or emergencies. The easiest approach to cope with emergencies is to prepare for them in advance, such as structure a hurricane resistant structure, installing emergency escape doors, and supplying personnel with instruction on what to do and not to do under those situations. Therefore, a crisis management strategy is a critical tool in this constantly developing environment. There is no organization prone to disaster, but it can be tactful to consider the strategy taken to handle it. Efficient, quick contact is most likely going to improve the reputation of an entity. The general understanding of an agency or agency from the manner a situation is treated. Where the wellbeing of stakeholders is put above that of an entity, a second lease of existence is also granted to the entity or company (Mbui, 2016).

4. Set up a crisis management team: A Crisis Management Unit handles crisis and guarantees that effective measures are taken out on the basis of the challenges' existing effects, as well as future threats and implications. The crisis response team is saddled with the task of disseminating data to those involved within a containable time span, according to Alasomuka (2019). - Part of the team has a position to perform, and in order to recognize their roles, their tasks should be well identified.

5. Set up a crisis communication plan: It is really essential to develop a crisis-communications strategy in organizations because it helps to minimize misinformation, promotes efficient contact flow and intensifies timeliness in the distribution of messages. Alasomuka (2019) defined the crisis communication plan as 'a roadmap to details that may be readily accessible if a crisis scenario arises.' A crisis communication plan defines the documentation that would be provided to everyone impacted by the incident, including staff and their relatives, partners and media individuals.

How to Write a Crisis Communication Plan by Swetha (2020)

1. Identify the goal of the plan.

First of all, the team must determine the intent of the strategy. It may be as easy as: 'this strategy is being placed in motion to facilitate coordination between external and internal stakeholders in case a disaster erupts that impacts the organization's reputation or usual business functions.' This means that any part of the process is in accordance with this shared purpose.

2. Identify stakeholders.

It is recommended to whom it is planned for prior to writing the proposal and then compile a list of those who need to know about the crisis. This list may include the stakeholders like

employees of the organization, major customers, vendors, Investors, the government and the general public. The public can include people who are always around the vicinity, e.g. artisans and traders whose sheds are located at the place in case of a location-based crisis. As recommended by Bernstein (2016), the workers are the most valuable community and each employee is a PR agent and crisis manager for the company, whether or not you allow them to be. The appropriate contact details for both of these entities should also be provided in the plan. This is not to suggest, however, that other stakeholders are not relevant, they are. Thus, it is up to the managers to guarantee that the updates you wish them to reproduce somewhere are heard by them.

3. Create a Hierarchy for Sharing Information on the Crisis.

Crisis interactions are not often managed by the individual or organization who declares a crisis. Therefore, a portion of the strategy should be devoted to establishing a framework detailing how data could be exchanged inside the enterprise. That way, they would realize who to go to first, no matter who recognizes the beginning of the crisis. This order relies on the team's composition. The first move might be to alert the organization's CEO or president, preceded by the head of marketing or public relations. What details should be revealed promptly to certain parties should also constitute the strategy. This may involve established specifics of the issue, the cause of the event, and any reaction that occurs.

4. Assign people to create fact sheets.

Your strategy could explain which persons on the team are in charge of developing disaster fact sheets. Lists with established information relating to the crisis are fact sheets. They stop distributing rumors or misinterpretations to media outlets. In addition, you can set a deadline for when to print these fact sheets. You can need them within 24 hours, six hours, or even 30 minutes, depending upon the problem.

5. Identify and assess example crisis scenarios.

You will likely feel overwhelmed when a crisis occurs. Your mind will race and you will feel pressured to respond to phone calls, social media mentions, and media inquiries. This is why typical situations are better presented in advance. Natural disasters, delays of regular business operations, client or employee-injuries, and lack of supplies of transit are several examples of emergencies that may impact the company.

6. Identify and answer common questions.

People can raise questions during every situation no matter how big or minute. The public would try to find out the facts, whether they're consumer representatives or reporters. Over all, businesses are seen as guilty unless proved innocent in certain instances. During the crisis situations, crisis planning preparations will help you recognize and address concerns that you would anticipate to be addressed. For example, if the headquarters were struck by a natural catastrophe, certain concerns that you might be asked include, "Was anyone hurt in the incident?" and "How long would it take for the organization to return to full functionality?"

7. Identify potential risks.

There are still going to be pros and cons, no matter how well thought out the crisis negotiation strategy is. Of default, you can stick with the package that maximizes rewards while growing expenses. The costs are also important to remember, however. You should mention the possible threats you're going to face under each scheme. That way, you would not be taken off balance if the idea does backfire. You would have equipped yourself and helped out with strategies to rebound from these extra defeats.

8. Create guidelines specific to social media.

During a crisis, proactive coordination is fundamental. Teams should work on writing news materials and exchanging details regarding the situation in order to provide as much clarity as possible. The more evidence you hold, the more that would make the people curious to see what you are doing. Just as critical is reactive contact. At a time of crisis, it is important that team members remain concentrated on social monitoring. Any derogatory connections to social networking should be answered promptly and with clarity. There can be parts of a strategy committed exclusively to the handling of social network controversies.

CONCLUSION

A company and its workers are directly affected by corporate culture and are important in determining and changing staff turnover and work results. Organizational culture is the organizational climate formed by the involvement of the staff in the group. Organizational culture generates beliefs and ideas that reach beyond the workers' personal expectations. When employee attitudes and choices are influenced by the values of the company, the management well recognizes their conduct. During emergencies, the related implementation of organizational culture means a great deal crisis management is a critical organizational feature that requires organizations to set in motion contingency strategies to eliminate or mitigate crises. Failure may result in significant damage to an organization's creditors, damages, even the end of its very life.

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