Handling Various Crises between Employers and Employees for Organisational Effectiveness

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Abstract: The first step in getting ready to handle crisis at the workplace is to acknowledge that it can happen anywhere and at any time. To effectively deal with crises, companies should be able to react correctly when such situations arise. Being prepared for a crisis is about building the capacity of employees to tackle serious disasters by equipping them with the knowledge on how to make serious but important decisions that will safely steer the organization through the storm Human Resources teams must ensure that the strategic plan takes into account the health, safety and welfare of employees. Through collaboration with other organizational leaders, HR can assure that the human capital is taken care of in all crisis management and business continuity plans.

Keywords: Handling, various, crises, employers, employees, organisational effectiveness

Planning for crises

One of the biggest problems with crisis management in the workplace is that nobody thinks about it until they are actually faced with a crisis. Rather than waiting until there is a crisis to deal with in the workplace you can get proactive and plan ahead for the crisis. Planning ahead will help reduce the severity of the crisis, but it can also help reduce the number of crises that your business is faced with Kram [1].

Another benefit to using crisis management in the workplace is that it will help your business save money. Crisis management saves your business money because you will be spending less time dealing problems that could have easily been avoided. When you are dealing with problems, you are going to have to spend time and money on identifying the problems and then resolving them. As Marcus [2] postulates, planning for crisis management can help save your business money because you will be faced with fewer interruptions and the interruptions that you are faced with will be shorter.

Handling crises

Aldag and Brief [3] state that, invariably a crisis occurs because:

- An internal problem has been overlooked or ignored.
- An individual has allowed a grievance or situation to become out of hand.
- The supervisor has not developed a rapport with subordinates.
- An external problem suddenly appears with no warning or has been overlooked.
- Another department has not co-operated.
- A communication failure occurs which was not located earlier.
- There are clashes of personalities.
- Management has failed to notify the section of an important change.

A grievance or emotional situation usually starts well before the crisis point. As Gabarro [4] posits, recognising the danger signals and solving these problems at an early stage highlights competence. Crises conveniently divide into an immediate emotional conflict between the supervisor and an employee, between employees, a problem with a customer, or a problem between the supervisor and a manager.

Emotional Crises with Employees

Gordon [5] postulates that apart from the matters dealt with earlier, there remains the handling of direct conflicts with staff. Certain codes of conduct are essential:

- Always keep calm.
- Do not be pressurised.
- Try to defuse the crisis immediately by agreeing with the irate person, in an attempt to stop further outbursts.
- If the crisis is in a crowded workshop or office, find a private place, ask the person to sit down, and discuss the problem quietly.
- Try to summarise by writing down the main difficulties and giving the person the opportunity to raise the salient points.
- Use all the problem-solving techniques immediately or give the person a cooling-off period.
- Relive some of the tension by assuring the person that everything will be done to solve the crisis as soon as possible.
- Be sure that all the facts are recorded and all the options are stated.
- Allow the person to give his or her views on possible solutions and ensure confidentiality.
- Close the discussion by ensuring there is agreement on all the factors involved and that there is a clear understanding of the next steps needed to solve the crisis.
- Remind the person that if anything has been forgotten, they should return immediately and clarify the situation.
- Do not delay implanting a decision when the cause of the crisis is known.

Underlying factors

Grimes [6] argues that some aspects are not immediately apparent; they generally include the following:

- There are always two points of view – one is known (the supervisor's), the other often remains hidden.
- Emotional difficulties may be difficult to trace through lack of background information.
- When people are angry they fail to provide a true account of the crisis.
- There may be collusion with other employees.
- The true cause of a crisis is often not revealed until after the problem is temporarily solved by coping with an apparent cause.
- There may be a tendency for the supervisor to blame others and so avoid embarrassment; but using scapegoats is inadvisable since eventually there are repercussions.
- People often seek a compromise, so be ready to give up something in return for co-operation or a settlement.

Emotional Crises Between Employees

Direct conflict between employees should demand similar care [7]. Such interpersonal conflict is commonplace but its intensity varies. The usual reasons are:

- Personality clashes.
- Unfair workloads.
- Favourable or unfair treatment.
- Different expectations of bonus.
- Different perceptions of situations.
- Reliance on another person's output.

These reasons may be resolved by the supervisor's self-examination, discussions with personnel, changes in working practices, and possibly separating the two individuals.

Conclusions

The saying "Nothing ever goes as planned" is as true at work as it is anywhere. Things don't always happen the way we intend them to. Being prepared for these difficulties is important both to the well-being of the employer and to the job success. The employee who solves a problem that threatens productivity, and ultimately the bottom line, will certainly be looked upon favorably. Along with each one, there is a plan that could help ease the crisis. These plans are not intended to prevent the unpredictable, but rather to make it less detrimental. The situations presented here may never happen to you but other unexpected things will. The lesson that should be taken from these examples is that organisations have it within their power to solve significant problems if they just plan a bit in advance. Sure, they can't plan for every mishap but can do their best to have a strategy for dealing with things that are most likely to go wrong.

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