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THE QUALITY OF CRISIS MANAGEMENT AND REDUCING SOCIAL CONSEQUENCES

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ABSTRACT

The scope of diverse risks, the severity and extent of crises, and the consequences of them have been increased with the advancement and transformation of human societies, entry into the industry, urbanization, and technology. The social and human consequences of the crisis are not limited to damaged areas, but some of its sustainable and intermediate effects can emerge even decades later. Designing a crisis management structure is done in order to integrate different components and their activities, improve capabilities, facilitate emergency interactions, and also is caused to increase public awareness and preparedness, taking appropriate measures of coping and controlling emergencies at the right time after the occurrence of accidents. The success and performance of the crisis management structure to reduce the social consequences of precise planning depends on the facts, clarity of the plans and tasks of all components, presentation of training programs to various components, practice of the programs, achievement of full coordination between the components in the one level with each other and with other levels and, of course, using resources such as accountability and communication.

KEYWORDS: Crisis Management, Social Consequences, Quality

1. INTRODUCTION

Humans have always been exposed to environmental threats since the establishment of earth, increasing instrumental power and today's technology, in contrast to nature, not only did not give it a success, but also increased the diversity of crises. However, humans sometimes suffer from many natural disasters and crises (Noroozi and Farhadi, 2017). The natural disasters strike down peace and security from cities and villages and bring unexpected pains to people. The occurrence of natural disasters such as earthquake floods, storms, thunderstorms, and winds often leads to deleterious effects (Taghvaei and Rahmani, 2017). Failure to adequately deal with crises brings heavy losses to nations and their assets, which are sometimes irreparable. Hence, crisis management can reduce these costs and protect the various communities against these crises (Kamali and Mirzaei, 2017). Sometimes the size of the incident is so high that it requires the need for pre-crisis planning (risk-taking). Therefore, understanding vulnerability and proper planning to reduce vulnerability play critical importance in crisis management (Riahi et al., 2016). The occurrence of crises and the lack of proper planning to deal with the damage and communication resulting from it can lead to the loss of resources and achievements that will take years to complete them. Although effective policy making, provision of the necessary facilities and resources, formulation of appropriate forecasts, preparation of appropriate scenarios and operationalization of planned measures in advance, during and after the crisis, are among the main tasks of governments (Kamali and Mirzaei, 2017).

Until the 1980s, the approach to reducing vulnerability and confronting the crisis was dominated by theoretical texts of crisis management. Since the 1980s, and in particular 1990, social science researchers have criticized the natural sciences approach to crisis management and believed that vulnerability also has a social character and is not limited to demographic and physical damage (Pelling, 2004; Bastami Niaz et al., 2018). Today, crisis management and proper and timely accountability are necessary. Failure to respond to the crisis and its consequences have often led to serious damages and it may lead to a crisis with wider damages (Adel Rastkhoz and Zarei, 2016).

2. CRISIS

Today the word of crisis is used with other concepts such as disaster, accident, danger, and sometimes as an alternative and sometimes as synonymous, that means the confusion and sudden change, as well as the highest stage of a current, in the word. It also includes examples of disorder, disruption, change, and instability (Lerbinger, 2012). Crises are generally divided into two categories, both human and natural, based on their origin. In this division, humanitarian crises include social, cultural, economic, and so on. Such crises occur by humans, threaten the human environment, and cause harm to people in society. Natural crises are associated with natural factors. These crises can be divided into two main groups depending on the source and location of their energy supply: a group that receives its energy source from the earth (earthquake, volcano) and a group that is mostly caused by climate fluctuations (Storm, flood). The important point is that the natural hazards that occur without human intervention are not unpredictable; on the contrary, readiness and how to deal with them are necessary (Noroozi and Farhadi, 2017).

In defining the crisis, it is better to distinguish between a crisis and a horrible event. Brent (2003) defines these two differences. In his view, the crisis describes the conditions in which the roots of the phenomenon can be problematic, such as inappropriate managerial structures and operations, or failures to adapt to a change. While a horrible event is that the company faces unforeseen or sudden catastrophic changes that have little control over them (Brent., 2003). The crisis is severe disruption in the activities of a society that people, items and assets and the environment is affected widespread in this process so that society can only get help from its existing resources. Crises are often classified according to speed and severity, ie, sudden or delayed occurrence, or because natural or created by humans (UNDP, 1992).

In the crisis, the main goals are jeopardized, and the opportunity to make decisions is very little, and the accident is quite unexpected and shocking. In such a situation, the usual methods cannot be used to show the reaction. Management, in this case, requires more than ever experience, skill, speed, intelligence, creativity, and timing and according to the available information, the matter should be evaluated as soon as possible, and the necessary measures should be taken. Obviously, the more available information, an efficient information system, and the ability to process more information quickly can also lead to the best possible results. In such a situation, decision makers usually face disagreements due to the speed and severity of the matter and there is a conflict between them that makes matters even more difficult (Asgari et al., 2016).

3. CRISIS MANAGEMENT

The crisis means conditions beyond the normal situation, which means that normal management patterns will not work in this situation. The conceptual scope and definition of crisis management are very broad and include any measures to avoid the crisis, a thoughtful search for a crisis, and the closure and inhibition of the crisis in the direction of providing national interests, and so on. Accordingly, in national crises, one of the most important tasks of government and relevant government agencies is the management and managing of crises in societies (Eidelkhani et al., 2016; Nasibi et al., 2015). Crisis management is an applied science which prevents crises through systematic observation or in case of occurrence they prepare for rapid relief and recovery and reconstruction to reduce its damages. Humans have used the appropriate methods to deal with disaster in society. In recent years, these actions and phases of disaster management have been scientifically developed and introduced as a profession. Today, crisis management is as one of the most important tools for sustainable development that has a big share in government management in advanced countries. The comprehensive crisis management cycle is as follows:

1) Prevention and mitigation of the adverse impacts: reducing the likelihood of occurrence or the effects of crises; at this point, reinforcement of buildings and reducing non-structural effects are important.
2) Preparation: planning and research, education and maneuver; important components such as education, research, maneuvering, designing, planning, creating management structures, and resource management are done at this step that can be considered as the most important activity necessary to promote safety in the country.
3) Coping: providing emergency services immediately after the crisis; at this stage, important activities such as the implementation of operational programs, crisis management standards, and inter-agency coordination are considered.
4) Reconstruction: returning society to normal, not necessarily pre-crisis state (Dokht Badie and Rahimi, 2018)

The crisis management process is very difficult due to the diverse, complex, vague, and multi-dimensional nature of the crisis. Hence, different scholars have developed different models. In the research background, crisis management models have been developed and introduced. These models are presented in the following.

Table 1: Some of crisis management models in research background

Crisis management models	Crisis Management Steps
The crisis management model of Thierry and Mitraff (1978)	(1) identification or tracing of symptoms, (2) preparation and prevention, (3) inhibition of destruction, (4) improvement, (5) learning
Comprehensive crisis management model	Prevention and mitigation of effects, preparedness, coping, reconstruction
Ericsson Model (1975)	This model includes the identification and evaluation steps (statistics-assessment), communications (telecommunication-roads), operations (water-discharge-provisioning, security, dying-out, rescue and treatment-temporary, temporary residence, nutrition and health-transportation-reducing damages) and advisers.
onion model (layers) Mitraff & Shrivastava (1987)	Layer 1: Individual defaults and beliefs; layer 2: Organizational defaults; layer 3: Organizational structure; Layer 4: Technology and Organizational Behavior
Leechat cycle model (1990)	Leechat considers the crisis management cycle to consist of five stages of prospect, warning, rescue, naturalization, and rehabilitation
Crisis Management Model of Mitroff & Pearson (1993)	Detection, preparation, limitation, recovery, learning
McConky model (1987)	Prediction, codification, supplying of human force (team making), and finally plan application
Fink comprehensive inquiry model	The comprehensive evaluation of critical condition, the provision of practical plan, the creation of strategic and tactic options, and options application.
Six-stage model of Little John (2002)	Designing organizational structure of crisis management, appropriate team selection, training and simulation of critical issues and organizing team, designing the scenario of response to critical condition, prepare and schedule the right plan and apply the content of the plan
Comprehensive Crisis Management Model (Rosandel Arbatani , 2008)	Including the four steps: the pre-crisis phase (prevention-preparedness), the phase of crisis start-up (warning and immunity-preliminary assessment and resource mobilization-rapid response), the in-crisis phase (rescue-special operations-harnessing) and the post-crisis phase (Recovery-reconstruction-learning).
triangular model of crisis management	The main triangle of crisis management consists of four main factors that characterize each crisis: the type of crisis, process, partnership and society

Resource: Rahimi et al (2016)

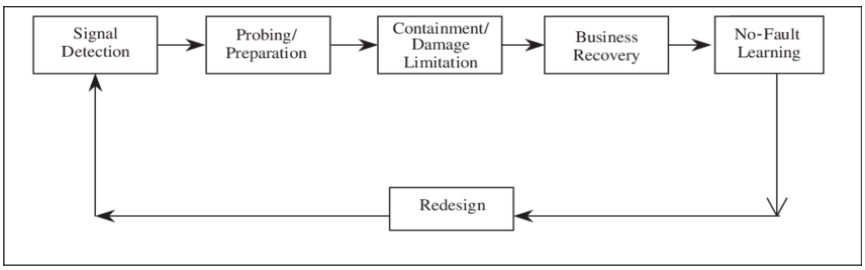

Figure (1): Crisis Management Model (Mitroff and Pearson, 1993; Mitroff, 2005)

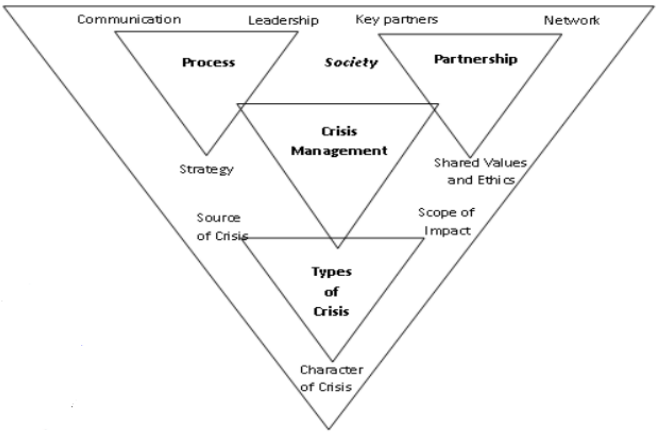

Figure (2): The Triangular model of crisis management

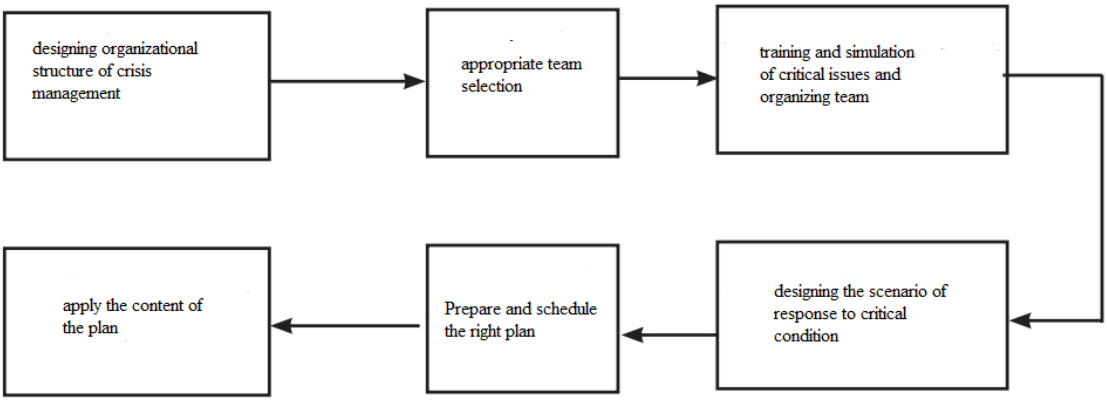

Figure (3): Six-stage model of Little John (2002)

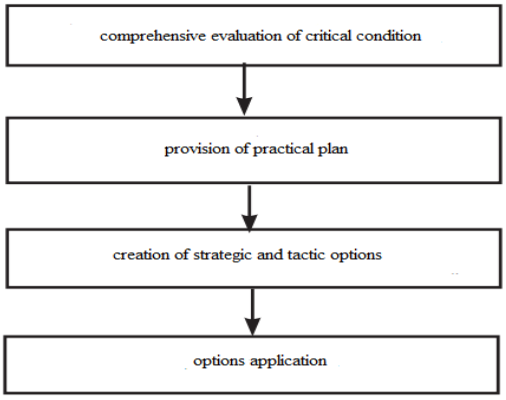

Figure (4): Fink comprehensive inquiry model

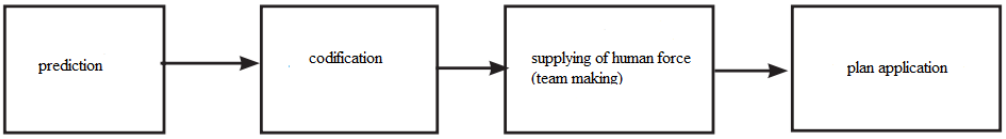

Figure (5): McConky model (1987)

4. CRISIS MANAGEMENT APPROACHES

Three types of crisis management approaches can be identified based on three types of views on the crisis:

1. Crisis flight approach: managers have no prior preparation and a specific program to deal with the crisis and they only act when they feel threatened themselves or by their organizations.

2. Crisis fight approach: in this approach, managers do not escape from the crisis, but they accept the crisis as a natural law. The crisis is addressed and confronted with the active strategy and entered into action as soon as the crisis occurs and is actively involved in controlling and managing the crisis. New opportunities and new perspectives for the growth and dynamism are emphasized of the crisis.

3. Crisis acceptance approach: in this approach, crisis managers predict and accept crisis in addition to accepting the crisis as a necessary item and by adopting the above-mentioned strategy, they emphasize the discovery of new opportunities and new perspectives for the growth and dynamism of the crisis (Roshandel Arbatani, 2009; Salavatian and Mehraban, 2016).

5. CRISIS MANAGEMENT CYCLE

The set of measures required to reduce vulnerability and risk are gathered in a cycle that is divided into actions of the pre- crisis, crisis, and post- crisis and it is assumed that with each incident, a degree of vulnerability is reduced and if repeat this cycle, minimizing vulnerability is not far from expectation. (Aysan and Davis, 2006; Jahangiri, 2009; Fallahi, 2010; Hosseini and Omidvari, 2013).

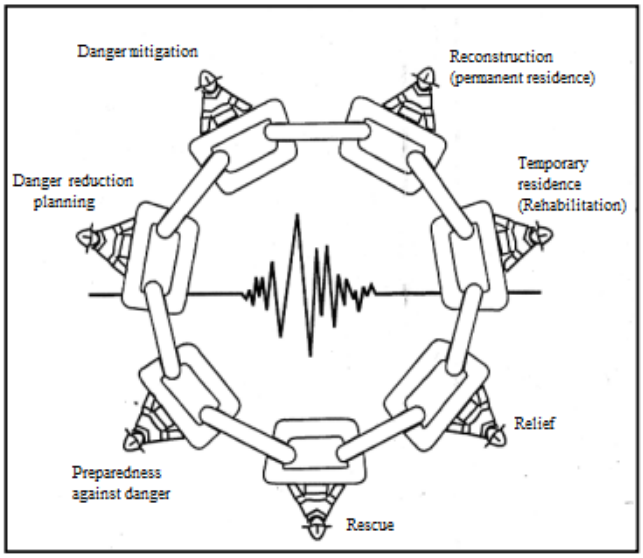

Figure (6) - Crisis Management Cycle (Fallahi, 2010)

5.1 Pre- Crisis Measures

These measures generally include prevention, mitigation of damages, danger reduction measures, and preparedness. The set of preventive measures is divided into two main categories: static and dynamic actions. Implementation of building codes, land use and zoning changes, decentralization of importance, strategic facilities, and the diversification of economic activities are a set of measures aimed at mitigation of damages and reduction of danger and finally, disaster preparedness is provided to ensure a correct and effective response to the crisis and its consequences.

5.2 Actions During Crisis

An emergency response including accountability, search, rescue, and relief is done during crisis. Responding to a serious incident or standby is given to minimize its negative effects, with the aim of preserving people's lives and providing services. To protect the lives of people, facilities and assets available, quick assistance and providing shelter, water and medicine are considered as the goal of the search, rescue, and relief operations.

5.3 Post- Crisis Measures

Post-emergency operation complex is called rehabilitation. Rehabilitation includes two stages: organizing and reconstruction. The organizing phase emphasizes the empowerment of the injured and the readiness of the community to return to the patterns of pre-disaster life and is mainly regarded as an intermediary and periodic transition between relief,

emergencies, and long-term sustainable development. On the other hand, the reconstruction is considered as a stage immediately after organizing and its purpose is to re-establish the pre-crash conditions with higher standards (Aysan & Davis, 2006; Jahangir, 2008; Fallahi, 2010; Hosseini and Omidvari, 2013; Hosseini et al., 2018).

6. CRISIS MANAGEMENT AND REDUCING SOCIAL CONSEQUENCES

The social and human consequences of the crisis are not limited to damaged areas, but some of its sustainable and intermediate effects can even be illustrated decades later. For example, the existence of more than 2000 derelict children and their maintenance in centers such as well-being will have lasting effects on their future social interactions. On the other hand, the environmental and human conditions in which the crisis has become disastrous, affect the domain, depth of the state of sustainability and direction of these consequences and hence, the relationship between the crisis and its consequences are affected by such a situation and it cannot be predicted for just a two-component relationship, as the case with the projects and the economic and social plans. It is at least a three-component relationship. For example, when an earthquake leads to catastrophe, it comes with three important social consequences:

A) Increasing the sense of belonging to the place;
B) The destruction of the private realm; and
(C) Social fragmentation and harm to social networks

Of course, the social and psychological consequences of the death of relatives, feeling of personal and social insecurity, and loss of property and assets are also very important. Another consequence of the earthquake is the catastrophe of rapid urban population growth, which is due to the need for the affected cities to recruit in the reconstruction phase. The need for labor in these cities and high wages will attract the population of the surrounding rural areas (Ebrahimpour, 2008). Kenny (2008) in his study focused on social impacts of drought and pointed to results such as anxiety and depression, family conflicts, a decline in people's quality of life, increased immigration, and general poverty. Considering the importance of mental health and the mental health of all people during the crisis and the survivors of the crisis, it is necessary to make arrangements in this regard. In such a situation, the correct and reasonable management by the organizations, officials and rescuers and how their function in restoring the proper psychosocial and social conditions, as well as to prevent the long-term negative psychological outcomes are important (Aghamiri et al., 2012).

The success and performance of the crisis management structure to reduce the social consequences of precise planning depend on the facts, clarity of the plans and tasks of all components, presentation of training programs to various components, practice of the programs, achievement of full coordination between the components in the one level with each other and with other levels and, of course, using resources such as accountability and communication (Khodabandehloo and Alidoosti, 2015). Because the vulnerability is associated with crisis, it can slow down or accelerate the process of planning, therefore, vulnerability measurement can be very effective in crisis management planning. Measuring the vulnerability of individuals against the dangers is worthwhile to plan to increase their flexibility to the consequences of these hazards and is an effective step in improving the quality of life of humans (Riahi et al, 2016).

7. DISCUSSION AND CONCLUSION

Reducing irreparable damage to crises requires understanding the causes, coping strategies, and mitigating risks. Vulnerable humanitarian groups widen the scope of crises; in this regard, crisis management can be considered as an important factor in reducing vulnerability. Sometimes the volume of the incident is so high that needs pre-crisis planning (risk-taking). Therefore, understanding vulnerability and crisis, and planning appropriate to reduce vulnerability and quality of service play an important role in crisis management. Creating a crisis response management structure in the least possible time, predicting possible events such as damaging employees or systems, designing emergency centers, setting standards for different processes in organizations, and reviewing and modifying existing structures and programs are the things that should be considered in responding to disasters in different centers. In other words, designing a crisis management structure to integrate different components and their activities, improve capabilities and facilitate interactions is done in emergencies and will lead to increasing public awareness and preparedness, taking appropriate measures of coping, and controlling emergencies at the right time after the occurrence of accidents.

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