## Changing role of HR in managing Crisis: The Employee Perspective

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## ABSTRACT

Almost in a daily basis, people around the world are recipients of a wealth of unexpected tragic events such as product tampering, air plane crashes, terrorist attacks and expansion. Crisis management is one of the most opportune topics of today's business world. Despite the nature or the causes of this crisis events, they all have a common denominator of hyper meaning: people. People can be affected and participate involuntarily in a crisis, either as part of an active consumer society or as employees. Human Resources is a strategic partner in the planning, development and strategies for the introduction and implementation of actions under the crisis management framework, with as top priority for protection, anamorphosis and recreation of employees with the next advantages of minimizing the losses for the company, both in terms of time and costs. The main aim of this research study is to identify how the department of human resources work to handle the crisis in an organization.In order to obtain the study objective, descriptive research design was chosen with the sample size of 55 people and data was selected with survey and analyzed with Ms. Excel software. On the basis of the analysis the findings show that the employees in the organization are very much involved and motivated to deal with the crisis in an organization so that it functions at its regular pace and generate greater productivity.

*Keywords: Crisis Management, Emergency Plan, Organizational Crisis.*

## 1. INTRODUCTION

Crisis Management is characterized as any halfway or complete disturbance of a business' key tasks because of harm of property or gear, mischief to individuals, devastated connections, natural demolition or partner negative observation and impact among different components. The Human Resource Management Association characterizes it as "a low likelihood, high-sway event that is regularly startling and new, occasioned by authoritative structures, individuals, innovation, financial matters, and natural disasters among others." Consequently, this may influence the business' presentation, notoriety, and worker profitability bringing about shocking effect on the business. Given that crisis can happen whenever, emergency the board which includes the distinguishing proof, anticipation, and the board of potential emergencies has progressively picked up significance in the administrative circles. The objective is to guarantee that in case of a crisis. The base harm is acquired and that the association can come back to its unique situation as quick as could reasonably be expected. Crisis Management alludes to a progression of procedures through which the association guarantees that the business activities

can be supported or continued with the base effect on the partners and where exercises scholarly can be utilized to improve current practices. Crisis Management can be defined as a basic procedure in improving business manageability.

The study seeks to explore the role of HR in organizational crisis management.


## 2. LITERATURE REVIEW

The most punctual meaning of emergency is definedby Milburn et al., (1983), emergency is characterized as a low likelihood, high effect circumstance that is new, sudden and hastened by individuals, authoritative structure, financial matters, innovation or regular disasters. According to Streeck, (1987) - The instability and the dynamism of the emergency made a high level of vulnerability inside which governments and organizations take choices on key and operational issues.Kamoche (2003) likewise discusses the emergency that arrived at Asia in 1997 and centers his examination in Hong Kong. A few factors, for example, the breakdown of the property showcase, business terminations among some others added to the emergency that cleared Asia in 1997. As a result of the emergency, there were a few changes in the degree of HR practices, for example, wage cuts just as some other expense savingsmeasures that caused activity instability.Crisis administration is tied in with being set up to deal with misfortune, limiting the effect of the emergency successfully and encouraging the administration procedure inside nature of turmoil (Sapriel, 2003).Sapriel (2003) characterized emergency as a surprising, explicit and non-routine occasion that prompts elevated level of vulnerability and may undermine the association's objectives. Timothy Coombs and Holladay (2006) characterizes emergency as a capricious, significant risk that can adversely influence the association, business and partners in the event that it isn't taken care of properly.Emergency management consists of a lot of elements that is utilized to battle emergency to decrease the real harm of emergency and it is alluded as a change procedure plan by association to diminish negative impacts to the association and other significant partners (Timothy Coombs and Holladay, 2006). Crisis the executives incorporates all part of business incorporates activity, promoting, media relations, circulation and lawful issues (Jaques, 2007).This incorporates arranging, sorting out, driving and controlling resources when the emergency (Jaques, 2007).Previous researchers have distinguished three components of emergency which incorporates dangers to objectives, decreased the capacity to control the earth and lessen time pressure (Sweetser and Metzgar, 2007).With the unpredictability of hierarchical emergency and increment in recurrence the requirement for emergency wanting to relieve emergency occasion become a genuine occasion for associations (Wang et al., 2008).


## 3. OBJECTIVES

The objectives of this research are –

- To identify how they gathered information about the crisis.
- To identify the planning of Human Resources.
- To identify the implementation of their plan.
- To identify the level of involvement and motivation of the employees.
- To identify the aspect of training and development and hindrances in the communication between the team members.

- To identify their plan for recovery phase.
- To identify how the HR is dealing with the corona crisis.

## 4. RESEARCH METHODOLOGY

A pilot study was undertaken with the sample size of 55 employees working across various organization using descriptive research design and survey was used as the data collection tool. The questionnaire was developed my means of google form and data collected was analyzed using Ms. Excel software with the help of pie chart and percentage analysis.

## 5. DATA ANALYSIS

### 5.1. Results of Research Questions

### 5.1.1. Demographic Interpretation

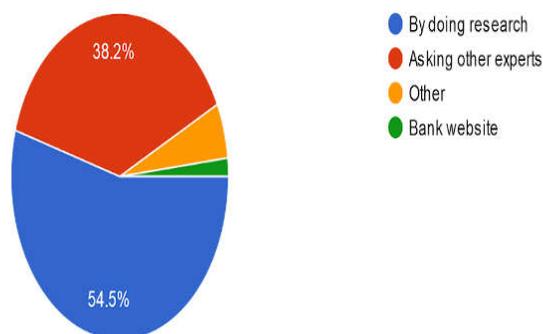- **Gathering information about the crisis.**



Figure 5.1 Collecting information on crisis

Interpretation: As shown in Fig 5.1 majority of the teams which work on handling the crisis prefer to gather information by doing research (54.5%) rather than asking the experts (38.2%)

- **Making a plan for handling the crisis**

How did the team make a plan to handle the crisis?
55 responses

- Consulting experts
- Having a look at the data
- Leaders took charge and did the BUsiness continuity planning
- It was sudden. So they gathered all available resources and figured out how to use them
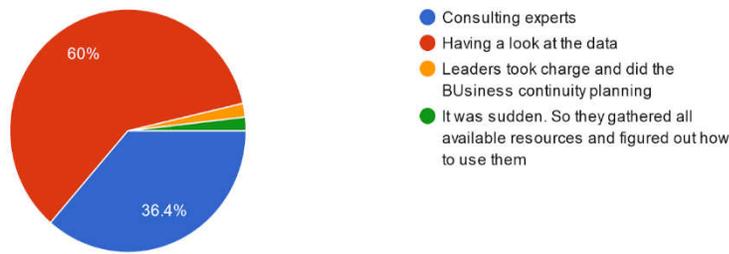
60%

36.4%

Figure 5.2 Making plan for dealing with emergency

Interpretation: As shown in Fig 5.2, the teams prefer to make a plan by having a look at the data (60%) compared to consulting the experts (36.4%) and the other options.

- **Implementation of the plan**.

How did the team implemented the plans?
55 responses

- Consulting experts
- Looking at the past records
- Fully and well
- They shifted to work from home and increased their day to day communication
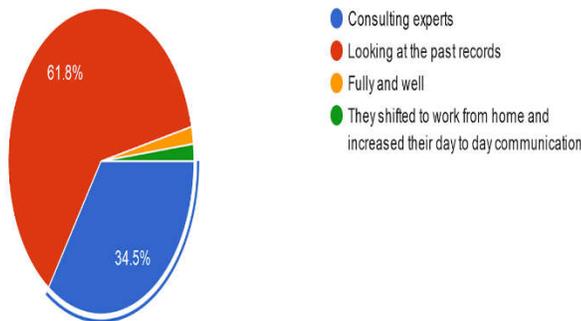
61.8%

34.5%

Figure 5.3 Plan implementation by the team

Interpretation: As shown in Fig 5.3, the team preferred to implement the plans by looking at the past records (61.8%) rather than consulting the experts (34.5%) and other options.

- **Level of involvement of the employees**.

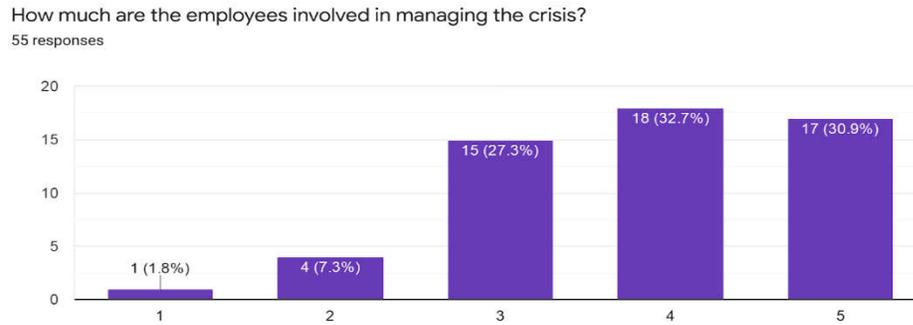How much are the employees involved in managing the crisis?
55 responses



Figure 5.4 Involvement shown by the employees

Interpretation: As shown in Fig 5.4, the employees handling the crisis were much involved in making plans to manage the crisis. They lie at the scale 3 – 5.

- **Level of motivation of the employees**.

How motivated are the employees in an organization to handle the crisis?
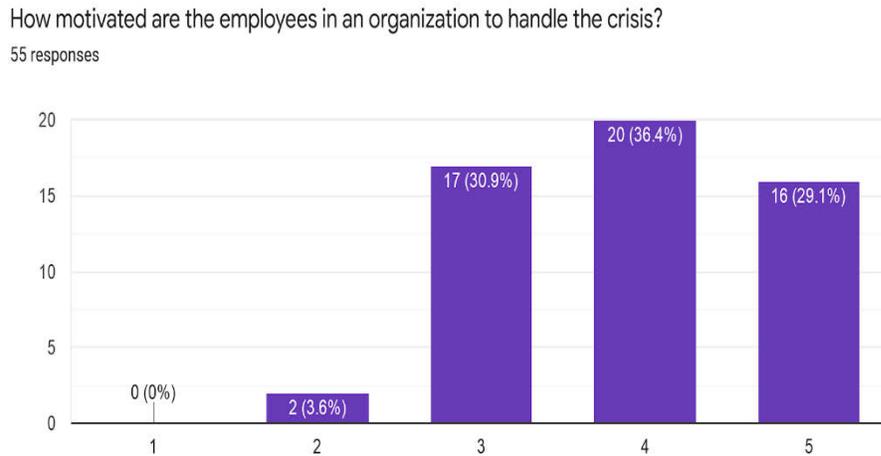55 responses



Figure 5.5 Motivation shown by the employees

Interpretation – As shown in figure 5.5, the employees were very much motivated in handling the crisis. They lie at the scale of 3-5.
- **Training of the employees to handle the crisis**.

How are the employees in the organization trained to handle a particular crisis.
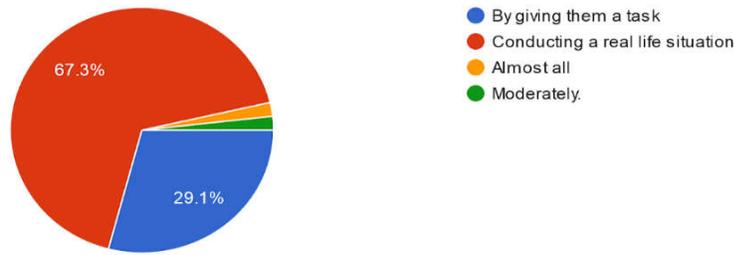55 responses



Figure 5.6 Training of the employees

Interpretation: As shown in figure 5.6, the organization prefers to give training to the employees by conducting a real life situation (67.3%) rather than by giving them a task (29.1%) and other options.

- **Hindrances in communication among the team members**

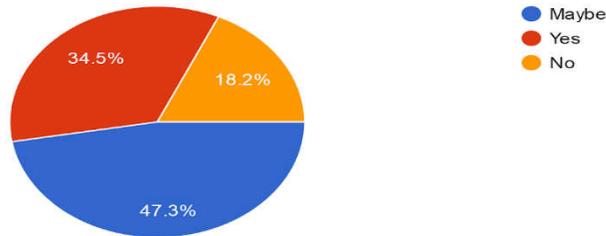Are there any hindrances in communication among team members?
55 responses



Figure 5.7 Barriers in communication among team members

Interpretation: As shown in figure 5.7, there can/cannot be hindrances in communication among team members at times (47.3%)

- **Strategy of the team for recovery phase**

What is the strategy for the recovery phase after handling the crisis?
55 responses



- Consulting experts or experienced people
- By looking at the company's past record as to how the company has handled it
- By encouraging employees
- Slow and gradual involvement
- Finding a way to get normalcy back in the organization
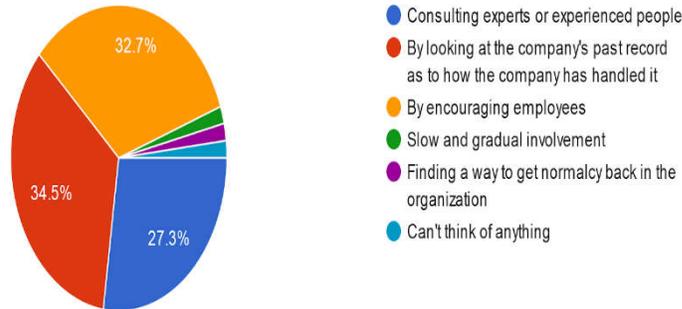- Can't think of anything

Figure 5.8: Plan for the recovery

Interpretation: As shown in figure 5.8, the strategy of the team for the recovery phase preferable is made by looking at the company's past record as it to how the company handled it (34.5%) and by encouraging the employees (32.7%).

- **Plan for dealing with Corona Crisis.**

How is HR handling the corona crisis?
53 responses



- Delivering clear communication
- Maintaining business Continuity
- Maintaining Employee Health at work
- Reviewing paid time off policies
- Expanding virtual workimg
- Maintaining HR/payroll operations and legal compliances
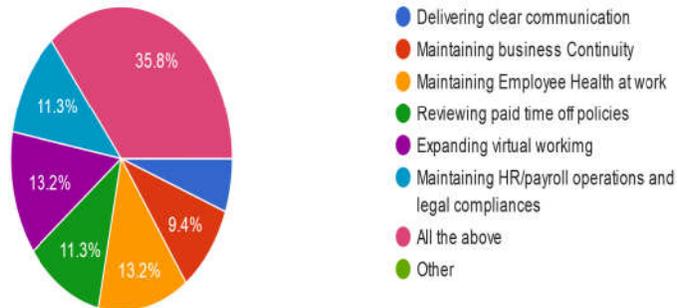- All the above
- Other

Figure 5.9 Strategy of Human Resources for handling Corona Crisis.

Interpretation: As shown in figure 5.9, the human resources prefers to handle the corona crisis by adopting all the above measures (35.8%).

## 6. FINDINGS

Through the responses received from the questionnaire, it was found that employees are well aware about the subject. The employees knew about how the information is gathered and on the

basis of that, how the plan is made to deal with the particular crisis. The active participation was shown by the private sector and public sector as we are also dealing with the COVID-19 which is also a crisis. The employees always remain motivated and involved to work for the organization in times of crisis as well so that the organization regains its pace and functions as it used to and generate greater productivity.

## 7. RECOMMENDATIONS AND SUGGESTIONS

The HR in any association must move from the conventional jobs and grasp progressively contemporary parts of HR remembering cooperation for crisis management. This will guarantee that workers are more ready to deal with emergencies and furthermore advance the representative maintenance in the association. There are different parts of arranging and preparing that the HR can take an interest in and assume responsibility for in the association. These incorporate distinguishing proof of potential dangers inside the association, creating departmental emergency the executives plan, interest in the improvement of the hierarchical emergency the board plan, preparing workers on danger and hazard the board, business progression arranging, emergency sway evaluation, and viable exercises in dealing with emergencies when they happen. Through HR interest in arranging and preparing, execution of associations can be improved, in this manner advancing the reality and capacity to manage future emergencies.

## 8. CONCLUSION AND LIMITATIONS

## 8.1. CONCLUSION

Cataclysmic event or emergency occasion may disturb the activity of business and furthermore enormous effect at worker's specific employment and venture life cycle at any structure and other major crisis. Previously, emergency the executives have been centered more on recuperating business and its activity, anyway as of now the need and significance of individuals have been acknowledged and as any emergency endeavor it is vital to deal with the important resources that is the human resources. Subsequently, every association may experience distinctive sort of emergency, however the above talked about rules ought to be amazingly contributive to the emergency management. To close, it is expectation of this investigation to propose that HR job ought to be taken as one of the significant parts in emergency the executives' initiatives. This study would likewise characterize that the job of HR is immense. They need to ensure that the human capital is dealt with, giving help in all the emergency the board plan, and profound advancement in emergency correspondence plan preparing in wellbeing and security and dealing with the inside ability and has important progression arranging.

## 8.2. LIMITATIONS

➢ **Sometimes not being able to gather adequate data or information and to plan on it.** This part of crisis management arranging incorporates deciding potential risks or emergency circumstances, investigating them, and planning or making an assortment of reactions.

➢ **Inability to set up an order chain of command or structure**. For instance, tending to a crisis or emergency in a grade school requires approaches not the same as those taken in an atomic force plant. Attempting to fit a nonexclusive crisis reaction strategy to improper

situations is pointless. Each element should devise its own emergency reaction as indicated by the office, industry, populace, and authoritative structure.

➤ **Powerlessness to unmistakably assign group or hierarchical duties**. Failure to give clear strategies and data with respect to an individual colleague's particular obligations, undertakings, or capacities in a crisis circumstance will make uncertainty, disarray, and a powerlessness to perform at ideal levels.

➤ **Powerlessness to adequately speak with outside network individuals**. Those individuals incorporate crisis administrations, for example, medical clinics, police, and local groups of fire-fighters. A crisis plan should assign to where people ought to be cleared. It ought to recognize bolster associations and reach data accessible so they are cautioned promptly and beyond a shadow of a doubt.

## 9. FUTURE SCOPE OF RESEARCH

The concept of crisis management is an old and important concept in any organization whenever there is a crisis. With the help of this research, people can go into detail and they can add their own new finding on the topic of crisis management. New programs or workshops can be conducted on crisis management. Employers can find new ways to engage employee into this initiative so that better performance can be achieved in future. Many new innovative ideas can be given by the employees which can enhance their performance in the organization.

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