

# From Crisis to Crisis Management; Causes and Impacts of Crises in the Public Sector

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**Abstract**— The economic growth and political settlement have to do with the issues and crises emerging in an environment. And kind of crises occurring in an organization can, of course, affect the stability and future of that organization. As the main aim of the public sector is used to be offering best services to the public, especially during crisis time, a perfect model of crisis management is required to maintain the current situation as it was. In this regard, many scholars have conducted studies different kinds of crises, impacts and causes of crises, and how to survive and progress in the crisis times. Accordingly, this conceptual paper explains and gives the main identifications of the term crisis. Further, it discusses the main reasons behind the emergence of crises as well as its impacts. Moreover, the paper discusses the Pearson and Mitroff (1993) crisis management dimensions as a suitable model to be in charge in such difficult situations. Finally, the paper ends with some conclusions and areas to be taken in concentration for future investigations.

**Keywords**— Crisis, Crisis Management, Management, Manager and Public Sector,.

## I. INTRODUCTION

With the possibility of high level of risk the concept of crisis reflects an unexpected event that generally ends in unwanted consequences. Crisis often puts organizations into ill repute that endangers the organizations' normal growth as well as menaces their survival (Coombs & Holladay, 2012). Although, some of the crises can be prophesied such as economic, financial or military situations, oftentimes crisis happens when there is minimum expectation, most of the crises have a low occurring probability (Coombs & Holladay, 2010). It has a possibility of being extremely consecutive, risky with an extreme level of uncertainty, and worry originated between the stakeholders. Managing crisis is not an easy process for it can create anxiety within or between the

organizations because of media scrutiny (Liu, Horsley & Yang, 2012; Guth, 1995) also constitute a threat to government or political party's legality and potential (Waerås & Moar, 2015; Rosenthal 2003)

Crisis podromes become hurtful threats to the system settlement and the legality in the public organizations (Seeger, Sellnow, & Ulmer, 1998). The aftermath of crisis may not only have influence on the inside of the organization such as employees, stakeholders and products, but also affects externally such family members of the victim(s), competitors, market share or even the environment either locally or globally. By and large, a crisis will not affect only the organization caused it, but also some other organizations that have direct relations with it.

Whenever a crisis appears it has certain outcomes according to the environment and causes that the crisis grows in. Most of crises have sever impacts on the survival of the organization. The concept of crisis is mostly translated as dangerous and frightening. Meanwhile, some scholars argue that leaders and managers can take advantage from the present crisis as it has lessons for the future situations.

crisis researchers have discussed different reasons and sources of crisis due to the nature of the crisis, its scope, location and time of occurrence. Some scholars argue that the kind of crisis identifies the reason of crisis as the nature of most of political, economic and financial crises have the same characteristics and the same sources (Allen & Carletti, 2010). Generally, through the perspectives of the most of scholars, most crises may appear because of 10 reasons which are brought from the understandings of different researchers.

Finally, so as to manage a crisis and change it into opportunities, it is no longer a question of what if an organization faces a threat. Indeed, it is the question of "when will a crisis happen, what type of the crisis" and "how to

arrange for it" (Kash & Darling, 1998). Accordingly, Darling (1994) argues that crisis management enables the organization to perform its ordinary actions, while the crisis is being managed. Therefore, the lack of effective crisis management is regarded as the main challenge to keep away the public organizations from the damaging aftermaths during the coming crises. Nevertheless, researchers in crisis suggest that discussing the crisis stages is helpful for understanding a more accurate approach to have a thorough knowledge about the different types of crises (Wooten, 2005).

## II. CRISIS AND ITS DEFINITIONS

(Krisis) is a Greek word from where the sound crisis appears, expresses pronouncement or selection. It depends on the variety of usage, according to the topic of the researcher's method. Crisis is an antithetic state which is used only in negative situations (Preble, 1997). Because of having no specific explanation of organizational crisis, researchers are divided in their opinion (Fink, 1986; Seeger, *et al.*, 1998; Mitroff & Anagnos, 2001). In the point of view of each researcher, defining crisis depends on the dimensions of crisis.

Some researchers and practitioners relate the definition of the concept to time, or place, or victims, or solutions, or outcomes or even size of the damage. For example, Fink (1986) described crisis as a turning point in which an organization leads to better or worse. Furthermore, some other scholars argue that crisis is a serious case with a strong negative result hampering an organization, firm and the existing stakeholders, products, services or the fame of the organization. It hinders usual trade performances and foretells the persistence of the organization at the same time (Fearn-Banks, 1996). Meanwhile, according to Seeger *et al.* (1998), crisis is a particular, accidental and unusual corporation based circumstance or string of states that occurs extreme instability and risk or perceived threat to an organization elevated priority target.

Although, the definitions are similar in defining the outcomes of crises, they are different in their concentration. Some of them focused on the dimensions, or victims, or time or place of the crisis. Mitroff and Anagnos (2001) suggest that crisis is an event having potential of impact on the whole organization. Meanwhile, it can be classified as a major crisis only when it affects a big part of a corporation. Moreover, Coombs (2007) illustrated that the major crisis is termed as a huge number of human lives, economics, property, fame, regular health as well as well-being of a corporation. The performance of a Corporation become affected and it hampers the result when it becomes realized an unpredictable state that threatens important prospect of publics.

One of the main resemblance definitions of the crisis is that crisis is the result of an event or state that negatively affect the prosperity of an organization. Moreover, the similar elements, such as realization, probability, not expected, and threat are being used in the definitions. Actually, crises are mostly not observed, they take place abruptly but they hinder the pace of the regular actions of an organization and also interrupt the

functionality. Because of having potential of undesirable result, crises are seen as a threat to the organization. In addition, threat is another name of damage (Coombs, 2010).

Coombs (2007) and Seeger *et al.* (1998) become agreed on providing more holistic definition as they suggest that the crisis is perceptual, affects performance, unexpected, threatening organization and full of uncertainty along with negative results. Additionally, crisis is considered by Rosenthal, Boin, and Comfort (2001) as "a serious threat to the basic structures or the fundamental values and norms of a system, which under time pressure and highly uncertain circumstances necessitates making critical decisions"

Alsamaray (2014) clarified that the obstacle comes and nobody knows how to handle the situation and how to treat since it is thought that crisis is a threat of astonishment by one way or another unworried welcomed by the light of a few indicators. Threat, perhaps, is a natural situation like floods, storms or earth quake, or economic or a political movement like in the Arab Uprising (Arab Spring), or financial crises or can be somehow minor at the level of organization (Alsamaray, 2014). Furthermore, scholars have proposed that the matter "when" is important in the concept of crisis not the existence of the organization. It is crucial to be ready to respond crisis because it happens despite having the active prevention programs (Fediuk, Coombs & Botero, 2010). Pearson and Clair (1998) have illustrated that as a low-possibility rate, high-impact situation threatening the durability of the community and also defined by the doubtfulness of the reason, impact and ways of resolution, since there is a firm belief that decisions must be made readily.

It is expanded by Coombs (2007) that crisis is a state that gradually interrupts a diverse event or a portion of greater systems of organizations. Nikolaev (2010) asserted that crisis appears, arises and finishes and for that it lasts for a while since, it is not a one moment circumstance. A firm can be accused only when it is viewed some act that is accountable otherwise it won't be rational to accuse it, whatever it happens (Benoit, 1997). The last definitions of Coombs (2007) and Nikolaev (2010) is going to be adopted for this study as crisis takes time to happen, grow and to complete and also it is a part of a bigger system of each organization.

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## III. IMPACTS OF CRISI

Each crisis has specific outcomes according to the circumstances and causes that the crisis rise in. Most of crises have sever effects on the future of the organization. The concept of crisis is mostly translated as dangerous and

frightening. Nevertheless, some scholars argue that leaders and managers can take benefit from crisis as crisis has lessons for the future circumstances.

#### A. NEGATIVE IMPACTS

Seeger *et al.* (2005) declared that crisis is a fundamental prolongation or breakage of organizational durability as well as status quo. Out of this description set up that crisis has damaging consequences on the settlement of the organization that run to an important question whether or not the Organization would manage to keep it on after crisis incident. The impacts of crisis can be both long or short term, according to the shape of the faced problem. Regardless of the type of the crisis that occurs, the damage is always boundless. During serious crises the consequences are acute and the cost is the organization's existence. Similarly, there is a common decision that a crisis has a psychological (Braverman, 2003), economic and financial (Din, Maghdid & Naralasetty, 2021), political (Boin, Stern & Sundelius, 2016) and administrative impacts on the organization (Maghdid, 2021).

Coombs (2007) declared that crisis is the access that impend huge surmise of stakeholders also can affect the organization activity. According to this definition, crisis can impact the employee performance. While the crisis strikes, employees become discouraged, at the same time accuse the morality of the administration. Thus, the result of a crisis can be scaled on violent pledge and comprehended institutional support by realizing to what extent they took their organization is liable for the crisis situation. During the crisis, institutions and participants of the organizations want their rulers to mitigate the influences of crisis at hand, whereas pundits and bureaucratic opponents attempt to abduct the condition to impeach the policies of administration leaders.

Like private sector, fame in the public sector is also fundamental and vulnerable to the risks. Organizations which take care of the factors endangering their reputation have noticed that crisis is one of the causes of affecting them (Watson, 2007). Furthermore, crisis and reputation are considered as two key factors that impact the organizations' viability (Pearson & Clair, 1998). Although many scholars confess that organizational reputation and crisis are linked and affect each other (Coombs & Holladay, 2010), most studies have argued that public organizations' reputation and crisis are separately investigated. This is considered as a clue in the direction of research, where organizational reputation in the public sector has been investigated widely from the administrative perspective by looking at job satisfaction and good service as the one and only result of an excellent reputation (Wæraas & Maor, 2015).

The essential danger to the good organizational reputation is that there are other factors of how the organizations are perceived by both employees and stakeholders although they can keep their reputation and do everything to maintain the stakeholders' understanding (Tucker & Melewar, 2005). Public organizational reputation needs to be viable and settled so as to pull off new coming challenges. There are several threats that may harm organizations' reputation including: a

fiasco in crisis management due to the administrative team or managers' treatment plans as an easy and solitary solution (Marra, 1998); and managing crises in a better way (Kovoor-Misra, Zammuto & Mitroff, 2000). As a result, it is noteworthy how employees and people interact with what forego a crisis and threats to the organizational reputation (Wester, 2009).

Crisis is a circumstance which charges finance as well as time that continuously insists organizations ignore it through reacting properly to save capital, human beings and their worthy concept (Heath & O'Hair, 2010). In serious conditions decision-makers are, somehow, obliged to set up an emotion of order cherish combined learning from the experiences taken from previous crises. In the confrontation of crisis, top management should cope with strategic provocations that the organization faces, the economic and political threats and chances that the organization encounters, the mistakes leaders make, the inaccuracy top management need to turn away, and the ways distant from crisis they may look for.

The need for administration is sometimes more important with the presence of a whole day news reports cycle and a progressively internet savvy public with constantly shifting technology. Public authorities have an extraordinary liability to aid protecting community from the sluggish outcomes of crisis. Scholars in crisis sight to disquiet themselves with all stages of crisis, the trimming position, the onset and the aftereffects (Boin *et al.*, 2008). Leadership of crisis management, by then, engages five complex duties, sense making, decision making, and meaning making, termination and learning. In fact, some of political theorists regarded this to be one of the main responsibilities of governments (Drennan, Lynn, McConnell & Stark, 2014).

#### B. POSITIVE IMPACTS

Although the results of crisis are always negative, there is still a little chance of positive consequences. This is known as 'Silver Lining Effect' (Seeger *et al.*, 2005). Augustine (1995) stated that most of the crises take on into itself the seeds of opportunity of success along with the bulb of defeat. In another meaning, Rosenthal *et al.* (2001) claims that crisis is described to have both elements that comprise risk and chance to the organization.

In essence, leaders of organizations can utilize crisis as risk to their organizational advantages and chance to search new fields of progressing their organization by using public and internal relations (DuFrene & Lehman, 2014). Within the dynamic positive outcomes when a crisis strikes are: leaders appear, new concepts are raised, modern policies are identified and latest strategies are implemented (Din, et al., 2021). In the time of crisis, changes are inescapable and at times violent. Good organizations deal with unlucky situations as opportunities to make instant mutations and thus shift the result from worse to better.

## IV. CAUSES OF CRISIS

Knowing the cause of crisis lets managers find proper and

easiest solution with less time and effort (Alkhawani, 2016). Nonetheless, researchers in crisis argue different reasons and sources of crisis due to the nature of the crisis, its scope, location and time of occurrence. Some researchers argue that the kind of crisis determines the reason of crisis as the nature of most of financial, economic and political crises have the same characteristics and the same sources (Allen & Carletti, 2010). In the meantime, the first three reasons are regarded as lack of good governance. Generally, through the perspectives of the most of scholars, most crises may appear because of the following 10 reasons (the reasons of crisis are fragmented; the reasons are brought from the understandings of different researchers):

*a. Misunderstanding*

It refers to an error in receiving and understanding the information available on the coming crisis facing the organization. Several factors create misunderstanding of the issues that the organization encounters, such as: lack of information and warning signal of the issue (Coombs, 2007), inability to collect the information, or inability to link information to the crisis, and interference and confusion of information and conflict of the sources of the prodromes (Wolbers, Boersma & Groenewegen, 2018).

*b. Misjudgment and Misestimating*

Misjudgment and Misestimating means that information gives contrary value, appreciation and meaning to the reality. They are among the most common causes of crises in all areas, particularly in political and military areas. Misjudgment and Misestimating include: exaggeration of the information about the crisis, excessive self-confidence or high expectation, influenced by fake slogans (such as we are the best, we are the strongest), underestimating other parties in the crisis, and lack of reasonable analysis of information on the crisis (Farazmand, 2017).

*c. Mismanagement*

This type of management is the most dangerous to the administrative entity because it causes destruction of the organization's capabilities. Perhaps, this explains the causes of the administrative crises in the organizations of the Third World countries. When the organizational structure or the governmental system deteriorates, it should be expected that disasters and crises occur (Mitroff, 1994). Some crises arise due to random management, lack of strategic planning and lack of communication (or administrative conflict) between departments or managers (Coombs, 2014). Nonetheless, apart from strategic plan and effective communication, an active follow-up or scientific control is needed (Heath, & O'Hair, 2010). Moreover, lack of guidance for orders, information and lack of coordination threatens the status of the organizations.

*d. Clash of Interests and Goals*

When opinions or interests and goals differ, conflicts arise between individuals or between departments or between managers, which may lead to disasters and crises (Maitlis, S., & Sonenshein, S., 2010). Each party sees this work from its angle, which may not be compatible with the other party. Each of the conflicting stakeholders works to find a means of pressure to suit their interests. Several reasons create clash of

interests and goals. Firstly, differences in the culture and personality of the parties to the conflict as well as differences in organizational, cultural, gender, type, and income backgrounds. Secondly, lack of mutual respect and disrespect for power lines and organizational relationships. Thirdly, the absence of mechanism and system in solving disputes (Comfort, Sungu, Johnson & Dunn, 2001).

*e. Human Faults and Lack of Experience*

It means mistakes due to the inability, lack of experience or willingness of the parties to the crisis to deal with the realities of the crisis (Coombs & Holladay, 2010). In general, Lack of experience in the project and inappropriate professional qualities put employees, managers or the organizations in trouble, leading the organization to the risks and crises (Remmer, 1990). Moreover, lack of focus on work and ignorance can repeat human errors. Therefore, adequate study for the job is needed to cope with the nature of the crisis.

*f. Rumors and Sensations*

Rumors are recruited in a certain way, and therefore they are surrounded by a series of false information, announced at a certain time, within a specific climate and environment, and through a specific event that triggers the crisis. Rumors and sensations are the outcomes of confusion of officials, climate with limited information and mass tensions (Carlson, Jakli & Linos, 2018).

*g. Desire to Extortion and Power Exhibition*

The lobbyists, as well as the stakeholders, use such methods in order to reap the unfair advantages from the administrative entity. Ivlevs and Hinks (2015) argue that interest groups' style is to create successive crises in the organization and create a series of crises that force the decision makers to obey their interests. The interest groups expose the leaders (top management) to psychological, physical and personal pressures due to the existence of conflict of interest and the desire to destroy others or destroy other organizations so as to show power in front of others (Boin, Stern & Sundelius, 2016).

*h. Lack of Trust*

Lack of faith in others and lack of confidence in people working around the organization, and may inspire lack of trust in the whole system, such as lack of confidence in the senior management or organization. Some scholars suggest that lack of trust originate from low income, low morale or motivation as well as lack of interest in work (Green, Finkel, Fitzsimons, & Gino, 2017). In addition to that, other scholars such as (Mohammadpour, 2016) belong trustless to tyranny and dictatorship in administrative work, concern and fear of the actions of the regime and appeasing presidents and resorting to political tricks.

*i. Intentional or Planned Crises*

Sometimes the top management and leaders try to produce problems and crises to camouflage larger crises. It is an attempt to distract from a real crisis by triggering imaginary crises (Zappettini & Krzyżanowski, 2019). In the developing countries, authorities plan to make troubles and crises to gain achievements immorally at the expense of others. That is, people are to be busy to solve the new crisis, neglecting the

real crisis.

*j. Wars and Conflicts*

It has been experienced that wars and conflicts can affect countries' governance procedures. Some crises emerge due to the chaos originating from the wars and conflicts appeared in the country (Maghdid, 2016). Apart from the destructions that wars bring, they need financial supports to continue. Furthermore, the aftermath of conflicts remains for a long time by which the organization can be easily affected due to the shortages in other sectors (Maghdid & Din, 2019).

#### V. CONCEPT OF CRISIS MANAGEMENT

Santana (2004) recognized crisis management as "an integrated and comprehensive on-going effort that organizations effectively placed it in an attempt to first and foremost understand and prevent a crisis, and to effectively manage those that occur, taking into consideration in each step of their planning and training activities, the interest of their stakeholders". Moreover, Gigliotti and Jason (1991) also described crisis management as "the ability of an organization to deal quickly, efficiently, and effectively with contingency operations with the goal of reducing the threat to human health and safety, the loss of public or corporate property, and adverse impact on continued normal business or operations".

In addition, Person and Mitroff (1993) recognized that organization is in danger to the unlimited kinds of crises. Further, these days corporations are more exposed to the recent crises than ever before. Moreover, crisis can appear any time to many institutions, and none of them would be safe and this is usually existing as a torrent of urgent and unexpected. Furthermore, crisis management needs mitigating the impact of an unexpected situation in the circle life of the organization. This involves planning, coordination to manage, and respond to the risks which may limit or control operational actions (Herbane, 2013).

Meanwhile, so as to manage the crisis and change it into opportunities, it is no longer a question of what if an organization faces a threat. Instead, it is the question of "when will a crisis happen, what type of the crisis" and "how to arrange for it" (Kash & Darling, 1998). Accordingly, Darling (1994) argues that crisis management enables the organization to perform its ordinary actions, while the crisis is being managed. Additionally, Smith (1990) suggests that crisis legitimization may occur when an organization is looking for restoration of external confidence in both its managerial structure and operating systems as well.

Nevertheless, researchers in crisis suggest that discussing the crisis stages is helpful for understanding a more accurate approach to have a thorough knowledge about the different types of crises (Wooten, 2005). Moreover, Richardson (1994) discovers that most of other crisis management models root out from the classical (general) model which is the three stage model: Pre-crisis/disaster, Crisis impact/rescue (Crisis), and Recovery/demise (Post-crisis). Nevertheless, phases according to Pearson & Mitroff (1993) and Mitroff (2005) are classified into five stages.

#### VI. DIMENSIONS OF CRISIS MANAGEMENT

The dimensions of crisis management considered for this study are also called crisis management stages. Fink (1986) suggested a model consisting of four main phases: prodromal phase that works as indicator of rising a crisis; acute phase which is the period where the negative clues occur; chronic phase signifying the repair stage; and also the resolution stage by when the organization continues in its activities. Nonetheless, according to Smith (1990) categorization, crisis management phases deal with time duration leading up to the crisis situation in which the institution encounters failure to take consideration in an impending event. Therefore, the operational phase appears when the organization is in the travails of an operational crisis situation.

Pearson and Mitroff (1993) developed the stages of crisis management claiming that it consists of five main phases with more accurate leaning of crisis as it shifts to accomplishment. The three stage model of crisis management developed by Pearson and Mitroff (1993) is regarded as more suitable one to produce an effective crisis management in both of public and private sectors. Therefore, crisis scholars suggested that analyzing the crisis stages helps to illustrate a further complete model to have enough understanding about the crises phenomena (Wooten, 2005).

Additionally, Wooten (2005) suggests that analyzing the phases of crisis management helps to clarify for a more advanced approach to get enough understanding about the crisis management. In general, researchers in this field have indicated to different frameworks for the crisis management as illustrated in the table 1. As a result, crisis management dimensions would be explained in detail in order to substantiate the research as it is determined as the dependent variable for this thesis. However, according to Mitroff & Pearson (1993) and Mitroff (2005) the five stages of crisis management, which are considered as the crisis management dimensions, include signal detection, preparation and prevention, damage containment, recovery, and learning.

##### *1. Signal Detection (Early warning signals)*

Pearson and Mitroff (1993) suggest that it is generally perceived that all crises cannot be prevented. However, members of the organization can equip their organization with basic strategies and tactics to address unexpected situations by embarking certain activities prior to the occurrence of a crisis (Coombs, 2007). Identifying crisis signals which are the warning prodromes can prevent crises (Fink 1986). The prodromes are warning signals that determine whether or not a situation becomes a crisis. Meanwhile, crisis management assigns the capable elements of checking and monitoring crisis prodromes (Pearson, & Mitroff, 1993). In the organizational environment, crisis signals can be noticed in any sort of information such as messages or pieces of information about deviation from normalcy caused by organizational inconveniences inside or outside the organization which can be translated as symptoms or early warning signals in the

emergence of a crisis (Christophe, 2005).

The complexity of catching prodromes is that even in the best situations all firms are constantly bombed with notifications. Moreover, Pearson and Mitroff (1993) indicate that in the prodrome detection phase; the organization not merely neglects warning indicators, but may essentially use significant actions to prohibit them. Moreover, they argue that efficiently organized firms regarding the crises make a thoughtful point to be capable to constantly enquire and consider their organizational chart for potential inaccuracy or mistakes before becoming too big to cure. So as to recognize the participations of messengers of unwanted news and they make clear and open knowledge canals, a conceptual framework was developed suggesting a three stage procedure of crisis signals detection consisting of signal skimming, signal capture and signal transmission to the crisis response center (Paraskevas, & Altinay, 2013). That is, signal detection is needed to be in the center of all crisis management attempt inside the organization and could appear to be its essential range of crisis defense.

### 2. Preparation / Prevention

Crisis prevention is the stage wherein members of the organization work on the warning signals and attempt to reduce or cut short the beginning of a crisis (Mitroff, 1986). In addition, to avoid crisis, organizations have to consider risk management, issue management and relationship building (Coombs, 2007). "Issue management is an important duty for a public relations practitioner both before and after a crisis situation, and is likely to be considered as a proactive approach to organizational crises" (Seeger et al., 2005). In the meantime, one of the strategies of organizations is to halt activities to mitigate or prevent the risks (Mitroff, 1994). Using the term 'mitigation' serves to convey more concentration on reducing any possible influence from a crisis when it recognizes the danger which couldn't be totally removed (MacNeil & Topping, 2009).

In addition, the main objective of the preparation stage would be as much as possible to avoid emergence of crises from the very beginning and effectively control those that still occur although effective efforts are conducted (Pearson & Mitroff, 1993). This stage involves crisis training and emulation as well as making formation of crisis fighting groups. Robert and Lajtha (2002) illustrated that crises can be viewed as learning opportunities. Also, they promote the positive features of crises that investment in crisis management training can lead to "management elasticity, teamwork, organizational resilience and strategy". Meanwhile, Devlin (2006) developed four considerable components suggesting that they would be crucial in the preparation and prevention stage which are: communication plans, crisis management plans, crisis management teams, as well as leadership.

**Communication Plans:** one of the vital components of crisis management is crisis communication plan. Devlin (2006) indicates that efficient communication plans should determine "strategies to be used in responding to the acute

crisis when it occurs, allow your organization to reach key audiences with your message, and provide crisis communications spokesperson with the authority to initiate your crisis communications strategies as soon as possible when the crisis first moves". Moreover, each organization needs communication plan for developing its fame and reputation as the communications plan focuses particularly on reputation in the crisis time.

**Crisis Management Plans:** despite the communication plans, organizations and all their divisions require crisis management plans. Brungardt, (2013) states that such plans lead the firm to a thorough perception of what is needed while a crisis occurs instead of trying to discover it. organizations with crisis management plans are able to plan in this regard, economizing precious time when the crisis rises; preparing the organization to be "proactive rather than reactive".

**Crisis Management Teams:** another important part of any effective crisis management strategy is the crisis management team. Such teams usually contain members of upper level management and representatives of the main departments of the organization. According to Brungardt (2013), each team should include communications and information technology personnel that are helpful in the crisis management plan process and in assisting the firm manage solving the crisis and resumption of its activities.

**Leadership:** most of leaders have similar tasks in their organization as they motivate their employees to do their best. This motivation is significant since each employee carries a distinct set of talent that of course have advantages for the organization in different ways, especially in the crisis time. Special leaders can be developed in a variety ways while the crisis hits, thus, leaders participation in overcoming of the crisis is important for the organization due to their role in decision making (Brungardt, 2013).

### 3. Damage Containment

Real crises urge organizations to test the crisis preparation (prevention). Nonetheless, in many situations administrative members usually refuse to announce that the organization is in crisis although the stakeholders crying out that the crisis exists (Coombs & Holladay, 2010; Richardson, 1994). When the efforts of preventing the crisis fail and prodromes trigger crises, the crisis response phase comes to take control over the warning signals. This stage is the most researched phase of the crisis management procedure (Coombs, 2014). Additionally, Richardson (1994) declared that rhetoricians join the terrain of crisis management so as to obtain efforts to deal with public information. Obviously, organizations move their efforts as well as resources to mitigate the damages emerged from the unwanted events to their environments.

The main purpose of the damage containment phase is to reduce the impacts of crisis. Successful management of this phase would plan for preventing a localized crisis from influencing other undamaged sections of the organization. Moreover, the leaders can use crisis classifications as a direction to identify a suitable crisis response strategies (Coombs & Holladay, 2010). Nonetheless, the response

involves rapid enforcement of efficient actions and the utilization of convenient resources (MacNeil & Topping, 2009). Such responsive plans may not impede appropriate actions, but they should appear vital to understand whether the attempts placed into planning and justified by reasonable interest when the plan is accepted.

#### 4. Business Recovery

This phase which is also regarded as the refreshing stage, involves efforts to recover from the situations internally and take control over the situation externally (Person & Mitroff, 1993). Moreover, they indicated that the best planned organizations in the short-term and long-term business recovery ought to have arranged programs. Business recovery phase includes the period by when the atmosphere of the organization returns normal which include providing follow-up data to the victims, dealing with investigations, and learning from the crisis events. Handling the public perception usually achieves the goals of the recovery phase (Richardson, 1994). Therefore, "crisis management did not appear from thin air, the roots of the field reside in emergency and disaster management" (Coombs, 2010). Therefore, Horsley and Barker (2002) suggest that a fire in the present workplace might effectively terminate the organizational operations if there is no restoration from the crisis circumstance..

#### 5. Organizational Learning

Organizations can be assessed by the affectivity of their plans and strategies of crisis management for the post-crisis. For example, if an organization could not handle or prevent a crisis, it can at least learn the needs and conditions of preparation to respond, take control, minimize damages as well as protecting other undamaged interests (Heath & O'Hair, 2010). To conclude, It is argued that to have an effective crisis management especially in the post-crisis stage, communication between the administrative group and the stakeholders should exist. Although crisis management and crisis communication develop as a field separately, the difference between the two is that the crisis management is a strategic approach of preventing, mitigating and handling different kinds of crisis, while the crisis communication helps the latter how the crisis can occur and how one crisis can affect and create another (Mitroff, 1994). Therefore, both of crisis management and crisis communication is needed for the organizational learning for more preparation about the coming waves of crises.

According to Brungardt (2013), organizational learning stage is an internal activity for the organization and its management teams. The emphasis should be on lessons learned from the crisis and how to better respond in the future should a similar crisis occur as well as examine what the organization and its crisis management team did well in handling the crisis and the impact on the organization. Detailed notes during this process should give attention to resolving existing operational deficiencies and prevention of potential future problems. However, Pearson and Mitroff (1993) suggest that the aim of crisis management is absolutely

not to generate a group of plans; it is actually to get ready a corporation to think creatively regarding the unimaginable so that the most effective decisions are going to be done during the crisis.

## VII. CONCLUSION

So as to manage a crisis and change it into opportunities, the most important questions are "when will a crisis happen, what type of the crisis" and "how to arrange for it". In this regard, scholars like Darling (1994) suggests that crisis management enables the organization to perform its ordinary actions, while the crisis is under control. As a result, the lack of effective crisis management is regarded as the main challenge to keep away the public sector from the damaging aftermaths during the coming crises. Nevertheless, crisis researchers suggest that discussing the stages of crisis is helpful for understanding a more minute approach to have a wide knowledge about the different kinds of crises.

Because of the importance of the subject, researchers are investigating many types of crises that have been encountered in the world. Crisis has a very significant position in the growth and existence of organizations. Due to this important role, many studies have been conducted on the crisis. Knowing the prodromes of crisis is more important than solving the crisis because when the prodromes appear, organizations can prepare for preventing crises to happen. The crisis prodromes are more appearing in the public sector as this sector has influence on others when it is not solved.

Crisis management is a strategic process that should be focused so as to defy the challenges of crises. The natural resources are instruments for economic development. Nevertheless, lack of strategic management of the sector may have dangerous consequences. Each model of crisis management frameworks is suitable for a crisis, situation, or environment of the organization. Therefore, this paper suggests for the future, there should be studies on how to struggle with the risks so as not to become crises, as well as setting suitable models and mechanisms to manage each crisis to control the severe outcomes or to deal with the events during the crisis time.

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