

## Creating Participation Morale in Employees for Passing Crisis

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**Abstract:** It is possible for every organization that faces with crisis during its life and behavior and planning in these circumstances is very important and determining for the fate of the organizations. Workforce is the mastermind of the organization that using all this potential power in this area is problems solutions for the organization. Whenever, participation is appeared in an organization in its real concept, employees accept voluntarily management and their work and unit decision-making or they act voluntarily under management and without any expressing idea, thus we will have a powerful and dynamic organization that is completely able to deal with crisis and it is also has a desired situation to achieve its objectives in normal circumstances.

**Key words:** Crisis, participation morale, employees' participation, eirumstances, situation

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### INTRODUCTION

Organizational behavior was the focus of many managers and management scientists in recent years and by focusing on this subject, they wanted to use these vast resources of manpower that is an inherent part and the most valuable asset for any organization in order to achieve the best of goals (ideals) of organization. (Robbins, 2011)

Using existing human resource potentials and capabilities is not possible at all levels in the organization except with the participation of all employees. Adopting appropriate policies by managers and experts will provide a context for the presence of active and effective employees. But, the point of interest is the thought of employees' participation that should be existed in senior managers or it must be nurtured, maintaining and extending this notion in an organization is necessary. By extending thought of participation in an organization, some contexts will be emerged for positive change of climate of the organization and multilateral cooperation and collaboration (Bani Asadi, 1995).

But, creating this morale needs the proper context in organizations in which enabled administrators can make a context for effective participation by attempting to establish the appropriate and desirable context using common goals and encouraging staff to use their abilities and the incidence of employees' potential.

Organizations will face with different issues during their life which sometimes it is inevitable to be in crisis

situations that in these circumstances using the spirit of cooperation and partnership are very valuable and it can be used to go out of the crisis.

### MATERIALS AND METHODS

**Participation:** Participation will lead to positive synergies in the power and from reasons of organization powerful based on participation is delegation and because of the low work load, managers will have sufficient amount of time for planning and thinking about long-term goals and it make them out of boredom and a sense of responsibility and a sense of ownership will be made in the personnel whose result is manufacturing with high quality and quantity and more desirable services and voluntary commitment to deal with problems, employees who are interested in good work have self-control and constant monitoring of their work, thereby meritocratic will spread in the organization that lead to avoid detailed review and encouraging participation in the work group and collective decision-making, and the search for new performing ways in order to perform work and it will be followed by development creativity and by focusing informal resources in order to goals progress, individual communications will be altered into group communications with a clear objective (Rabetie, 1999).

In addition to organizational impacts, many individual impacts will be created because of participation in the organization which is mentioned below.

**Increased confidence:** More work freedom will lead to favored output that is effective in self-confidence of staff.

**Strengthening teamwork morale and help others:** Employees are allowed to take advantage of their and group ability to perform activities and have more individual and team mobility. Instead of being under continuous leadership and management.

**Job satisfaction:** Participation allows employees to use their intelligence and work experience in order to contribute to their work and they will be motivated to execute their duties.

**Increased productivity:** Using others' opinions and experiences in doing work cause to discover the best way to do that.

**Avoid leaving work:** That will lead to reduce the cost of recruiting and training and socialization process of new staff.

By creating individual and organization effects, if participation associates with order and continuity, productivity will achieve to a desired level and the speed of moving towards goals will be suitable. These benefits are created for an organization when suitable training in association with confidence atmosphere is existed in the organization and employees have reached to desired maturity and mental work and commitment of employees participation and sharing commitment are existed in participation benefits.

**Participation elements:** The three elements of management, staff and atmosphere are involved in participation and crisis.

**Management:** Management must have a participative mindset and underlying intellectual contribution in this context in the organization for example, it should create a system to get comments and ideas and give freedom to comment in order to conduct it after doing, have a morale for criticism and by entrusting people for work safety, it should sustain employees' presence in affairs and problems solving.

**Staff:** Because employees are in operation line of the organization, they relate to operational issues related to the scope of their work and due to specialization process in analysis of issues related to their specialized area of work, they can do their best and provide more effective approach provided that:

- A context will be provided for comments
- Employees are in a level that has commitment to the organization's success

It should also be noted that the employees impacts on their colleagues and partners and they encourage or stop their participation.

**Environment:** Two climates or atmospheres are existed in participation and crisis. Atmosphere or climate within the organization: it is impressed by employees and managers and ultimately the organization environment, this climate is controllable, predictable and could be directed.

Environment (organization outside atmosphere): some times crises are imposed by the environment to the organization and they are not under control. Due to controllability of the atmosphere within organization, we pay more attention to the internal organization and we use it in order to deal with external factors.

Individual and organizational benefits of participation encourage managers to provide ways to improve employee participation. The way to achieve perfection of participation and teamwork is a matter of choice and need to increase awareness, communication skills and individual abilities.

How can we increase employees participation in the organization? Understanding employees needs and adding benefits as primary factors to improve their performance like: facilities, creating housing cooperative. Building teamwork thinking: participatory management will bring observing employees to the scene by expressing type of participation and encouraging employees and it makes them accountable.

Encouraging staff with more authority: the right to decide should be given to the employees at least in their scope.

Making a context for incidence of talent and creativity: based on need hierarchy theory, by meeting basic needs, a context for meeting best needs will be provided and a new attempt will be started.

Job security: by providing employees with job security, fear of mistakes or risk will be thrown away and employees can easily participate in activities. Caravy Cover says "Given participation is measurable by creation of a favorable level of participation, organization will be having an appropriate infrastructure to tackle social crisis". Organizations are faced with crises during their life and sometimes locating in a crisis circumstance is inevitable. Regarding this expression of cover, we use participation in order to face crisis and a real participation will be complete when even in especial circumstances,

employees will accept voluntarily management and decision making of their own unit and/or in some situations they will refuse to express their word and work under single management.

Training for dealing with crisis should be objective, located in organization strategy, planned in short- or long-term and followed continuously. If individuals are trained properly, prediction of crises conditions will be possible, prediction will result in planning and teaching others for prevention and group and team practice for tackling and reduction of crisis if before crisis no preparedness or context exists, crisis will occur in real concept in the organization and usually it will be higher with inappropriate decisions due to lack of readiness. Readiness before crisis should be overall in order to have necessary effect:

- Training preparedness training crisis managers and staff
- Expert preparedness strengthening personnel skills, technical skills, teamwork skills and work in harsh conditions
- Physical preparedness in discussion of physical preparedness before the crisis, I only provide one example that is protection of exist information in systems by preparing backup and storage in a safe and suitable place (such as the out of workshop)

## RESULTS AND DISCUSSION

All above mentioned items are easily applicable in light of employees' participation and allowing them to make decisions applicable. For example, in the accounting or informatics department, employees in these sectors store and protect their information or manufacturing line group without need to managing restoring capability, repair devices and plan production.

**Crisis management:** Using a right solution and reasonable decision in the shortest possible time to help resolve and tackle with the crisis as the benefits of organization will be maintained and the maximum benefit will be made of available resources. One of the main sources used in the human resource crisis is that providing participation context and solutions suggestion and justification of group works can be put on their shoulders, in some cases in times of crisis, senior managers avoid intellectual and experience assistance of employees or people outside the organization in order to prevent broadcast news or rumors about organization, which unfortunately this will lead to extend crisis because of hasty and inappropriate decisions. And, management

senior team of crisis, due to the lack of information and high volume of work do not achieve to desired efficiency that it will lengthen the period of crisis but if before crisis an awareness is exist for risks and if planning were done before crisis then organizations will conduct a reliable process. Intime of crisis, it is very essential to control hidden and obvious costs.

**Obvious costs:** Including personnel extra work salary. Hidden costs: the cost of losing customers. And, the effects of controlling costs will be observed after or even during the crisis.

The origin of the crisis may be natural and beyond the power of organizations such as floods, natural disasters or outdoor of organizations such as new contenders that emerge or it may be seen with the source of internal organizations such as strikes, accidents. Those managers are successful that by doing proper activities before crisis have applications to go out crisis and also appropriate activities during crisis time could determine organization fate and ultimately after crisis, some activities should be done in order to remove crisis effects in or out of the organization and finally, an analysis should be made of the causes of the crisis and preventing future crisis that all these things are done by the staff, now if these affairs will not be considered as obligation and task and a it is considered as a commitment it will be done to the best.

## CONCLUSION

We talked about benefits of participation and from the crisis that is sometimes inevitable, in this ever changing and dynamic environment, organizations require the power of thought and powerful planning both for surviving and passing the unusual circumstances that this important matter is not existed in a small group or a single person but the more people are in this participation ring, the more power will be made with appropriate guidance and this is the power that today's organizations need to survive.

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