

Review Strategies for Promoting Effectiveness Crisis Management in National Iranian Copper Industries Company's (NICICO) Organizational Units

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Abstract

In this article we have studied review strategies for promoting effectiveness crisis management in National Iranian Copper Industries Company's (NICICO) organizational units. Crises are adverse events that can be led to the demise. There is the possibility reduces or even eliminates unintended consequences and harm caused to them through prediction, prevention and organized crisis management.

The statistical population in this study is 5000 employees who are working in different parts of NICICO, although the sample volume consists of 302 people.

For the questionnaire analysis Pearson and Spearman test was used. Results show there is positive relation between external and internal organizational units and promote their activities, promote structural and human dimensions of organization units, and strengthen the perception of external activities of organizational units and effectiveness crisis management.

Key words: Crisis; Crisis management; Effectiveness; External activities; Internal activities

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INTRODUCTION

The subject of crisis management is expressed in different

fields. The organizations are not also exceptional in this ground, not any organization wants to be engaged in the crisis, but sometimes the organizations are considered a part of accident and crisis. If, in the past, a part of organizations undertook the responsibility of facing crisis, but today, the whole organization undertook this responsibility and complexity and progress of this programs has caused the governments, financial institutions, service companies and etc. to face methods against sudden and unpredicted changes. In fact, in recent year, Crises have become common for most of the organizations or even for common accidents. Therefore, management problems should concentrate on both two questions "will the crisis happen" and "when and how does it happen?"; so that the crisis management should also concentrate on regular prediction necessity and being ready for facing with that group of internal and external problems which menaces the fame and benefiting or organization's life strictly. So, the effective crisis management can also include all the organization levels. The effectiveness of the crisis management is a matter that the manager obtains through performing crisis management accurately, and represents it through work efficiency, and regarding this matter that the main principle of each organizational units, the present essay investigates the effectiveness of crisis management in the field of National Iranian Copper Industries Company's (NICICO) organizational units. The basic problem in this study is to answer this question that how is the effectiveness condition of crisis management in the organizational units of National Iranian Copper Industries Company?

The researcher follows the following purpose in this research:

(1) Showing the effect of internal activities of units and effect of external activities of units on the effectiveness of crisis management of organizational units by using data from organizational units of National Iranian Copper Industries Company.

(2) Expressing the relation between raising the quality of internal and external activities of organizational units with the effectiveness of crisis management and significance grade of each one of them on the effectiveness of crisis management of organizational units.

(3) Expressing the relation between comprehension of crisis by the members of organizations and effectiveness of crisis management of organizational units.

(4) Expressing the relation between rising of human and structural aspect's quality of organizational units on the effectiveness of crisis management of organizational units.

1. BACKGROUND OF THE RESEARCH

1.1 Definition of the Crisis

Crisis is a disorder-making condition which affects the whole organization or system and makes challenges the basic pre-supposition.

Crises are two groups: Disasters and natural disasters such as flood, earthquake and etc. and expected events such as bombing, environment pollution and organization's events which are the result of persons and group's behaviors and actions and needs crisis management (Babayee, 1388). Crisis is a condition to which persons, groups and organizations are faced and they can not confront with it through using common methods (Booth, 1993).

1.2 Definition of Crisis Management

Crisis management means the process of making ready and providing necessary maneuvers and preparations by managers of the organization for confronting and minimizing its destruction effects (Seied Javadin, 1386).

1.3 Definition of the Organizational Crisis

Organizational crisis is an event with low occurrence probability and high effectiveness probability which affects the environment of the organization and its feature is the ambiguity of factor and effects and ambiguity of tools for solving problem; so that the decisions related to it should be made rapidly (Paraskevas, 2006). Organizational crises can be defined as human events with high frequency and results which can delay the continuity of performing organizational operations deeply (Wang & Belard, 2009).

Table 1
Effectiveness Measurement Methods

Methods	Titles	Explanation
Traditional	Based on purpose	The purpose is recognized and then the rate of providing purpose will be recognized. The feature in this method is operational purpose and its limits is multi-fold purposes.
	Based on providing resources	Effectiveness is based on providing resources from the environment. This method is used when the purposes can't be recognized and measured.
	Based on organizational process	It is the rate of unity and harmony of inter-organizational processes and satisfaction feeling of people. Human features of relations such as cooperation morale, trust and reliability, relation along with economical efficiency that is taken to given is expressed.

Organizational crisis is a condition with the probability of low occurrence and high effectiveness which menaces the existence of organization from the viewpoint of main benefitors, and menaces them from the viewpoint of personal mentality. During the crisis, the decision-making is located under pressure Short-time chances and cognitive limitations (Pearson & Clair, 1998).

1.4 Definition of Effectiveness

Despite so much studies and researches about effectiveness, the ambiguity about "what is effectiveness" and "features for evaluating it" hasn't been completely resolved. Effectiveness in the dictionary means "size or amount of effect" which is used about persons and actions. Effectiveness has been also defined as ability for production, product, influence, deserving, strong and etc. (Shirazi, 1373).

But the thing that scientists of behavioral sciences search it is so deeper and more expensive than the understanding of ordinary people. In the following, some of the effectiveness concepts are pointed out: Etzioni defines effectiveness as the rate of purpose's accomplishment (Mirkamali, 1373). Caldwel and Spinks say that effectiveness is the amount or limits for reaching the programs' purposes (Shirazi, 1373). Effectiveness can be defined with three approaches and can be measured and evaluated proportionate to each definitions:

(1) Evaluating the performance of organization and whole result of the manager's work which can be measured by determining the accomplishment rate of different organizational units or the whole organization.

(2) The management performance process: which is the actions for making better function and higher benefiting of the organization or units obedient, and the rate of manager's effectiveness can be evaluated by observing the mentioned process of actions. Personal feature of the manager which are usually measurable with standards such as level of literacy, job experience, professional talents and features of these kinds (Mirsepasi, 1371).

1.5 Effectiveness Measurement Methods

Peter Draker interprets effectiveness as doing correct work and efficiency as doing work correct. But this matter that "how can measure the correct work" suggests the accuracy of expressed method in the following table (Seied Javadin, 1383) (Table 1).

To be continued

Continued

Methods	Titles	Explanation
Simultaneous	Providing satisfaction of benefitors groups	The role of organization in the society on providing partners' satisfaction; that is owners of the company, employees, customers, creditors of society, supplying primary materials and government as the main feature should be considered.
	Competitive values	The emphasis is on different aspects which are considered in the institute (internal or external) and also on the organizational structure (completely controlled flexibility).

The main purpose of this study is to express the factors which play a role of crisis management in the organizational units and also to give some ways for improving effectiveness of crisis management in the National Iranian Copper Industries Company's (NICICO) organizational units. For this reason, these factors and also effectiveness of crisis management have been investigated in four groups as the followings:

1.5.1 Internal Activities

They are activities which concentrate on actions within the organizational unit. About this matter, the researchers, through using researches which they did about crisis management in organizational units, tried to recognize problems related to crisis in organizational units. For example, Choi and his colleagues did some researches in 2010 in this field. They have considered three elements in their researches for internal activities of organizational units: planning crisis, cooperation, leadership, using internal resources of organizational unit (Choi, Sung & Kim, 2010). In this study three elements are used for measuring internal activities.

1.5.2 External Activities

They are activities which focus on the actions of organizational unit with other units within the organization (Choi, et al., 2010).

Choi and his colleagues in the researches that they did in 2010 considered three elements for internal activities: cooperation with superior managers, cooperation with other units in that organization and cooperation with factors out of the organization, includes: customers and suppliers of primary materials and etc. (Choi et al., 2010). In this study, three elements are used for measuring crisis comprehension.

1.5.3 Crisis Perception

Crisis perception means that the members of the organizational unit consider unexpected events as threat to what extent (Hermann, 1972). Billings and his colleagues did some researches in 1980 in order to measure the power of crisis perception among members of the researching organizations. According to the result of these researchers, three elements have been considered for crisis perception: the rate of threat to the units' function, the rate of available time limitation for responding and the rate of being surprised in the members of organization's units (Billings, Milburn & Schauffman, 1980). In this study, three elements are used for measuring crisis perception.

1.5.4 Structural and Human Dimensions

Organizational structure has different dimensions among can point out: formality, concentration, specialization, making standard, hierarchy of authority and etc.

As a whole, among these variables, three structural dimensions are more important and; in other words, they include all the variables. These variables are: complexity, formality and concentration (Moghimi, 1390).

Human dimension includes debates related to the human such as relations, contradiction...

We investigate the quality of structural and human dimensions regarding the features of organic organizations which are dynamic and flexible and are used for unstable and unpredictable environments.

1.5.5 Effectiveness of Crisis Management

This effectiveness means that we obtained the pre-determined purposes in the process of crisis management or not. These purposes may be: survival of the organization, the pre-determined purpose in the process of crisis management or not. These purposes may be: survival of organization, satisfaction of the organizational units' members from the result of work that they have done, eliminating crisis with a low expense, preventing from being bankrupt and etc. (Choi, 2009).

Choi and his colleagues in 2010 have considered three elements for effectiveness of crisis management: effectiveness of the expense, compatibility of outcomes with the purposes of function and satisfaction of the organizational unit's members about the result obtained from their occupational function (Choi et al., 2010). In this study, for measuring the effectiveness of crisis management, we will investigate these three elements. Background of the research: In Iran, a research has been done in this ground rarely, and the researches done have not covered the organizations units and they have only investigated the crisis management in the organizational. A number of done theses are as the followings: (about organizational crises).

Studying the relation between organizational factors and emerging of organizational crises in governmental organizations of Kerman city, Fatemeh Bahmani , Master's thesis, Shahid Ba honar of Kerman 1388. In this thesis, the researcher has concluded that there is a meaningful relation between organization's structure, moral space and culture of organization with organizational crises.

Studying the readiness rate of crisis relations among

the organizations of Kerman city, Esmat Noori, thesis of Master's degree, Shahid Ba honar university of kerman 1388. In this thesis, the researcher has concluded that the size of organization, the field of public relations activity and also to be assured about capabilities of the organization in responding to the crisis have positive effect on readiness of crisis. A number of accomplished researches are as the followings in foreign countries:

Choi and his colleagues in 2010 did some researches in southern Korea country about crisis management in organizational teams and they obtained following results:

(1) Effectiveness of crisis management is affected by the internal and external activities of the organizational units.

(2) The crises are threatening and need immediate response from members of the organizational units, and the effectiveness of crisis management is affected by improving the crisis perception of organizational units.

(3) External crises (the crises which are imposed to the organization from outside environment) are more common than internal crises of the organization; so that the probability of facing with external crises is so much for organizations and organizational teams.

(4) Obtaining support and resources from superior managers play important role in confronting against crisis.

The research groups of Scholar did some researches about the strategies of organizational units for eliminating the crisis in 1989, and obtained following results:

(1) Suitable structure of units and correct relations among members prevents the decline of roles in social structure of units.

(2) The role of leadership is important. Because, the leader of inter-group dynamisms include they guide the member's motivation and patterns of relations; especially for units that are subject to crisis, the flexible leaders are more effective than ordering leaders.

Some researches have also been done about the level of organizational groups by Driskell (1991). He emphasized on the significances of understanding the ways for increasing the motivation of members of units in stressful situations and has obtained the following result:

(1) Through participations and attempt of organizational groups, the complexity of the duties in the critical period can be dominated.

(2) As much as the persons' actions affect their works' outcome, the actions of the group's members also affect the outcomes of the group.

(3) The group's actions are affected by external stressful factors such as time pressures. The Sundstrom research groups, in 1990, did a research about the dependencies of organizational teams in crisis situations and; consequently, it considers those factors that affect the dependency rate of the team and needs on external unity: organizational culture, technology, job designing and independency. Waller did a research in 1999 about forming a team in

uncommon events and concluded that collecting data and transferring it predicts the team's function more than other actions (like dividing the duties).

2. HYPOTHESES OF THE RESEARCH

Hypothesis 1: There is a relation between internal activities of organizational units and crisis management of those units.

Hypothesis 2: There is a relation between external activities of organizational units and effectiveness of crisis management of those units.

Hypothesis 3: There is a relation between the improvement of internal activities quality of organizational units and effectiveness of crisis management of those units.

Hypothesis 4: There is a relation between the improvement of external activities' quality of organizational units and effectiveness of crisis management of those units.

Hypothesis 5: There is a relation between the improvement of crisis perception caused by the effect of external activities of organizational units and the effectiveness of crisis management of those units.

Hypothesis 6: There is a relation between the improvement of structural human dimensions' quality in organizational units and effectiveness of those units' crisis.

3. METHODOLOGY

This study is from theoretical-operational (descriptive-surveying) kind.

The considered study is from correlation kind. In the studies of correlation, the purpose is to investigate the two by two relations of variables existed in the research and also to express the harmony rate of two variables' changes.

3.1 Place and Time Domain

This study has been done in order to investigate the ways of improving the effectiveness of crisis management in National Iranian Copper Industries Company's (NICICO) organizational units in the second semester of 1390.

3.2 Statistical Society

This society includes all the respectful employees of National Iranian Copper Industries Company's (NICICO) organizational units with number of 5000 persons.

3.3 Sampling Method and Determining the Sample's Volume

In this study, we used Cochran formula for estimating the sample's volume (Hafeznia, 1387), and determined the considered sample's volume among the statistical society including 5000 personals through simple classification probability method.

3.4 Tools for Collecting Data

In this study, the investigation method of documents

and evidence are used for taking general information about organization such as history, number of personnel, organizational units and etc., and also they have been used in order to investigate the literature and backgrounds of the research, book, internal and international publications related to the subject of the research. In order to test the hypotheses of the study, the questionnaire has been used in order to measure the formulations of the study and collecting data from the positional field of the study.

3.5 Validity and Reliability of the Questionnaire

Through doing primary studies, extensive studies of essays and books related to the subject of study, investigating the points related to the design of the questionnaire and using them in compiling the final questionnaire and doing necessary reforming during some turns through the comment of guide professors and consulters, the final questionnaire was confirmed by some of the respectful professors of economy and management college of Shahid Babonar university of kerman, and they were requested to select one of the choices "completely suitable, suitable, somehow suitable, not suitable, completely not suitable" in order to determine the validity of the questionnaire. At the end, the score of the questions' validity related to independent variables was obtained 85/1% and the validity score of questions related to dependent variable was obtained 87/5%. By using Koronbakh Alpha method, the reliability of the questions related to the independent variables and dependent variables of the research was calculated. The reliability score of questions related to independent variables was obtained 0.83% and it was obtained 0/69% for variables which are dependent and these score were confirmed.

3.6 The Analysis Method of Data and Statistical Tests

The analysis method of data and statistical tests used in this study regarding the measurement scales and existed data, for analyzing data, the following descriptive and perceptive statistical methods have been used:

In analyzing data through descriptive method in this study; for individual and demographic specifications, frequency tables (frequency, frequency percentage, collective frequency) and columns, average, standard deviation, curving, stretching and scope of scores have been used. For investigating the hypotheses of the study, the tests such as Pearson and Spearman correlation has been used and for investigating the question of study, the Chi-square test has been used and T test and Anova test was used for investigating the average of crisis management effectiveness regarding the general questions of the study (Anova test = one-side analysis of variance test).

3.7 Analyzing the Data

The gender condition of employees: Regarding the analysis of data, among the investigated employees,

84/8% (256 ones) in the sample group are men 15/2% (46 ones) are women (Table 2).

Table 2
The Frequency Distribution of Gender Condition of Employees

Gender	Frequency	Percentage of frequency
Male	256	84/4
Female	46	15/2
Total	302	100

The education level condition of employees: Regarding the analysis of data, 46% of the employees (139 ones) are diploma, 25/5% of the employees (77 ones) are junior college diploma, 27/8% (84 ones) have bachelor degree and 0/7% of them (2 ones) have master degree (Table 3).

Table 3
The Frequency Distribution of the Employee's Education Level

Education level	Frequency	Frequency percentage
Diploma	139	46
Junior college diploma	77	25/5
Bachelor degree	84	27/8
Master degree	2	0/7
Total	302	100

The job background condition of employees: Regarding the results from analyzing data, among the employees, 11/9% (36 ones) have less than 5 years job background, 22/8% (69 ones) have between 6 to 10 years job background, 40/4% (122 ones) have between 11 to 15 years job background, 18/9% (57 ones) have between 16 to 20 years job background, 6% (18 ones) have between 21 to 25 years job background (Table 4).

Table 4
Frequency Distribution of the Job Background of Employees

Job background	Frequency	Frequency percentage
Less than 5 years	36	11/9
5 to 10 years	69	22/8
11 to 15 years	122	40/4
16 to 20 years	57	18/9
21 to 25 years	18	6
Total	302	100

3.8 The Findings of Study

First hypothesis: There is a relation between internal activities of units in organizations and effectiveness of those units' crisis management. Analyzing data via Pearson and Spearman Test shows that the correlation coefficients between two variables of internal activities of

organizational units and effectiveness of crisis management of those units are respectively 0/143 and 0/123, with amount $-p$ (meaningfulness) equal to 0/013 and 0/048 which is smaller than the meaningfulness level $\alpha = 0/05$; so that the hypothesis of zero is rejected and the hypothesis of

relation between internal activities of organizational units and effectiveness of crisis management of those units with more than 95% assurance is confirmed. The positivity of correlation coefficients shows the direct relation between these two variables (Table 5).

Table 5
Statistics of Pearson and Spearman Correlation Test Related to the First Hypothesis

Variable	Effectiveness of crisis management of those units							
	Pearson		Spearman		R^2	Number	Existence of relation	Kind of relation
Test	Correlation coefficient	Meaningfulness	Correlation coefficient	Meaningfulness				
Internal activities of organizational units	0/143	0/013	0/123	0/048	0/02	302	It has	direct

Second hypothesis: There is a relation between external activities of organizational units and effectiveness of crisis management of those units.

Analyzing data via Pearson and Spearman Test show that the correlation coefficients between two variables of external activities of organizational units and effectiveness of crisis management of those units are respectively equal to 0/168 and 0/159 with $-p$ amount (meaningfulness)

respectively equal to 0/002 and 0/006, which is smaller than the meaningfulness level $\alpha=0/01$; so the hypothesis of zero is rejected and the hypothesis of relation between external activities of organizational units and effectiveness of crisis management of those units with more than 99% assurance is confirmed. The positivity of correlation coefficients shows the direct relation between these two variables (Table 6).

Table 6
Statistics of Pearson and Spearman Correlation Test Related to the Second Hypothesis

Variable	Effectiveness of crisis management of those units							
	Pearson		Spearman		R^2	Number	Existence of relation	Kind of relation
Test	Correlation coefficient	Meaningfulness	Correlation coefficient	Meaningfulness				
External activities of organizational units	0/168	0/002	0/159	0/006	0/028	302	It has	direct

Third hypothesis: There is a relation between improving the quality of internal activities of organizational units and effectiveness of crisis management of those units.

Analyzing data via Pearson and Spearman Test shows that correlation coefficients between two variables of quality improvement of internal activities of organizational units and effectiveness of crisis management of those units are respectively equal to 0/278 and

0/248 with $-p$ amount (meaningfulness) equal to 0/0001, which is smaller than the meaningfulness level $\alpha = 0/01$; so the supposition of zero is rejected and the supposition of relation between quality improvement of internal activities of organizational units and effectiveness of crisis management of those units with more than 99% assurance is confirmed. The positivity of correlation coefficients show direct relation between these two variables (Table 7).

Table 7
Statistics of Pearson and Spearman Correlation Test Related to the Third Hypothesis

Variable	Effectiveness of crisis management of those units							
	Pearson		Spearman		R^2	Number	Existence of relation	Kind of relation
Test	Correlation coefficient	Meaningfulness	Correlation coefficient	Meaningfulness				
Quality improvement of internal activities of organizational units	0/278	0/0001	0/248	0/0001	0/077	302	It has	direct

Fourth hypothesis: There is a relation between the quality improvement of external activities of

organizational units and effectiveness of crisis management of those units.

Analyzing data via Pearson and Spearman Test show that correlation coefficients between two variables of quality improvement of external activities of organizational units and effectiveness of crisis management of those units are respectively equal to 0/312 and 0/24 with -p amount (meaningfulness) equal to 0/0001, which is smaller than meaningfulness level $\alpha=0/01$; so the supposition of zero

is rejected and supposition of relation between quality improvement of external activities of organizational units and effectiveness of crisis management of those units with more than 99% assurance is confirmed. The positivity of correlation coefficients shows the direct between these two variables (Table 8).

Table 8
Statistics of Pearson and Spearman Correlation Test Related to the Fourth Hypothesis

Variable		Effectiveness of crisis management of those units						
Test	Pearson	Spearman						
Quality improvement of external activities of organizational units	Correlation coefficient	Meaningfulness	Correlation coefficient	Meaningfulness	R^2	Number	Existence of relation	Kind of relation
	0/312	0/0001	0/24	0/0001	0/097	302	It has	direct

Fifth hypothesis: There is a relation between improving the crisis perception caused by the effect of external activities of organizational units and effectiveness of those units' crisis management.

Analyzing via Pearson and Spearman Test shows that correlation coefficients between two variables of improving crisis perception caused by the effect of external activities of organizational units and effectiveness of crisis management of those units are

respectively equal to 0/452 and 0/359 with -p amount (meaningfulness) equal to 0/0001 which is smaller than the meaningfulness level $\alpha=0/01$; so supposition of zero is rejected and supposition of relation between improving crisis perception caused by the effect of external activities of organizational units and effectiveness of crisis management of those units with assurance 99% is confirmed. The positivity of correlation shows the direct relation between these two variables (Table 9).

Table 9
Statistics of Pearson and Spearman Correlation Test related to the fifth hypothesis

Variable		Effectiveness of crisis management of those units						
Test	Pearson	Spearman						
Improving crisis perception caused by the effect of external activities of organizational units	Correlation coefficient	Meaningfulness	Correlation coefficient	Meaningfulness	R^2	Number	Existence of relation	Kind of relation
	0/452	0/0001	0/359	0/0001	0/204	302	It has	direct

Sixth hypothesis: There is a relation between the improvement of human and structural dimensions' quality in organizational units and effectiveness of crisis management of those units.

Analyzing data via Pearson and Spearman Test shows that correlation coefficients between two variables of quality improvement of human and structural dimensions in organizational units and effectiveness of crisis management of those units are respectively equal

to 0/516 and 0/467 with -p amount (meaningfulness) equal to 0/0001 which is smaller than meaningfulness level $\alpha=0/01$; so the supposition of relation existence quality improvement of the human and structural dimensions in organizational units and effectiveness if crisis management of those units with assurance 99% is confirmed. The positivity of correlation coefficients shows direct relation between these two variables (Table 10).

Table 10
Statistics of Pearson and Spearman Correlation Test Related to the Sixth Hypothesis

Variable		Effectiveness of crisis management of those units						
Test	Pearson	Spearman						
Quality improvement of human and structural dimensions in organizational units	Correlation coefficient	Meaningfulness	Correlation coefficient	Meaningfulness	R^2	Number	Existence of relation	Kind of relation
	0/516	0/0001	0/467	0/0001	0/267	302	It has	direct

DEBATE AND CONCLUSION

Choi and his colleagues believe that effectiveness of crisis management is affected by internal and external activities of the organization; so that this matter is obvious in this study. As the analysis of data in the National Iranian Copper Industries Company of Iran based on tables and graphs of hypothesis of No.1 to No.4, showed that:

- Through increasing the internal activities of organizational units, the effectiveness crisis of those units will increase.
- Through increasing the external activities of organizational units, the effectiveness of crisis management of those units will increase.
- Through increasing the quality improvement of external activities of organizational units, the effectiveness of crisis management of those units will increase.
- Through increasing the quality improvement of internal activities of organizational units, the effectiveness of those units' crisis management will increase.

As it is pointed out above, the effectiveness of crisis management in the National Iranian Copper Industries Company of Iran is also affected by internal and external activities of organizational units, and also Choi and his colleagues, in a research which they did in 2010, concluded that crises are so threatening and needs immediate response from the members of organizational units, the effectiveness of crisis management is affected by the improvement of crisis perception of members in organizational units. In this study, analyzing data in the National Iranian Copper Industries Company of Iran based on tables and graphs of fifth hypothesis showed:

- Through increasing the improvement of crisis perception caused by the effect of external activities, the effectiveness of those units' crisis management will increase.

As it is pointed out in above, the effectiveness of crisis management is also affected by the improvement of crisis perception in the National Iranian Copper Industries Company of Iran and also the research groups of Scholar believe that: suitable structure of units and correct relations among members prevents the roles in the social structure of units to be declined. In this research, after investigating the quality of human and structural dimensions regarding the features of organic organizations which are dynamic and flexible and are used for unstable and unpredictable environments, analyzing data in the National Iranian Copper Industries Company of Iran based on tables and graphs of sixth hypothesis showed:

- Through increasing the improvement of human and structural dimensions' quality of organizational units, the effectiveness of crisis management will be decreased.

Regarding the result of the research, our hypotheses are accepted and are adaptable with the background.

SUGGESTIONS

The results obtained from investigating the first and third hypotheses showed that there is a positive relation between the internal activities of organizational units and improvement of these activities with the effectiveness of crisis management; so through the improvement of elements of internal activities, the effectiveness of crisis management will be increased. Therefore, the manager of the organization can improve the rate of members' cooperation and also facilitates the cooperation style of external activities of organizational units.

The results obtained from second and forth hypotheses showed that there is a positive relation between external activities of organizational units and their improvement with the effectiveness of crisis management. So, since the information are important in estimating and predicting crisis and confronting with it, the organizations should benefit from a correct information system and members and managers of the organizations should have an efficient relation with each other.

The result obtained from investigating fifth hypothesis showed that there is a positive relation between the improvement of crisis perception caused by the effect of external activities of organizational units and effectiveness of crisis management in organizational units, and through increasing the improvement of crisis perception, the effectiveness of crisis management will also be increased. But, the managers should notify that when the immediate response to the crises is necessary, a balance should be made between the interferences of superior managers and the rate of organizational units' numbers' authority. Because, despite supporting and providing resource by superior managers play important role in confronting against crises, but intensive supervision by superior managers can divert members of units from responding the crisis.

The results obtained from investigating sixth hypothesis showed that there is a positive relation between quality improvement of human and structural dimensions of organizational units and effectiveness of crisis management; so the managers should notify that the organic organizations which are dynamic and flexible are used for unstable and unpredictable environments today, so that despite this fact, we can not consider a special structure as a suitable and desirable structure. As a whole, organizational structure can be effective for confronting or accepting crisis from the viewpoint of relations among units, complexity, concentration and formality.

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