

## Modeling Human Resource Agility and Ethics Management in Resolving the Crisis of Media Organizations

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### Abstract

**Purpose:** The purpose of this study was to examine the modeling of HRM and ethics management by solving the crisis in media organizations. **Methodology:** The statistical population of the present study was all managers of media organizations in 2016, 120 of them were selected as sample in a targeted sampling method (79 male managers and 41 female ones). In this research, organizational agility questionnaire, Organizational Ethics Questionnaire (CEP) and Organizational Conflict Questionnaire were used to collect data on factors affecting agility. The conceptual model of the research was tested using structural equation modeling. **Findings:** The findings of the path analysis indicated that the model has a suitable fitting and all factor loads of markers on the variable are significant on the organizational agility variable and all direct path coefficients of the model are significant at alpha level 0.01. According to these results, organizational agility with impact factor (beta) 0.29 affects ethics management. Finally, ethics management with a coefficient of effect (beta) 0.67 affects the resolution of the media organizations' crisis. **Discussion:** Ethics management is able to mediate organizational agility and solve the crisis of media organizations. Organizational agility with an impact on ethics management is capable of indirectly affecting the resolution of the media organizations' crisis. Therefore, attention to learning agility and attention to ethics management in organizations can be one of the main strategies for managing crisis management in organizations.

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## 1. Introduction

One of the important issues in the organizations is the crisis. Crisis can be considered as a disturbing situation that affects the whole organization or system and challenges its underlying assumptions. Crisis often requires decisions that are outside the normal operating procedures of an organization or system. The crisis comes from a countless numbers of extraordinary situations (Mayer, 1988). Organizational crises do not necessarily lead to devastating consequences; the gap in the production line, the failure of public relations department to attract public confidence, the emergence of legal problems and the interruption of the organization activity by law and so on are also considered as organizational crises. The head of crisis institution defines the term of crisis as follows: A major turmoil in an organization that has a widespread news coverage and people's curiosity about this issue is affecting the organization's normal activities; it can have political, legal, financial, and governmental influence on the organization (Zhang, 2011).

## 2. Literature review

Crisis management is considered as one of the essential parts of the organization. Crisis management is necessary to ensure the sustainability of an organization before pursuing any long-term goals. Basically, organizations at risk of crisis are in need of more preparedness. The task of crisis management is to make effective decisions based on accurate information to reduce losses and to quickly control the crisis (Mayer, 1988). This process is finally accomplished by recognizing systematic actions and reactions. Crisis can mean the deviation from the general balance state of the organization's relationship with the environment or the definition of the environmental characteristic which the organization has to be constantly aware of that (Booth, 1993).

Crisis management means the purposeful push of the progress of affairs into a controllable process and expecting the return of affairs as soon as possible to pre-crisis conditions. This is one of the traps that usually putting pressure on crisis management authorities and is one of the most important factors for making wrong decisions and extending the scope of the crisis (Mc Conkey, 1987). Many scholars and theorists of this field believe that crisis management is an organized effort by members of the organization to prevent crises or manage it effectively at the time of occurrence (Yarmohamadian & etal, 2012). Crisis management consists of three distinct phases: first prediction / prevention, second planning / training and third conducting / controlling. Media organizations despite of having rich human and cultural assets are one of the organizational factors that are often at risk of crisis. There is an option for these organizations in crisis management (Goldman, 1995).

The desirable use of human resources provides individuals with the ability, personality, and temperament appropriate to the culture and mission of the organization. In media organizations with the main focus on smart human resources, paying attention to the needs and understanding of their personality aspects can help the process of transformation in the media organization. The media organization, as an organization utilizing knowledge processes, needs to pay attention to balance its human resources with the goals of that organization. The process of transformation in media organizations is a very complicated process. The environment and organizational culture, human resources, strategies, short-term and long-term goals of the organization, technology and information play a fundamental role In order to apply these changes to the organization. This issue is even more important when change management in media organizations will make fundamental changes to the processes of their business. It should be provided the organization's main infrastructure In order to evolve the processes of this type of organizations. The most important of these infrastructures is the appropriate organizational culture, expert manpower and updating of the information technology (Memarzadeh & Sarfaraz, 2011). Human resources play an essential and undeniable role in the

success of each organization as well as its transmission through various crises. Strategic vision is considered as an important tool of competition with the advancement of societies, the expansion of organizations and the complexity of the environment (Sayyah, 2016). One of the important strategies for solving crises is ethics management in organizations. Ethics is the normative rules of a society that reflects on the behavior of its people. How to apply ethics to specific cases is the same practical ethics that includes economic ethics, medical ethics, environmental ethics, scientific ethics, ethics in organization and management and ethics in management science (Aurifeille and Quester PG, 2003). Ethics is, in fact, the main challenge of management, since it represents the contrast between economic performance (measured by incomes, costs and profits) and social performance (which is expressed in terms of its organization's commitments in and out of the country) (Hatecher, 2004). Ethics and ethics management in the organization is one of the important aspects of the organization's culture and it is moving forward to become part of the organization's strategy. Understanding the concept of ethics in general and in its particular sense is the basis for the creation and maintenance of an ethical system in society and, consequently, in organizations (Aydinlik, 2008).

Managing ethics in the workplace has many benefits to managers and leaders, including functional benefits and ethical interests; this is especially true in the present era, when managers deal with ethics in work (Hashemi Rafsanjani and etal, 2014). Each organizational suite has ethical codes appropriate to its professional structure which is called professional ethics. Ethics management is the identification and prioritization of values to guide the behavior of the organization. Organizations can manage ethics in the workplace with creating an ethical management program. Ethical programs help organizations to maintain their ethical performance in turbulent conditions. Ethics is an organic tool that changes with the transformation of the needs of society and organization (ali dokht and etal, 2012).

Personal morality, self-knowledge and self-control are considered as the main areas for the formation of ethical management in the organization. Organizational factors including organizational rules and regulations, organizational culture and organizational structure institutionalize ethical management. The supranational factors include state, economic conditions, work environment and international environments that lead to ethical management and ultimately, the ethical management gets practical in the organization (Gholami, 2011). Another important strategy for resolving organizational and social crises and speeding up in society is the organization's agility as a factor in empowering human resources. Agility is the ability to succeed in an ever-changing and unpredictable environment (Atos, 2007). So, the agility means flexibility and the ability to react to environmental changes; in the agility literature, reinforcement never ceases and today's standard methods are old methods for tomorrow and reinforcement is always a matter of concern (Zhang and Sharifi, 2007). Organizational agility can be considered as a combination of processes and organizational features of the organization with advanced technology. Agility increases the organization's ability to deliver high quality products and services and thus is important to increase competitiveness in the organization. Agility may be considered as a core competence and as experiences and knowledge that enables the organization to realize fundamental results (Soltani and etal, 2013). The agility issue in human resources of organizations has been introduced as a critical topic in researches done by researchers. One of the experts in this field (Tseng and lin, 2011) has investigated the factors influencing the agility of human resources in organizations as a measure of the effect of the change factor on the organization's performance. Another research (Sumukadas and Sawhney, 2004) has studied how human resources are learned in agile organizations. Another study (Sumukadas and Sawhney, 2004) has examined the identification and prioritization of the components of strategic foresight capability, crisis management and human resource agility in Isfahan Blood Transfusion Organization. In other studies in the field of management, including research (13), it has been studied the effect of organizational agility factors on improving the performance of crisis

management in Shahid Behesi Science and Technology Park of Isfahan University of Science and Research. Another study (Aghahosseini and etal, 2015) examines the role of human resource agility capabilities on organizational performance and shows that human resource agility capabilities and its aspects affect the performance of Arvand Petrochemical Company (Aghahosseini and etal, 2015).

Considering the study of past researches as well as the necessity of human resource management and ethics management in solve the crisis management in the organization and the importance of addressing media organizations that play the role of culture in society, it has be studied the modeling of human resource agility and ethics management by solving the crisis of media organizations, in this research.

### 3. Methodology

The design of this research is a non-experimental design and more precisely, correlation of structural equation type. The research community includes all managers of media organizations in 2016. 120 managers were selected as the sample of the research through targeted sampling (79 male managers and 41 female ones). The number of individuals in the management major is 31 ones, 38 ones in media management, 25 ones in communications and 26 ones in other fields. The number of people with PhD, Masters, Bachelor, and Associate Degree and below is 20, 38, 39, and 23, respectively. In total, the sample number is 120. The number of top managers is 35 ones, middle managers are 38 ones, operational managers are 37 ones and the other is 10 ones. The number of managers with career less than 10 years old was 37 ones, 46 ones with 10 to 20 career and 37 ones with 20 to 30 career. The number of male managers is 79 ones and female managers are 41 ones. 16 managers are younger than 30 years old, 21 people 31 to 40 years old, 48 people 41 to 50 years old and 37 people older than 50 years old. In this study, Organizational agility questionnaire of Sharifi and Zhang model, hunt et al. organizational ethics questionnaire (CEP) and Organizational Anti-Crisis Questionnaire were used to collect the data on factors influencing the agility of media organizations. The Organizational Agility Questionnaire consists of 29 items that are based on Likert five spectrum. Validity of the questionnaire was confirmed by the professors and experts' opinion. The reliability of the questionnaire was calculated 0.96 by Cronbach's alpha method. Hunt et al. Organizational Ethics Questionnaire (CEP) was developed by Hunt, Wood and Chuncho which consists of 5 items and is used to measure ethics management in the organization. The scoring of the questionnaire is 7-point Likert spectrum. Validity of this questionnaire has been reviewed and approved by the experts and it is valid. The results showed that Cronbach's alpha was high for all questions in the case of reliability of the questionnaire. Reliability of organizational ethics questionnaire was obtained 71.70% through using Cronbach's alpha. The organization's management questionnaire consists of 60 items that are used to measure the degree of the organizations' anti-crisis. Scoring of the questionnaire is based on the 5 options Likert Spectra; it is scoring from "It works perfectly" to "It does not work at all". The reliability of the questionnaire with Cronbach's alpha is above 86%. Content validity of the questionnaire was also reported desirable. Data analysis was performed using Amos statistical softness and structural equations were used for research hypotheses.

### 4. Findings

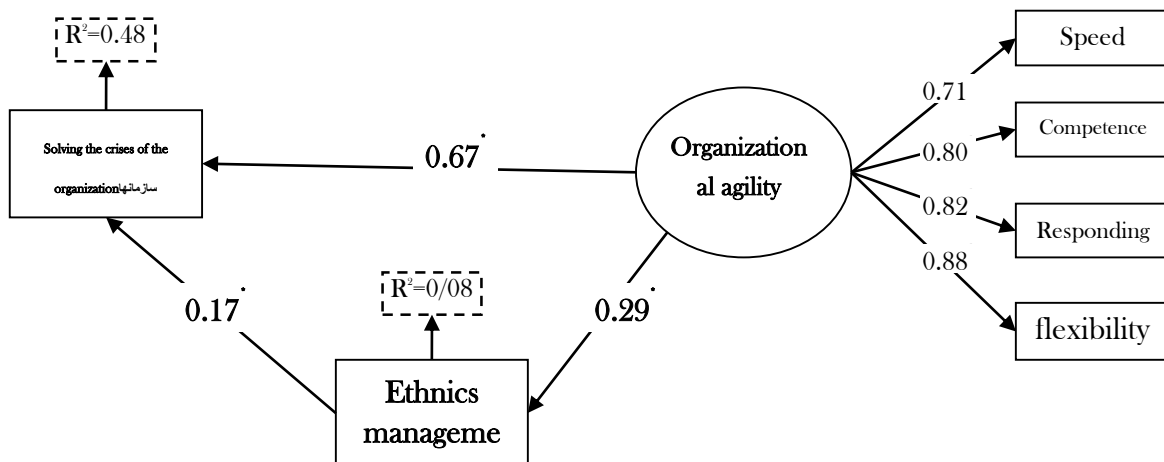
The Basic Model Testing Method was used in structural equation modeling in order to investigate and test the conceptual model of HRM for crisis management in media organizations with the mediation of ethics management. In basic models, structural model (structural relationships between model variables) and measurement (relations between observed variables), the conceptual model of

research (Figure 1) was tested simultaneously using the maximum likelihood estimation method in structural equation modeling. In the conceptual model presented in Figure 1, the organizational agility variable was considered as an exogenous or independent variable 5, the observed variable of ethics management as an intermediate dependent variable or mediator variable 6 and the observed variable of the crisis solving of media organizations as endogenous or intrinsic variables. The model was analyzed in the graphical environment of twenty-fourth edition of Amus software using maximum likelihood method and fitting indices were extracted.

**Table 1.** Fitting indices related to the basic conceptual model of the research

Model	$\chi^2$	df	$\chi^2/df$	GFI	AGFI	NFI	TLI	CFI	RMSEA	SRMR
Basic of the research	15.86	8	1.98	0.95	0.88	0.96	0.97	0.98	0.091	0.038
accepted domain	$\chi^2/df$ less than 3			Higher than 0.9			Less than 0.1			
Status of indices of the present model	Great		Great	Acceptable	Great	Great	Great	Great	Great	Great

As the results of Table 1 show, all fitting indices for the conceptual model of research are in high domain, with the exception of AGFI which is in an acceptable domain (Refer to fitting indices by Kalantari, 2009 and Hooman, 2006). These results mean that the experimental data confirm the conceptual model of the present study. In the next step, Figure 1 describes the estimated parameters for the HRM model for crisis management in media organizations with the mediation of ethics management, including their factor and significance loads, standard path coefficients and their significance and the explanation coefficients of the model endogenous variables.



**Figure 1:** Estimated Parameters for the Basic Model of Research (Maximum Likelihood Method,  $P < 0.01$ )

The results presented in Figure 1 show that all factor loads of the markers are significant on the organizational agility variable. Also, these results indicate that all direct path coefficients of the model are significant at alpha level 0.01. According to these results, organizational agility with impact factor (beta) 0.29 affects ethics management. Also, organizational agility with effect coefficient (beta) 0.67 affects the resolution of media organizations' crisis. Finally, ethics management with effect coefficient (beta) 0.67 affects the resolution of the media organizations' crisis. In addition, the results presented in Fig???. Reveals that the model has been able to explain more than 8% of changes in ethics management and 48% of the changes in solving the crisis of media organizations. At the end, bootstrapping method with 1000 times of resampling using Amus24 software was used to examine

the indirect effect of organizational agility on solving the media organizations' crisis and reviewing the mediation of ethics management.

**Table 2.** Bootstrapping results for meaningful analysis of indirect effect of the model

Indirect path	Standard Indirect effect	low level	High level	Significance
Organizational agility on solving the crisis of media organizations through ethics management	0.049	0.022	0.112	0.002

According to the results of Table 2, the indirect effect of organizational agility on solving the crisis of media organizations through ethics management is significant. These results indicate that ethics management is able to mediate the relationship between organizational agility and resolving the media organizations' crisis. Organizational agility, with an impact on ethics management can indirectly affect solving the media organizations' crisis.

## 5. Discussion

This research was conducted to study the relationship between human resource agility and ethics management on crisis management improvement in media organization. In this research, the components and main variables of the research were first identified and then a questionnaire was prepared and provided to the statistical community. According to the studies done, four indices were evaluated with the title of Flexibility, Speed, Responsiveness Power and Competency for human resource agility rating. Based on the results, this model has been able to explain more than 8% of the changes in ethical management and 48% of the changes in the resolution of the media organizations' crisis. Therefore, human resource agility has a positive and significant effect on crisis management improvement in the media organization and its impact rate is 56%. All of the research hypotheses were also confirmed. Based on the results, it is clear that human resource agility improves crisis management. That is, whatever an organization attempts for human resources agility before the crisis, it can better manage the crisis. This research examines the relationship between human resource agility, ethics management and crisis resolution or anti-crisis. The results of the research on studying the hypothesis suggest that the research is consistent with the findings of many research studies, such as (Rezayi Dolatabadi and etal,2013), (Malekian, fekri, neshat, 2014), (Askari , Afshar and Mohammadi , 2016) and (Daneshpour and etal, 2016) researches which have pointed to the relationship between human resource agility and organizational crisis. In explaining this, it can be said that the management is an essential element in crisis management in the direction of human resource agility and indeed the existence of an effective HR system. Human resource management has a great influence on the crisis management process; the need for effective manpower management becomes more and more evident. Hence, it is suggested that modified programs should be placed on the agenda of crisis management headquarters for human resources agility and always the best known methods in the field of attracting and maintaining appropriate manpower should be used. Considering the importance of two variables of management and human resources agility and crisis management in the organization as well as the confirmation of the impact of human resource management and agility on the quality of crisis management operations in this research, managers can provide the necessary context for the simultaneous implementation of these. By implementing human resource management, managers can move their organization towards defined goals and perspectives and by setting up crisis management and focusing on non-essential elements, it will make the path smoother.

In explaining the relationship between ethical management and anti-crisis of the research consistent with the findings of the research (Bagherzadeh and Zahir, 2009), it can be said that today, the basis of management is based on attention to moral values; That is, management cannot be considered without these basic concepts. Professional ethics is one of management knowledge fields. Effective crisis management requires a systematic approach that is based on the consciousness of managerial sensitivity and a good understanding of the importance of accurate planning and organizational readiness. The more accurate knowledge of the crisis and the use of useful methods to prevent, control or neutralize the crisis constitute an important part of management crisis process. Crisis managers in different organizations can manage it with a detailed breakdown of the issue ahead; therefore, ethics management which can be involved in macro policies and organization planning is a way to help solve a crisis in an organization.

In explaining the predictability of anti-crisis based on organizational agility and ethics management in the current research, consistent with the findings of research (Malekian, fekri, neshat, 2014) and (Askari , Afshar and Mohammadi , 2016), it can be said that one of the main requirements for crisis management is to increase the level of readiness and agility through training and development of human resources, as well as the use of ethics management and professional ethics in the organization in order to manage the crisis. In implementing agile systems and ethics management, HR parameter is a common factor in agility and also because it is involved in controlling, managing, and even preventing human resource organizational crises. Therefore, considering the role of HRM in crisis management, it is suggested that the issue of research in other organizations that are more or less confronted with financial and human resources crises will be implemented and their results reflected. Also, human resource agility in resolving organizational crises with other variables should also be investigated and their results compared with similar research. Finally, this study was accompanied with some limitations such as the non-generalization of the results of the research due to the limited statistical community to a particular group, the lack of cooperation of the subjects in completing the questionnaires due to reluctance.

Human resource agility is an essential feature of the organization's staff that requires a serious review of thoughts, beliefs and attitudes of employees towards the whole organization, goals, processes and around environment. Therefore, agility of human resources is one of the fundamental variables of the organizations. This can effectively manage existing crises. Also, agility programs can be a good predictor for resolving the crises facing organizations, particularly for media organization. A major turmoil in the organization can have a widespread news coverage and affect the organization's normal activities; as well as the political, legal, financial, and governmental affairs of the organization. Considering the fact that in media organization in which the main focus is on intelligent human resources, paying attention to the needs and understanding of their personality aspects can help the process of transformation in the organization, therefore, according to the results of previous researches and present research in the field of forecasting and prevention of organizational crises and dealing with reduction of risks, crisis managers, especially senior managers must make policy and planning around these approaches.

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In this article, all ethics considerations have been considered. The principle of scientific trustee has been observed through introducing the used sources.

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