Theoretical Model of Employee Social Identification in Organization Managing Crisis Situations

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Entering a new organization employees face unknown environment with new emotions, requirements, possible consequences, influencing organizational processes such as adaptation, socialization and identification of a new member (Zukauskaite, 2005). It is noticed that the employee identification in an organization is a complex process. To identify yourself in an organization means to be actively involved into the processes which include specific activity areas and behaviour, determined by the interaction of the organizational environment and employee adaptive behaviour. Employee social identification in an organization actualizes one of the socium expression aspects in the labour environment. When employee social identification is unsatisfactory and inadequate, the possibility for crisis situation grows up and it needs to be controlled operatively to avoid the crisis. These actions enable to moderate crisis development in an organization and to control its consequences. The discussed problems have become the aspect of the research analysis. The scientists analyse the coordination positions of the organization and employee interests in the transformable business environment (Davidaviciene, 2008), as well as the changes of business and management in the informative century (Sakalas, Ciutiene, Neverauskas, 2006), survey the influence of employee interests in the contemporary career formation (Savaneviciene, Stukaite, Silingiene, 2008), they also notice that it is very important to develop individual strategic competencies in an organization (Melnikas, 2005), point out the main principles of managers' training and apply practical experiments (Kumpikaite, 2007), survey the economic costs of personnel training in Lithuanian organizations (Saee, 2005), emphasize the efficient leadership in the global economics. The authors claim that the main attention should be paid to the individual, improving his professional skills, developing his competencies, that help him successfully identify in an organization and enables to integrate in the labour activities in the nearest future. This is the essential principle of crisis situation management and decision making. The principle requires to evaluate the processes of employee socialization, individualization and adaptation as well as to form the expression of employee identification in an organization.

Recent scientific literature deals mainly with the problems of crisis in a company in the economic aspects. Altman (1968;1971;1983), Alesina (1997), Ansoff (1987), Darling (1998), Fink (1986), Kash (1998), Cumikov (1998), Roselieb (1999), Hauschildt (2000), Bartl (2000), Sarafanova (2001), Petuhov (2007) and other scientists deals with the analysis of crisis in a company. Lithuanian authors Januleviciute (2003), Bieleviciene (2003), Dambrava (2003), Sakalas, Savaneviciene (2003), Valackiene (2005), Virbickaite (2006); Garskaite, Garskiene (2005), Berzinskiene (2006; 2007), Virbickaite (2006; 2007), Stoskus (2007), Stundziene (2006), Boguslauskas (2006), Neverauskas (2008), Staskeviciute (2008), Valackiene (2009) and others write about the structure of crisis situation, pointing out the reasons of the economic expression, describe the methodology of crisis diagnosis and possible decisions. The social aspect of this phenomenon is less presented. If the crisis is analyzed as the social phenomenon, then crisis reasons are hardly estimated and defined. It is not easy to explain the employee identification in an organization as well as to form conceptual expressions to estimate identification positions in crisis situations. The same situation is with crisis situation management (socio-economic aspect). Analyzing the mentioned phenomena – the employee social identification and crisis management - the methodological difficulties appear: the design of research instrument, analysis presentation. Every manager should know the weakest areas in personnel management and have the prepared identification strategy, which will relieve the adaptation of a new member in an organization, its aims and value process and influence on the performance efficiency and satisfaction of the work seeking to control a crisis situation. Difficult business environment stimulates to look for new ways to assess the changing situation as well as to implement and manage new means for business continuity.

The structure of the paper: in the first part of the paper the strategic dimensions of employee identification in an organization have theoretically been based; in the second part the results of the combinative research have been presented applying two research methods: questionnaire, which helps to define dimension expression of employee identification in an organization (questionnaire was given to the employees of Panevezys clinics) and structural interview, which helps to present the trends of crisis situation management in organizations (the interviewed organizations: Panevezys clinics, UAB "Odenta", UAB "Dentavita and co", and UAB "Panevezys odontologai" executives); the third part of the paper presents the theoretical model of social identification managing crisis situations in an organization.

The theoretical model of social identification of managing crisis situation in an organization was justified, which requires designing the programs of crisis situation

prevention in every dimension of employee identification in an organization considering the priority of the employees. In this model crisis situation management is described as the closed cycle involving these stages: the design of crisis situation management programs; the identification of crisis nature; the operative means in crisis situation and its liquidation in rehabilitating organizational performance.

Keywords: *transformation of social identification process; identification strategy; crisis management; theoretical model.*

Introduction

In the practice of contemporary organizations emphatic tendencies have been noticed to maintain social orderliness applying juridical sanctions as well as analyzing the problem of employee identification: identifying objective and subjective difficulties and creating conditions to express personal identification dimensions in an organization. Such situation needs to be managed to avoid crisis, and if it is impossible – to moderate crisis development and to decrease its possible social consequences.

Scientific problem: in this paper the conceptual paradigm to the analyzed phenomenon has been applied: employee identification in organization has been analyzed, pointing out the relations of employee socialization, individualization and adaptation processes (Dessler, 2001; Robbins, 2003; Rancova, 2004); the strategic dimensions of employee identification in organization have been emphasized (Simanskiene, 2000); and the structural characteristics of crisis management models have been presented (Roselieb , 1999; Fink ,1986; Bart, 2000; Parrot, 2000).

Having analysed the known and widely discussed crisis situation management models in the scientific literature, the question was formed – ***how optimally to manage crisis situations which arise during the process of employee social identification***. A new theoretical construction has been based – the theoretical model of employee social identification in an organization managing crisis situations.

Practical significance of the analysed phenomenon has been educed: the presented model can be applied in different organizations.

The research object: employee social identification in organization managing crisis situations.

The research topic: the theoretical model of crisis situation management in organization.

The research goal: to present the theoretical model of individual's social identification in organization managing crisis situations.

The objectives:

1. Theoretically based strategic dimensions of employee identification in an organization.

2. Having done the research to define the main trends of crisis situation management in an organization.

3. To create the theoretical model of social identification in an organization managing crisis situations.

4. **The methods of data collection and analysis:** scientific literature analysis, a questionnaire, structural interview, data systemizing.

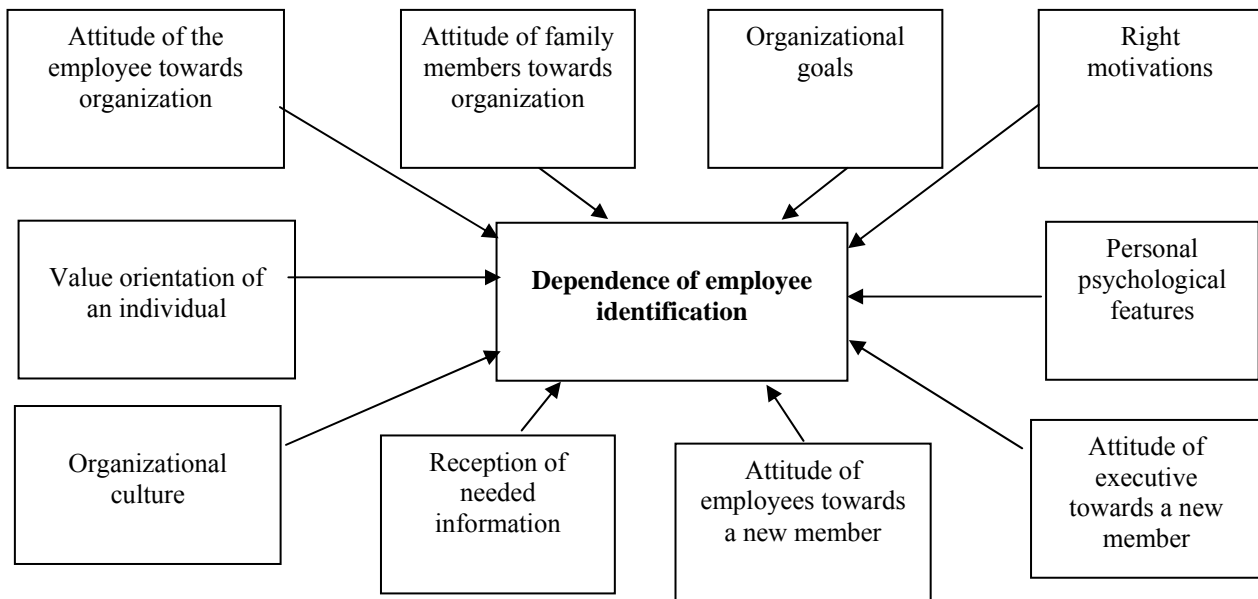## Strategic dimensions of employee identification in organization

An individual's social personality is understood through the social environment, so the identification is a complex process. To identify in organization means to be actively involved into the process, which is defined by the specific activity areas – the interaction of the texts, behaviour, influenced social system and individual adaptive behaviour (Kublickiene, 1995). Knowing that employees identify with the particular positions in the social life or social space, what values they prioritize in this identification process, enable to reveal the real view of the organization and its members' life as well as to foresee the reasoned presumptions making social decisions in different organizational function levels (Mitrikas, 1995). An individual evaluates his social – economic position in an organization from two aspects: how it satisfies his needs and what positions he has in organization compared with other people. The identity is a socially expressed personal dimension related with the concept of social role, therefore the role in the society and the role in the labour environment is compared with the other people's role.

According to Kublickiene (1995), the bigger cultural differences are, the bigger contradictions appear. The individual's impact on these contradictions creates threat for his internal purport and self-estimation, which are two main identification reactions and inductors related with self-protection. In order the employees relation to be significantly integral, their value orientations should be defined and included into the main organizational system of value and standards. It is ideal if these value orientations coincided with the organizational value system, because it would positively motivate the identity transformation. A new employee has to adapt to the new standards, rules and values.

Considering the main goals, all the employees should be informed. Employee identification with organization as a motivating force is known to employers, but still its motioning and maintaining problems arise. Though identification is defined in many dimensions, it is important to emphasize that the first steps of an individual in organization and his relations with other members can become a certain catalyst for other objects successful chain arrangement. Today it is the lack of identity with organizations, which is mainly based on the strategic purposes (Simanskiene, 2000). So the struggles of any employee to seek for a higher quality, efficiency and good service have been missed. From the previous loyalty of employees to their organization the apathy, complaint, hostility have been left and social forces increasing the abyss among executives, organizational culture and employee disposition appeared. Labour moral and motivation face the loss (Simanskiene, 2000). Therefore the scheme of employee identification is complex and dynamic (see Figure 1).

In order to identity an employee faster in organization, more information is needed to provide about the goals of an organization, about its culture, and clear executive position and motivation are needed by every employee.

Therefore this process is not restricted to the mentioned factors, the value orientations of an employee and his relation

Figure 1. Dependence dimensions of employee identification (Simanskiene, 2000)

with the organizational values influence on it, too, as well as the individual psychological features; the attitude of the employee towards the organization; the attitude of his family members towards the organization. It is difficult to evaluate, because these factors appear intuitively in the emotional level. But it is important for every member to know each other, then less conflict situations will appear and the employee will wish to work in this organization. In this way a new employee, obeying the unwritten game rules in organization, will easily create his own identity with other members (Simanskiene, 2000).

It is necessary to create the identity of the members in an organization for its objectives. The goals, principles and values provide employees with organizational expectations, becoming unwritten game rules in it. According to the different identity state in an organization, different performance ways are possible. If there is no identity at all, the highest risk appears to an organization to survive. Responsible workers should be brave enough to take risk and implement means for quick actions: define the present situation, notice mistakes, emphasize the wanted state and invite all employees to work together (Simanskiene, 2000).

Executives should create the image that all the employees would feel well; that they would be understood in the labour situations as well as in the conflict situations and their opinion would be regarded. The executives should emphasize the organizational functioning as the wholeness and should let feel the employees significant in it.

Generalizing conceptually based strategic dimensions of employee identification in organizations it can be claimed that employee identification in organization depends on individual psychological features as well as on value orientations, the attitude towards the organization, and the organizational objectives, culture, right motivation, access to the needed information, the attitude of the executives and employees towards a new member, the

attitude of the family members towards the organization. Theoretical provisions have been based that social identification in a new staff will be easier, applying some different means – introduction to other members and a new work place, the main organizational standards: division of labour, organizational structure, payment system, organizational mission, clear or secret functions, information about new tasks and requirements, help in implementing new labour methods, relations, etc. Formed organizational traditions help employees to better understand organizational world outlook and inspire collective life in organization.

Methodology of the empirical research

The theoretical positions of employee identification in organization became the methodological background for the empirical research. The theoretical provisions of the expression of employee identification enabled to understand this complex phenomenon that identification expression and relation are defined by the strategic dimensions, which are described as *the criteria of the research*: *organizational objectives, organizational culture, the attitude of the executive towards a new member, right motivation, the attitude of the employee towards the organization, personal orientation to values, individual psychological features, the attitude of the family members towards the organization, the attitude of the employees towards a new member, access to a needed information.*

Discussed criteria influence the employee identification in an organization, which proves the provision that this process is complex, changeable and dynamic (Simanskiene, 2000). The research was carried out in medical institutions in Panevezys in 2008: Panevezys clinics, UAB "Odenta", UAB "Dentavita and Co", UAB "Dentida and Co" and UAB "Panevezys odontologai".

The research has revealed:
- the expression of dependent dimensions of employee identification in organization;
- the definition of the main trends of crisis situation management in an organization.

*For the analysis of the discussed questions the empirical combinative research was chosen, applying two research methods: **questionnaire** to evaluate the dependence of the dimension expression of employee identification in an organization (the questionnaire was given to Panevezys clinics employees); **structural interview**, which enables to define the trends of crisis situation management (interview was carried out for the executives of Panevezys clinics, UAB "Odenta", UAB "Dentavita and Co", UAB "Dentida and Co" and UAB "Panevezys odontologai"). Having defined the research criteria, a detailed research instrumentation was prepared.*

Acording to the research applying questionnaire method, the criteria defining the dependence expression of employee identification in Panevezys clinics are the following ones:
- The attitude of the executive towards a new member.
- The attitude of the employees towards a new member.
- The attitude of the employee towards the organization.
- The objectives of the organization.
- Organizational culture. This criterion has been analysed in three levels: culture; values; general agreements.
- Right motivation.
- The access to the needed information.
- The individual value orientation and psychological features.

Applying the structural interview method, the following criteria of crisis situation management trends have been defined during the research:
- The preparation of crisis prevention programs.
- The identification of crisis nature.
- The operative actions when crisis arises.
- The liquidation of crisis consequences.

Validity of the survey scope. The main document of *the survey* is a questionnaire "Employee social identification in Panevezys clinics". Forming the scope of the survey the main question was defined – to investigate the dimension expression of employee identification in the organization. All the employees took part in the survey and they were grouped according to their professional group: doctors and nurses. *The undenominational scope method applying objective sampling* was chosen for this survey, when the respondent selection was not known (Valackiene, Mikene, 2008).

Forming the objective selection, the elements of it professional groups of people were chosen: doctors and nurses (it was planned to question 50 doctors and 100 nurses). With the help of a subjective evaluation, the decision of a crisis situation has been modeled, assessed the conceptual theories and organizational experience managing crisis situations have been assessed.

5 executives from medical care organizations have been interviewed according to two variables of *the structural interview*:

- according to the size of the managing company – all companies had more than 10 employees;
- according to the lifetime of a company – not less than two years.

Interpretation of the research results. *During the survey it was estimated that the dimension expression of employee identification in organization develops in the following way:* receiving the needed information, the attitude of the employee towards the organization, personal psychological features, organization objectives, right motivation, organizational culture, the attitude of the employees towards a new member, personal value orientation, the attitude of the executive towards a new member. The survey proved the theoretical provisions that some means relieve social employee identification in a new collective – it is an introduction to the employees and a new working place and to the main organizational standards: division of labour, organizational structure, payment system, organizational mission, clear and secret functions, information about new tasks and requirements, help implementing new work methods and relations.

According to the results of the survey, the main crisis situation features have been pointed out: the employees were worried what determined personal anxiety; the hearsays in the company; the negative information about the company in the media; the fluctuation of the staff; the lack of financial resources.

The question about the necessity of crisis prevention programs in a company revealed that ***they are necessary.*** The interview revealed that organizations ***prepare for the crisis situation management*** carelessly. From 5 surveyed medical care organizations only two had crisis prevention programs. But all of them had a control mechanism: internal audit, external environment analysis, information from the employees.

According to the results of the survey, it was noticed that the ***executives use the following means for crisis prevention***: the training of the employees, the planning of the financial resources, the choice of the technologies, the appointment of the responsible person for the crisis situation management in a company.

The interview pointed out ***the operative actions of the executives in crisis situation***. They emphasized that the most important is ***to foresee short-term and long-term crisis consequences and to make adequate decisions.*** They also noted that it is very important ***to report well-timed information for the employees, society and media***.

In order to liquidate the consequences of the crisis, the executives offer: to decrease the flow of information, to evaluate and make conclusions; to consider the gained experience, to change the plans and instructions; to consider the reported information in everyday's activities; to foresee further trends of the performance.

Theoretical model of social identification managing crisis situations in organization

Characteristics of crisis management models

There are a lot of different scientific crisis management models, but their main features can be defined as (Januleviciute, Bieleviciene, Dambrava, 2003):

- the design of crisis prevention program;
- the identification of crisis nature;
- the operative actions when crisis appears;
- the liquidation of crisis consequences rehabilitating organizational reputation.

These managing strategies are the parts of an *active crisis management model* structure. Each company's model can be different, because it is determined by the personnel, activity success, traditions and a lot of other factors. According to the theoretical attitudes of Digman (1995); Hausschildt (2000); Roselieb (1999); Bartl (2000), the following types of models are defined in the scientific literature: general crisis management model; active and passive models.

The passive model is determined by the following conditions:
- *Late reaction to the changes.*
- *Indecision choosing and changing further performance strategy.*

The following reasons determine the late reaction to the changes (Valackiene, 2005): *lateness for the inflexible system* (too long environment observation, information gathering, interpretation, opinion coordination, employees involving to the problem solving). It is especially typical for the large companies. *Lateness for the suspiciousness of the information correctness* (it is often determined by the executives who do not will to recognize a crisis situation, try to delay decision making and wait while the threat will be finished by its own accord. It is the problem of executives who follow the principle that 'business will run on its own'. *Lateness for the danger status* (the executives, whose performance had influence on the crisis situation formation, think, that unfavourable development tendencies have a big influence on their reputation and status). In such situation the fault falls on the executives of the discussed type as well as on the inadequate organizational atmosphere. *Lateness for the refusal of a new situation:* most executives believe in traditional, life proved methods. They ignore new untraditional decisions, because they consider them as irrational and risky.

Having chosen the passive management model, one of the main objectives is to continually evaluate the situation in a company. There are a lot of evaluation methods. The main is to estimate the financial state of a company or its separate branches seeking to notice negative tendencies and start responsive actions. Therefore the requirement is to evaluate not only financial rates – company performance results, but to control the causes influencing the financial situation. The active management model is described in the scientific literature (Sakalas, Savaneviciene, 2003) using the elements of the strategic planning: prediction with the help of extrapolation, the research of the external environment, the initiation of the responsive actions, the choice of the best means, the implementation of the operative means, the estimation of the management level, the estimation of the material – technical level, the elimination of the threats.

The conceptualization of the scientific literature and data analysis of the combined research (having applied two research methods: questionnaire and structural interview) *enabled to form the optimal theoretical model of the*

employee social identification in organization managing crisis situations.

The model includes two structural parts:

1. The priorities of employee identification dimensions in organization.

2. Crisis situation management in an organization.

In the model (Figure 2) is emphasized that every dimension of employee identification in an organization (vertical axis in the model) in its different stage matches crisis management strategy (horizontal axis in the model). The particular compound parts in the model (the dimensions of employee identification in an organization) require particular crisis situation management. One of the most important organizational goals become crisis prevention and implementation of the management technologies, seeking for the rational executives and other members performance, therefore *the crisis situation management is described as a closed cycle in the model.* Organizations face the crisis situations constantly, so they have always to be ready for them.

Stage one: Formation of crisis prevention program.

Executives should prepare the program of crisis situation prevention in every dimension of employee identification in an organization, considering the priority of employees. Different means should be used to increase the efficiency of individual social identification in organization: introduction with staff and new work place, the main work standards in organization: division of labour, organizational structure, payment system, organization mission, clear and secret functions, information about the goals and tasks, help, applying new work methods and relations, employee education and training, the choice of technologies and their usage, financial resources, motivation programs, the appointment of the responsible person for the crisis situation management in an organization.

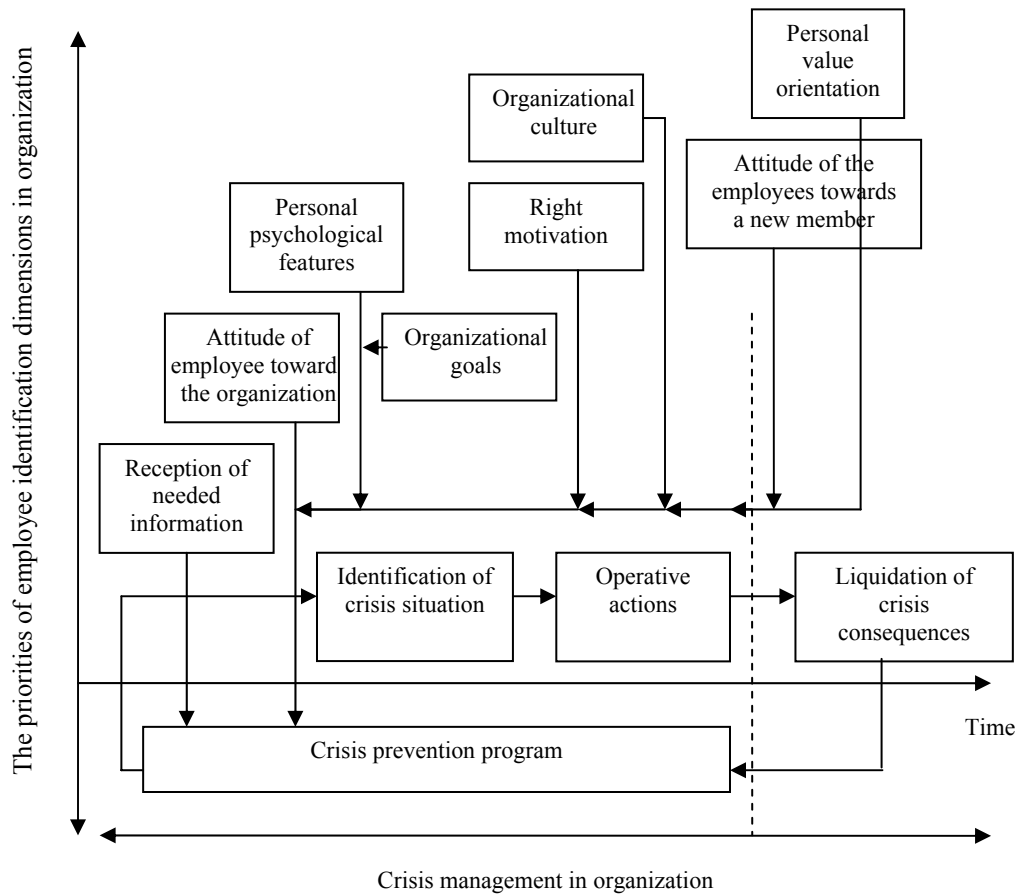**Stage two: Identification of crisis situation.**

It is noticed that crisis situations do not appear unaware of them – there are a lot of signals, which point to them - it is important to notice them in time and properly interpret them. *Effective crisis situation identification is done by analysing strategic forecast, contingency, problems, scenarios (including the analysis of contingence and objectionable situations)*

Stage three: Operative actions.

It is the state which requires immediate actions. It is important to foresee the alternative crisis situation decisions, threats, and priorities and operatively and decisively operate. Crisis situation management needs physical force and financial resources and puts a strain in organization. Therefore the "clear" mind helps in this situation as well as professional analysis, evaluated company's state, operativeness and prepared action plan. It is important to split the needed information for the employees, society and media.

Stage four: Liquidation of crisis consequences.

In this stage the information flow is being decreased; the conclusions have been made; the plans and instructions have been changed according to the received experience; the information is being changed for everyday's performance, further activity trends have been decided and the new crisis situation prevention programs are being prepared.

Figure 2. Model of employee's social identification in an organization managing crisis situations

Presented theoretical model would help manage crisis situations and improve the efficiency of employee identification in organization.

Conclusions

1. Having conceptualized the theoretical positions of the researched phenomenon, the relations of social identification of organization and individual construction was emphasized: the concepts of socialization, adaptation and identification are closely related: adaptation success depends on the personal features as well as social environment requirements and maintenance; identity depends on the value and functional social reality aspects and is concerned as adaptation correlation factors. Strategic dimensions expression of employee social identification in organization have been theoretically based and evaluated during the research: the access of the needed information, the attitude of the employee towards the organization; personal psychological features, organizational objectives, right motivation, organizational culture, the attitude of the employees towards a new member, personal value orientation, the attitude of the executive towards a new employee.

2. The research revealed the trends of crisis situation management in an organization, according to the theoretical positions of the active crisis management model. The research has proved the theoretical provisions that employee social identification in a

new collective can be relieved using some means – the introduction to the new colleagues and a new working place, to the main organizational standards: labour division, organizational structure, payment system, organizational mission, clear and secret functions, information about new tasks and requirements, help implementing new work methods and relations. Formed organizational traditions help employees understand organizational world outlook and inspire common life in it.

3. A new theoretical construction has been presented – the model of employee social identification in organization managing crisis situations. The theoretical model emphasizes the importance to prepare a program of crisis situation prevention for every employee identification dimensions in organization concerning the priority to the employees. In this model crisis situation management has been described as a closed cycle involving the following stages: the preparation of crisis situation prevention program, the identification of crisis nature, the operative actions when crisis appears and the liquidation of crisis consequences rehabilitating organizational performance. The cycle reopens with the preparation of new crisis situation management programs.

Practical adaptability. The designed model applied practically would help evaluate employee social identification in organization, choose optimal means of crisis management and strategy creation.

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Asta Valackienė

Darbuotojo socialinio identifikavimosi organizacijoje, valdant krizines situacijas, teorinis modelis

Santrauka

Šiuolaikinių šalių organizacijų praktikoje pastebimos ryškios tendencijos socialinę tvarką palaikyti ne tiek juridinėmis sankcijomis, kiek išsamiai analizuojant darbuotojo identifikavimosi problemą: atskleidžiant objektyvias ir subjektyvias kliūtis ir sudarant sąlygas asmens identifikacijos organizacijoje dimensijų raiškai. Esant nepakankamam ir neadekvačiam individo socialinio identifikavimosi organizacijoje proceso virsmui, padidėja tikimybė atsirasti krizinėms situacijoms. Tokias situacijas reikia valdyti, kad būtų išvengta krizės, jeigu tai neįmanoma, reikia siekti apriboti krizės plėtojimąsi ir palengvinti jos socialines pasekmes.

Tiriamojo reiškinio analizė reikalauja multidiscipliniškumo, požiūrio vertinimo vadybos, ekonomikos, teisės, sociologijos mokslų srityse.

Pastaruoju metu mokslinėje literatūroje didelis dėmesys skiriamas įmonių krizių problematikai tirti. Daugiausia mokslinėje literatūroje aptariami ekonominiai krizės aspektai Įmonių krizes analizavo Altman (1968; 1971; 1983), Ellliot (1995), Ansoff (1987), Alešina (1997), Fink (1986), Kash (1998), Darling (1998), Čumikov (1998), Roselieb (1999), Hauschildt (2000), Bartl (2000), Šarafanova (2001), Barvin (2002), Petuhov (2007) ir kiti mokslininkai. Lietuvoje šia tema publikuoti Janulevičiūtės (2003), Bielevičienės (2003), Dambravos (2003), Sakalo, Savanevičienės (2003), Valackienės (2009), Beržinskienės (2006), Virbickaitės (2006), ir kitų autorių darbai. Autoriai stuktūrina krizines situacijas, išryškina ekonomines jų raiškos priežastis, aprašo krizių nustatymo metodiką ir sprendimo būdus.

Tačiau tiek mokslinėje literatūroje, tiek taikomuosiuose tyrimuose yra mažiau tyrinėtas šio reiškinio socialinis aspektas. Jei kalbama apie krizes kaip socialinį reiškinį, tuomet krizės priežastys yra sunkiau apibrėžiamos ir nustatomos. Nėra lengva konceptualiai paaiškinti darbuotojo identifikavimąsi organizacijoje, nelengva suformuoti konceptualias išraiškas, siekiant nustatyti identifikavimosi pozicijas atsiradus krizinėms situacijoms.

Šiame straipsnyje taikoma konceptuali nagrinėjamo reiškinio paradigma: analizuojamas darbuotojų identifikavimasis organizacijoje išryškinant darbuotojų socializacijos, individualizacijos, adaptacijos procesų tarpusavio sąveiką (Dessler, 2001; Robbins, 2003; Rancova, 2004), atskleistos darbuotojų identifikavimosi organizacijoje strategijos dimensijos (Šimanskienė, 2000), pateikiamos krizių valdymo modelių struktūrinės charakteristikos (Roselieb, 1999; Fink ,1986; Bartl, 2000; Barrot, 2000; Barvin, 2002).

Įvertinus mokslinėje literatūroje aprašomus krizinių situacijų valdymo modelius, siekiama atsakyti į klausimą: *kaip optimaliai valdyti darbuotojo socialinio identifikavimosi proceso virsme atsirandančias krizines situacijas?*

Darbo objektas: darbuotojo socialinis identifikavimasis organizacijoje, valdant krizines situacijas.

Darbo dalykas: krizinių situacijų valdymo organizacijoje teorinis modelis.

Darbo tikslas: pristatyti individo socialinio identifikavimosi, valdant krizines situacijas organizacijoje, teorinį modelį.

Darbo tikslas yra detalizuojamas *uždaviniais,* lėmusiais straipsnio struktūrą: visų pirma teoriškai pagrindžiamos darbuotojų identifikavimosi organizacijoje strategijos dimensijos; pateikiami krizinių situacijų valdymo modeliai; pateikiamas empirinis tyrimas (atliekamas kombinuotas tyrimas, taikant du tyrimo metodus: anketinę apklausą: siekiama nustatyti darbuotojų identifikavimosi organizacijoje priklausomybės dimensijų raišką, ir struktūrinį interviu: leidžia įvardyti organizacijos krizinių situacijų valdymo kryptis; pateikiamas naujas teorinis konstruktas – socialinio identifikavimosi, valdant krizines situacijas organizacijoje, modelis. Darbo *metodiką, kuri* padėjo išspręsti minėtus uždavinius, sudaro mokslinė literatūros analizė, anketinė apklausa, struktūrinis interviu, duomenų sisteminimo metodas.

Apibendrinant konceptualiai pagrįstas darbuotojo identifikavimosi organizacijoje strategijos dimensijas (Šimanskienė, 2000), nustatyta, kad darbuotojo identifikavimasis organizacijoje priklauso ne tik nuo individo psichologinių savybių, vertybinės orientacijos, požiūrio į organizaciją, bet ir nuo organizacijos tikslų, kultūros, teisingos motyvacijos, reikiamos informacijos gavimo, vadovo ir dirbančiųjų požiūrio į naują asmenį bei šeimos narių požiūrio į organizaciją. Patvirtintos teorinės nuostatos, kad socialinis darbuotojo identifikavimasis naujajame kolektyve yra palengvinamas įvairiomis priemonėmis: supažindinimu su kolegomis, naująja darbo vieta, pagrindinėmis organizacijos normomis (darbo padalijimu, organizacijos struktūra, užmokesčio sistema, organizacijos misija, aiškiomis ar slaptomis funkcijomis), informavimu apie naujus uždavinius ir keliamus reikalavimus, pagalba taikant naujus darbo metodus ir kuriant tarpusavio santykius ir pan. Susiformavusios organizacijos tradicijos padeda darbuotojams suvokti organizacijos pasaulėžiūrą ir įkvėpti bendrą gyvenimą organizacijoje.

Teorinės darbuotojo socialinio identifikavimosi organizacijoje pozicijos tapo metodologiniu pagrindu rengiant empirinį tyrimą. Teorinės nuostatos, padėjusios atskleisti darbuotojo identifikacijos organizacijoje raišką (šis reiškinys suvokiamas kompleksiškai), - identifikacijos raiška ir santykis apibrėžiami strateginėmis dimensijomis. Jos įvardijamos kaip *atliekamo tyrimo kriterijai: organizacijos tikslai, organizacijos kultūra, vadovo požiūris į naujoką, teisinga motyvacija, paties darbuotojo požiūris į organizaciją, asmens vertybinė orientacija, asmens psichologinės savybės, šeimos narių požiūris į organizaciją, dirbančiųjų požiūris į naują asmenį, reikiamos informacijos gavimas.*

Šiems klausimams analizuoti pasirinktas *empirinis kombinuotasis tyrimas* (Bryman, 2001), taikant du tyrimo metodus: *anketinę apklausą ir struktūrinį interviu.*

Atliekant anketinę apklausą, nustatyta asmens identifikavimosi organizacijoje priklausomybės dimensijų raiškos seka. Tyrimas patvirtino teorines nuostatas, jog socialinis darbuotojo identifikavimasis naujajame kolektyve yra palengvinamas įvairiomis priemonėmis: supažindinimu su kolegomis, naująja darbo vieta, pagrindinėmis organizacijos normomis (darbo padalijimu, organizacijos struktūra, užmokesčio sistema, organizacijos misija, aiškiomis ar slaptomis funkcijomis), informavimu apie naujus uždavinius ir keliamus reikalavimus, pagalba taikant naujus darbo metodus ir kuriant tarpusavio santykius.

Remiantis interviu atsakymų duomenimis, paaiškėjo pagrindiniai krizinės situacijos požymiai organizacijose: atsiranda darbuotojų nerimo požymių, kurie reiškiasi stipriais asmeniniais išgyvenimais, sklinda gandai įmonėje, žiniasklaida pateikia negatyvią informaciją apie įmonę, keičiasi personalas, trūksta finansinių išteklių. Atliekant interviu, dėl krizių prevencijos programos organizacijose reikalingumo paaiškėjo, kad jose būtina sudaryti krizių prevencijos programas. Tyrimo duomenų analizė parodė, kad krizių prevencijai organizacijų vadovai naudoja šias priemones: darbuotojų mokymus, finansinių išteklių skyrimą, technologijų pasirinkimą, paskiria atsakingą asmenį už krizinių situacijų valdymą įmonėje.

Aptarus mokslinę literatūrą ir atlikus kombinuoto tyrimo duomenų analizę, buvo pasiūlytas optimalus darbuotojo socialinio identifikavimosi organizacijoje, valdant krizines situacijas, teorinis modelis. Modelyje apibrėžiamas ryšys tarp darbuotojo identifikavimosi organizacijoje dimensijų prioritetų ir krizių valdymo strategijų. Remiantis teoriniu modeliu, reikalinga parengti kiekvienos iš darbuotojų identifikavimosi organizacijoje dimensijų krizinių situacijų prevencijos programas, atsižvelgiant į jų prioritetą darbuotojams. Šiame modelyje krizinių situacijų valdymas traktuojamas kaip uždaras ciklas, kuris apima šiuos etapus: krizinių situacijų prevencijos programų parengimą, krizės pobūdžio nustatymą, operatyvių veiksmų iškilus krizei ir krizės padarinių likvidavimą reabilituojant organizacijos veiklą. Ciklas kartojamas rengiant naujas krizinių situacijų prevencijos programas.

Sukurtas modelis įgalintų organizacijas kryptingai vertinti darbuotojų socialinį identifikavimąsi organizacijoje, parinkti optimalias vadybos priemones antikriziniškai valdant organizaciją ir kuriant strategiją.