

Supporting Staff in Antagonistic Environments by All-round Training with an Extension Approach

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Abstract: Purpose – This paper is written to investigate the antagonistic environments and their impact on employees and it wants to provide a strategy to deal with them. **Method** – This paper examines the human resources' processes from recruitment to training, appointment, and manager's support from the employees. **Findings** – This article uses the experience of managers in organizations to support the employees in hostile environments and it provides different solutions for managing the mentioned environments. **Solutions that are both preventive and curative and based on education Value and Originality** – This paper discusses the growing violence against the employees and it tries to find an answer for the international organizations.

Keywords: Training, antagonistic, support, Treatment, prevention

1. Introduction

In this paper, we try to develop the stages of protecting employees in antagonistic environments. For this purpose, an overview of previous research and studies is first proposed. According to the resource limitations in different countries and also the adopted policies by different governments, some of the countries have a surplus in their labor force and some of them are labor force applicants, and if the conditions are met, traveling and immigration for business will start and this situation will continue until a balance is achieved in demand and supply.

Some organizations plan to expand their market to other countries. If these organizations want to use the human resources of their own country for missions, they should take effective steps to support workers in the new country.

In 2014, Kate Nowlan had investigated that "how organizations can help the employees who are working abroad, and he had examined the employees' support type". In this paper, Based on theoretical foundations and practical experiences of writers in more than 50 private companies in Isfahan while outlining the mentioned topics, developing the support of employees in violent environments will be examined with a special attention to the comprehensive education.

2. An antagonistic Environment's Definition

With the expansion of the cyberspace, people's awareness of society's situation have become easier and faster all over the world and it has also affected people's planning's for traveling to different countries, for example, traveling to some countries in which there are special kinds of chaos is done by a little bit of thinking. Civil wars, insecurity, bad weather condition are some examples of an unsafe environment for the people, and in some cases the governments have responded to these situations and they have also banned some cases.

Antagonistic environment can be within or outside the organization and in the community. Inappropriate behaviors and inhuman encounters are examples of a violent

environment within the organization. Insecurity, addiction, and physical conflict are instances of an antagonistic environment within society. Therefore the condition of a critical country affects workers who have come to work in the mentioned countries in physical and mental ways, and these effects will also pass to the family of these workers. For example if an employer wants to support his employees in a country that suffers from social disasters and in which the general community is governed by addiction and there is a huge amount of addicted people in the mentioned country, he would have a heavy responsibility.

3. Jobs involved in antagonistic environments

Occupations are two categories. The first categories of some businesses are directly exposed to antagonistic environments, such as those deployed to the war.

The second category of some businesses are directly exposed to antagonistic environments like The journalists, reporters and the occupations which have a supervisory nature will get effected while exposing to the violent environments. For example, a reporter who reports a war will be exposed to the dangers of war for many times, despite the fact that he is not present on the frontline. Loneliness, fatigue and separation from family and friends can cause anxiety and stress for the individuals who are in another country. Managers can solve their employee's problems by identifying the initial depression factors and selecting some strategies for changing the behaviors. In this stage educating the managers becomes very important. This education will teach the behavioral change of the employees in different cases and its consequences to the managers, the symptoms of each behavioral abnormality will be explained for the managers.

4. The Necessity of Employer's preparation in abroad

The two concepts which are needed to be considered by employer are the prevention and treatment. Prevention is a pre - event. For example, vaccinating children are a preventive measure because it prevents the introduction of microbes

into children's bodies in the future.

Some HRM activities play a proactive role in supporting employees. Prevention is particularly a caring plan which is used to prevent people from being harmed. Treatment is an event after an event. For example, a disease that affects the cold takes medicine to recover. Some HRM activities have a therapeutic role. Treatment is for the people who have behavioral problems while exposing to violent environments and they need a crisis management for solving their problems.

5. Prevention Activities

One of the prevention activities is performing the necessary psychological test before hiring and sending staffs to other countries. Psychological experiments can be used if they are based on scientific principles and the results can be well analyzed, for example, if a psychological test shows that there is a large gap between the characteristics of the individual and the conditions available, it is not a dispatch of that person as a preventive measure. If there is little distance between the person's characteristics and the existing conditions, the preparation and training of the individual is an effective preventive measure.

Behavioral interviews by experts can determine the probability of affection to the side effects of being present in violent and harsh environments. Experience has shown that humans repeat past close behaviors in the future. Therefore, if the past behavior of the past is correctly analyzed, it can be predicted that in the future what the individual will be about to behave in the face of different situations. Interviewing a behavioral-based approach based on previous behaviors by a specialist with Design different questions can help to get a better understanding.

Now, if the interviewer, based on behavioral interviews, concludes that there is a large gap between the person's characteristics and the existing circumstances, the lack of use of that person is a preventive measure, and if the interviewer, based on a behavioral interview, concludes that there is little difference between the person's characteristics and conditions exist, preparing and training a person is an effective preventive measure.

Of course, interviewing a skill is a result of much knowledge and experience as a combination that plays an important role in preventative human resource management activities. The people who can achieve an acceptable score in the behavioral tests and interviews; have the least condition for acquiring a job in a harsh environments in overseas, and there is low probability of them getting involved with the consequences. After selecting people, who have passed the initial test, passing intensive and comprehensive training courses is very effective. In other worlds, raising the awareness about the threats and potential risks can increase people's potential readiness, like the individuals who are deployed to support the war, the initial training and the risks will be given to them. Using the role-playing or a group-play is one of the methods which can increase the individuals' readiness while dealing with risks and threats, in other word creating an artificial risk environment and operational

trainings can help to increase individual's abilities. Role play is to present the role or roles appropriate in different situations (zareei, 2013).

Role-Playing Exercise If properly done, expert observers can determine the degree to which a person plays his or her role in a person's role and role if, in this exercise, the person in question is pressurized in different ways, decisions that Or behaviors that are likely to emerge in the real world in the same way.

In other words, by simulating the role of individuals and creating conditions close to reality, one can observe the performance of individuals. If the observation of individual behaviors shows that there is a large gap between the characteristics of an individual and the existing conditions, then it is not a precautionary measure to use it, and if the observer based on observing one's behaviors, concludes that there is a small distance between the characteristics of the individual and the circumstances. Being prepared and educated is an effective preventive measure.

In a group game that observes the behavior of individuals who volunteering each activity, the behavioral specialist can determine which individuals are involved in the activities.

For example, if in a group game a person is team-building, reconciliation, convincing, supervising activities, creating vision, targeting, persuading, empowering, the hallmark of leadership is obvious and can play that role well. Or if a person in a group game has a deep-rooted, profound, and comprehensive perspective, he has the power of system thinking and can play a role as an analyst.

One of the remarkable points is that education should be motivation centered and it should not contain fear and fray. Explaining different scenarios for individuals and proper solutions is one of the methods for preparing individuals which can categorize people's mind and help them with a better decision.

Scenario design is one of the most important activities in management. If the scenarios are well designed, the different situations that can happen are predicted, and for each scenario, an action is defined appropriately. The more precise and stronger the initial design, the more unpredictable probabilities occur rarely and the uncertainty will be reduced significantly.

For example, if we analyze the unconventional incident scenario of a person with a company employee and consider different aspects of work, by carefully training the employee for appropriate action, we can ensure the success of the employee in the real situation. There are many advantages and disadvantages that have been mentioned about preventive activities that are not discussed here, but the important thing is that increasing the quality of each activity is far more important than increasing the use of tools, so instead of counting we recommend increasing the quality of using the tool. The high cost of using a variety of tools is significant for any company. Some companies value certain levels of staff with regard to costs, but in international activities it becomes more important.

6. Treatment activities

If you want to consider the process of healing, the first step is to identify. For example, a person who visits a physician, the physician examines the condition and identifies the condition. Then, according to the information that the physician already has, the treatment is identified by comparison of the complication and the possible causes of the complication, and the treatment process is completed with follow-up and action by the patient.

In managerial affairs, especially in the international arena, the process of therapeutic activity of individuals is the same. The manager must communicate effectively and continuously with the individual, identify the conditions of the individuals with due regard to the existing symptoms and perform appropriate measures. One Difference in the treatment process between medical issues and managerial issues are the responsibility of the manager, which is not intended to be prescribed, but to follow-up therapeutic interventions to achieve the outcome of effective homework assignments.

Another mentioned concept was the treatment. In this stage, the individuals who are exposed to the violent environment and who have not been able to overcome the environment are needed to be identified and treated fast. Here, the role of an effective manager can be seen, having emotional intelligence, the ability to communicate in a continuous effective way, and the power to influence on people in operational field is very important and useful here. If the manager was able to lead a person with a specific problem, he should continue the treatment, otherwise the person with a specific problem should take an off in order to revitalize and get some trainings for his treatment.

Another important issue is the continuous monitoring of people's performance. If a manager who is specialist in monitoring his staffs do this stage properly, he would be able to do the appropriate action and restore the person to his initial state. Another important management approach in action field is the continuous reminding of organization's expectations from the individuals. According to the Pygmalion effect (Dov Eden, 1992) with the repetition of the expressions, people will move forward to fulfill the expectation and a self-management will be shaped in the organization.

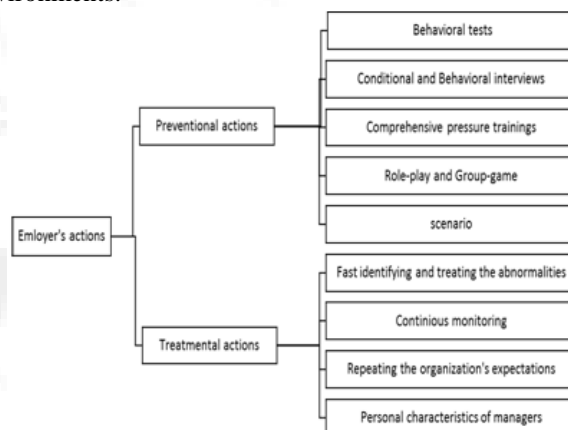
Pygmalion's work states that if managers' expectations are expressed by employees and these statements are repeated repeatedly, employees unconsciously take steps to fulfill the expectations of managers towards carrying out related activities. Naturally, in a family, this is also the case. Another action taken on health issues is a periodic check-up. Patient checkups are important issues for the physician to decide on more information In organizations and especially in violent environments, periodic checkups of suspected people at risk and focusing on signs and symptoms are one of the important therapeutic activities and need to be planned and organized so that in the early stages of the disease, face detection And appropriate therapeutic measures should be taken at a lower cost for both the individual and the organization. One of the other things that can be

effective in healthcare matters is the displacement of people in a violent environment. Those who are more at risk and show signs of their illness. By shifting the job, they can take care of the restoration and enhancement of the people's ability to do more with a better, more dignified mood.

The last resort to treatment in this article, internal control is an indicator that organizations can use to support their employees. For example, if the internal environment of an organization witnesses violent behavior of individuals, one can manage the internal environment of the organization with comprehensive training and disciplinary Regulations consideration for the people. To do this, it is necessary to first identify the Values and anti values, then the appropriate measures of the organization should or should not be determined for each one. The next step is training students with do's and don'ts. Organizational culture is promoting the disciplinary Regulations and creating the grounds for its operation in the organization as a prerequisite for the formulation of disciplinary Regulations.

7. Conclusion

The following diagram summarizes the employer's actions for reducing the presence of employees in the violent environments:



From the author's perspective, a less medical treatment will be required if the precautionary actions took place in a more accurate and expert way.

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