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Crises Management and Employees' Commitment of Work Organizations in Port Harcourt, Rivers State

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Abstract: This study critically reviews the relationship between crisis management strategies and employee commitment to Port Harcourt Rivers State work organisations. The study employed a survey framework with two objectives, and two research questions were derived. At the same time, one hypothesis was empirically formulated for the study; in total, 261 questionnaire copies were designed and apportioned to respondents of four work organisations in Port Harcourt Rivers State, of which 225 copies were filled, retrieved and deemed usable. All the data collected through the questionnaire were verified using the arithmetical method standard deviation; on the other hand, the hypotheses were subjected to test through the spearman rank order statistical calculation with the help of the SPSS software package. A careful analysis of the retrieved data and test of hypotheses, the study revealed a positive association between crises management strategies and employee commitment of work organisations in Port Harcourt, to this end, the study recommends that Management of work organisations should endeavour to always look out fort as well as prevent crises situation in their organisations; Management of work organisations should try to engage employees who are competent, committed and innovative towards the realisation of their organisations set objectives; managers of work organisations should prioritise employees training, in order for them to acquire new skills as well as develop existing ones; the study also recommend that managers of work organisations should ensure that organisation rewards are based on equity this in turn will create room for commitment, loyalty and equitability in the organisation, thereby discouraging any form of crises situation and that Management of work organisations should always employ the democratic leadership style in dealing with employees, thus helping to enhance employees participation in their affairs which in turn help to boost their level of commitment.

Keywords: Organisation1, Crises2, Management3, Crises Management Strategies4, Employee Commitment5

1. Introduction

A crisis is an unforeseen event that interferes with members' key expectations on health, safety, environmental, and economic concerns and has a detrimental effect on the organisation's performance [22]. Severe crises may hurt an organisation's performance. Disasters typically relate to situations over which a company has no control, such as natural disasters. Disasters that might occur and harm organisational operations include terrorism, floods, hurricanes, and earthquakes. The term "constituent crisis" refers to a broad concept encompassing both catastrophes and situations involving technical or anthropoid misunderstandings [22]. There are various definitions of crisis, which help crisis management and other leaders in leadership decide what to do in a crisis situation. Although the definition of a crisis is frequently contested, the literature on crises does list several specific instances [23].

Crisis management is the careful application of methods intended to assist an organisation in managing a severe and unplanned unfavourable event [10]. Any situation that has been carefully considered as a potential risk can result in a crisis if an unanticipated occurrence or unexpected result occurs. Problems almost always result in injury. Hence quick resolutions must be reached to prevent the organisation's growth and demise [11]. Different types of damage are possible depending on how the crisis is structured. However, a problem typically hurts the organisation's finances, reputation, or any combination of these, as well as its employees' health or safety.

The company's finances might be in danger from a damaging and devouring fire. On the other hand, if a fire incident happens during business hours, it puts the safety and security of the staff members in danger, and staff members might end up in trouble themselves [21]. According to Peterson [20], crisis management aims to reduce the damage a crisis can produce. On the other hand, this does not imply that crisis response and Management are equivalent. Instead, crisis management is a comprehensive procedure implemented long before a crisis arises. Before, during, and after a problem, crisis management techniques are used [1].

Pre-crisis planning aims to identify potential hazards before a crisis happens and then develop possible strategies to reduce or diminish those risks. Nonetheless, it is essential to recognise that risk management and crisis management are fundamentally opposite concepts. The goal of risk management is to find solutions to reduce risks. When a crisis does arise, problem-solving is a part of crisis management. Risk management is fundamentally a crucial component of crisis management, but unsurprisingly, risk management does not include an incident response [9].

The crisis manager directs the organisation's response under its stated crisis management plan when a crisis arises. Typically, contacting the public falls under the purview of crisis management. The crisis manager should quickly establish a standard report if a problem impacts public health or safety. Whenever there is a public emergency, the media frequently requests employee commentary. The company's employees should be aware of who has the authority to speak to the media and who does not. According to Anele [4], employees permitted to talk to the media must do so in a way that complies with what the crisis manager is stating. The crisis manager should bring everyone on the crisis management team along as things get back to normal after the crisis has passed, especially those from the legal and finance departments, to evaluate how the recovery efforts are coming along.

The crisis manager must also update essential stakeholders on the situation by giving them the most recent information [18].

As the name suggests, a crisis is a significant element that the organisation's crisis management team needs to revisit to assess how well the plan performed and what parts of the project need to be altered in light of the lessons gained during the crisis. An essential element of the industrial relations system is the industrial/organisational crises. They can be defined as any conflict relating to employment, terms of employment, deployment, or words of work that arise between employers and employees or between employees and co-workers.

They entail two or more parties pursuing unrelated, or at least superficially unrelated, products in such a way that gains for one party result in losses for the other. Organisational crises often draw more attention and communication than peace because they are, unsurprisingly, more intriguing to spectators. Because of this, newspapers in each nation publish more stories concerning labour disputes than about harmonious workplaces. Due to the organisational structure's inherent tendency to produce tensions between members of various strata, disagreement is the essence of industrial relations. In the organisation, employees are represented by unions, and Management's primary responsibility in the industrial relations system is to keep a balance between employers.

According to Newman [17], organisational crises have both advantages and disadvantages for the company; as a result, employee demands compel Management to look for new markets or ways to increase efficiency to satisfy employee needs. On the other hand, the organisation's future is threatened by the order that reduces the enterprise's efficiency or results in unacceptably higher costs for the client. However, society's well-being may also be negatively impacted by productivity in situations where prices are forced up, or effectiveness is excessively low, as well as by the inflationary effects of a rise in labour costs that are not offset by a gain in productivity [14]. Although crises are necessary to keep enterprises in equilibrium, they can become abnormal, non-adaptive, or pathological. According to Beckham [7], crises accompanied by piercing destructiveness and arguments that cause significant economic and collective disarray in a community are examples. In most industries, tensions unrelated to the structure of labour relations are where conflicts first surface. According to studies by Bakar [5] and Olivera [19], several shared interests can be identified when people work together in an organisation. All employees may also have other hobbies that impact their daily lives at the company. For instance, through their trade union or political activities, employees may have common goals with comrades elsewhere, affecting their work behaviour.

Working circumstances are of utmost importance since they affect the active, robust part of his life as a worker. Because an employee spends most of the day at work, the environment should be pleasant, comfortable, and appealing; the task should be as exciting as possible; and relations between employees and Management should be friendly, cooperative, and not adversarial. We should determine the skills required to handle industrial and organisational crises in this environment efficiently. This research project claims that to manage industrial crises effectively, Management and the workers union must be aware of the organisational processes that affect the workers and be able to assess the workplace climate. Information power can be used to accomplish this. Data may be more valuable than conventional material resources because rational problem-solving and persuasion through presentation are crucial in complex settings. One's ability to solve problems can be improved by Management's control over limited information about, say, the factors that drive particular personalities or the results or procedures connected to organisational goals.

Thus, knowledge is power. Strangely enough, even though the betterment of members' working conditions is the union's primary focus, negotiations do not begin with the demands and interests of the workers. The focus is instead on the terms of service as established by Management: The ability to

understand the worker has been made possible by developments in the behavioural sciences. Both management and trade unions must be well-informed about the workforce. Once more, while managers and employees are focused on improving working conditions, which are frequently interpreted narrowly to mean only salaries, wages, and fringe benefits, the quality of the actual work that employees perform is rarely a focus of theorists and researchers who study job design and argue that some jobs are ultrasonically more fulfilling than others. In addition, employee performance is negatively correlated with employee alienation, which has been linked to the nature of the job. Positions, where the employee needs more control over the methods to be employed tend to alienate the employee and diminish his morale and level of commitment. This study aims to determine the link between employee commitment and crisis management in Port Harcourt Rivers State.

2. Theoretical Foundation

An interdisciplinary topic of research called systems theory focuses on the understanding of complex systems, which are made up of interrelated and dependent parts that work as a unit. Its roots are in engineering and biology, but it has subsequently been used in a variety of academic domains, such as sociology, psychology, economics, and management. Fundamentally, systems theory asserts that a system is bigger than the sum of its parts and that it is impossible to fully comprehend a system's behaviour by looking at each of its component pieces separately. Systems theory, on the other hand, places more emphasis on the connections and interactions between system parts and aims to spot patterns and processes.

In a variety of domains, from computer networks and industrial processes to social groups and ecosystems, systems theory is frequently used to study and create systems. In order to comprehend the behaviour of complex phenomena like weather patterns, economic systems, and societal structures, it is also used. that control how the system functions as a whole. Because rewards are intended to increase employees' motivation, loyalty, and productivity, each business member must value them. Employees that receive commensurate compensation feel valued and give their all to their work, improving performance and the firm's systemic survival. Each party's needs, which are constantly changing, will be met by the organisation and its personnel. For example, employees expect the organisation to give them fair pay, safe working conditions, and fair treatment. In contrast, the organisation expects employees to execute the assigned tasks consistently, meet the standards, and abide by the rules created to control the workplace.

2.1. Crises Management

An essential element of the industrial relations system is the industrial/organisational crises. They can be defined as any conflicts relating to employment, terms of work, deployment, or words of labour that arise between employers and employees or between workers [20]. According to Abelson [1], they entail two or more parties seeking out apparent incompatibility between products to benefit one party at the expense of the other. The COVID-19 pandemic and the economic slump many nations are currently experiencing have renewed interest in crisis management among organisations and researchers.

According to Zamoum and Gorpe, [23], crisis management is a planned strategy to lessen the impact of a crisis that may harm an organisation and its stakeholders. The method and goal of crisis management are to safeguard stakeholders, organisations, or sectors from harm and foresee or lessen the conflict on crises' after-effects. Organisational concerns often get more attention and commentary than times of peace because they are typically more intriguing to spectators. As a result, news articles regarding labour disputes are more common than articles about labour peace in all countries.

Keller [2] has two perspectives on conflicts or crises in the workplace. The melody. While the other realistic view maintains that crises are inherent in every human interaction, the relationship view maintains that conflict is inevitable and only occurs because of abnormality in a stable and well-integrated organisation that has restored natural homoeostasis. It is an essential change component crucial in every dynamic social system. Because of the tensions between people on different strata due to an organisation's structural elements, conflict is the essence of industrial relations. To exert pressure on an operating business, the industrial relations system is primarily concerned with balancing these pressures.

Beeker [8] states that organisational crises are typically expected and necessary. They have benefits and drawbacks for the business, forcing Management to look for new markets or ways to increase efficiency to satisfy changing demands. On the other hand, demand that reduces the firm's effectiveness or leads to excessively higher prices for the client endangers the firm's future.

For society, worker demands have been a driving force behind societal changes that have led to shorter work weeks, more extended vacations, better working conditions, and many other advancements. However, productivity that results in unduly forced price increases or efficiency reductions and the inflationary impacts of rising labour costs that are not offset by higher productivity may also hurt society's welfare. At the same time, crises play a role in keeping industries in balance when arguments take an aberrant, dysfunctional, or pathological turn. Examples include concerns accompanied by widespread violence and conflicts that cause severe economic and social disarray in businesses' operations, among other things.

Recognising the different crises during the crisis management process is crucial since they call for various crisis management techniques. There are a lot of potential problems, but they can also occur in groups. Eight different crises were categorised by Lerbinger [15]. Natural disaster-related crises, or natural disasters themselves, are environmental occurrences, including earthquakes, volcanic

eruptions, tornadoes, hurricanes, floods, landslides, tsunamis, storms, and droughts that threaten human life, property, and the environment itself. Human application of science and technology is the root cause of technological catastrophes. When technology grows complicated and linked, accidents eventually happen when anything goes wrong in the system (Technological breakdowns). In addition, human error can sometimes trigger technological disasters (Human studies). Because humans may manipulate technology, people are more likely to place blame for a technological disaster than for a natural disaster. A crisis is referred to as mega-damage when it causes considerable environmental harm. Examples include software malfunctions, workplace mishaps, oil spills, etc.

2.2. Crisis Management

Confrontation crises happen when disgruntled people and groups battle the government, businesses, and diverse interest groups to meet their demands and expectations. Boycotts are a typical confrontation crisis, but there are many other forms, such as picketing, sit-ins, ultimatums to authorities, creating blockades or occupations, opposing or disobeying police, etc.

When rivals or mischievous people employ illegal means or other extreme measures to show their hatred or resentment toward or seek advantage from a corporation, nation, or economic system, possibly to disrupt or destroy it, an organisation faces a crisis of malevolence. Examples of problems include espionage, terrorism, cybercrime, kidnapping, and product tampering. Crises happen when Management takes acts without taking the necessary precautions that it knows will affect stakeholders or put them in danger of harm. Crises of distorted management values, crises of deception, and crises of management misconduct were the three categories of organisational wrongdoings listed by Lerbinger [15]. Managers that prioritise short-term financial gain at the expense of more significant social norms and stakeholders besides investors are criticised for having distorted management ideals. These imbalanced values result from the traditional business ethos, which prioritises investor interests over those of other stakeholders, including clients, employees, and the community. Management commits a crisis of deception when it conceals or incorrectly displays facts about itself and its products when dealing with customers and other parties. Specific problems are brought on not just by distorted morals and deceit but also by wilful immorality and criminal activity.

When an employee or former employee acts violently toward other employees for organisational reasons crisis arises. They happen whenever individuals, such as a worldwide financial crisis, a car accident, or a significant disaster, bring on a problem. As the name implies, these circumstances develop unexpectedly and with little warning. However, unfortunately, managers are not given warning signs, and such cases are frequently out of anyone's control. Neglecting minor concerns in the beginning leads to simmering crises later. Although managers frequently see crises coming, they should recognise them and wait for someone else to respond. To avert such a scenario, immediately warn the staff.

2.3. Dimensions of Crises Management Strategies

2.3.1. Mediation

The parties choose a trained, neutral third party (the mediator) to help them resolve their disagreement. This is an assisted negotiation known as mediation. The mediator is a neutral third party that assists the parties in coming to a mutually agreeable solution that meets everyone's needs. All parties choose the mediator. However, the parties are not forced to accept the mediator's recommendation. Instead, the parties themselves make the important decisions [10].

To mediate implies acting as a peacemaker between persons in disputes. It is primarily a non-formal procedure in which the parties seek a settlement with one or more impartial third parties. According to Hambourg [15], mediators aid in finding a mutually agreed solution to the issue by offering impartial advice and consultation to the parties rather than judging or arbitrating the disagreement. According to some definitions, mediation is simply negotiation done with a third party's support. Unlike an arbitrator or a judge, the mediator does not have the authority to force a resolution on contending parties. Through the facilitative mediation process, disagreeing parties can resolve their differences with the help of an impartial third party who serves as a mediator [20]. "When two or more persons or corporations cannot resolve a particular problem, they invite a neutral person to help them arrive at a solution. The mediator will put in much effort to assist both parties in better understanding one another's viewpoints and their own, as well as possible other courses of action [10]. It is a decision-based procedure. The mediator is a facilitator and will not offer advice or pass judgement during the procedure. In order to help parties settle an acceptable to all parties, the mediator will use solution-focused tactics, assuring a favourable conclusion overall. Each party will get an opportunity to put their point of view and listen to what the other party has to say.

2.3.2. Conciliation

The process of conciliation involves mediating dialogue and negotiation between two or more parties in order to settle disagreements or conflicts between them. Conciliation aims to assist the parties in reaching a mutually acceptable resolution to their disagreement without the need for formal legal action [10]. Conciliation can be employed in a variety of contexts, including family law issues, business disagreements, and interpersonal conflicts. The conciliator, who works with the parties to identify the issues, consider potential solutions, and assist the parties in reaching a resolution, may be a certified mediator or an authority on the subject matter of the disagreement [20]. The parties are typically encouraged to participate in good faith in the conciliation process, which is frequently voluntary and confidential. Unlike to arbitration, which involves a third-party decision, conciliation is non-binding, therefore the parties are not obligated to accept the result if they disagree with it. Nonetheless, if the parties decide to formalise their agreement in writing, conciliation

agreements can be made legally binding.

2.3.3. Arbitration

In that, the parties provide evidence, just like they would in a court proceeding. A third party hears the entire scenario before rendering a decision that the parties must abide by; arbitration is analogous to a court proceeding. Arbitration is "the decision of one or more persons, either with or without an umpire, of some subject or matters in difference between the parties. " An arbitrator considers the testimony presented by both sides and renders a decision that is typically binding on both parties. When a disagreement is arbitrated, an answer is given to the arbiter. In the arbitration process, the parties to the conflict or crisis are heard, and the outcome is decided between them before a person chosen by the parties or designated by law [1]. Arbitration aims to have one or more arbitrators designated by the parties settle the disagreement between them after reviewing the relevant papers and evidence. In Brenn's opinion [7], "The purpose of arbitration is not to reach a compromise, but to reach a decision while the parties are free to reach a compromise." A skilled arbitrator would undoubtedly encourage such an accord, but generally, there is only a zest if arbitral rulings are compromised. The arbitrator must consider that the decision he renders must be in the interest of the natural justice principle while deciding an arbitral dispute.

2.4. Employee Commitment

2.4.1. Affective Commitment

Employees' favourable emotional ties to the company are called affective commitment—Meyer & Allen, 1990; referenced [3]. The term "affective commitment" describes a person's emotional connection or attachment to a company, group, or relationship. Together with continuation commitment and normative commitment, it is one of the three components of organisational commitment. Strong emotional ties that are founded on a sense of loyalty, connection, and identification distinguish affective commitment between individuals and organisations. High levels of emotional commitment to an organisation increase a person's sense of pride, loyalty, and belonging to the organisation, and it also increases a person's likelihood of sticking with the organisation despite obstacles or challenges. Affective commitment can be generated through a variety of circumstances, including a supportive company culture, positive interactions with supervisors and co-workers, fulfilling work, and chances for both personal and professional advancement. Because it has been associated with a number of advantageous outcomes, including less turnover, better work satisfaction, and higher levels of performance and productivity, it is regarded as a significant asset for firms. Rowden [2]'s findings that these elements produce worthwhile circumstances that are inherently conducive to improving affective commitment. Moreover, Herscovitch (13) argued that personal participation, identification with the pertinent aim, and value congruence are the central pillars for the formation of affective commitment.

2.4.2. Normative Commitment

Normative commitment refers to a person's or an employee's commitment to and retention with an organisation out of feelings of duty. Many different things can cause these emotions. For instance, if an employer has spent money educating a worker, that worker may feel pressured to "payback" the debt by working hard and remaining with the employer. It might also reflect an ingrained value—one formed before the employee joined the company through socialisation in the family or elsewhere—that one should be devoted to their place of employment. Employees remain with the business because they "ought to". Unarguably, Meyer & Allen [10] opined that later insight regarding normative commitment is consistent with recent studies revealing that employee normative commitment can have two faces", one reflecting a moral necessity and the other reflecting indebted responsibility. First, when normative commitment and strong affective commitment come together, the imperative moral mindset is felt. Second, the persistence with weak affective commitment combined with a solid normative e commitment leads to the indebted duty mindset.

2.4.3. Commitment to Continue

The term "continuance commitment" refers to an employee's obligation to continue doing organisational tasks based on the perceived costs of leaving.

According to a study by Malcolm [16], the human element is the critical determinant of organisational effectiveness. He contends that the ongoing commitment of an organisation's workforce is more important than all other factors affecting organisational performance since it is the workforce that directs all other organisational resources toward performance goals. Thus, Malcolm [16] argued that any organisation seeking to boost performance must work to ensure that its employees are consistently devoted to both their work and the organisation. Whenever an employee decides to quit the company, there may be costs involved that must be understood to commit to staying.

In Allen [6] referenced in Agba [2], the concept of continuance commitment is defined as the variety of losses a departing employee may suffer. Profit-sharing and specific pension schemes are just two examples of these losses. According to Kanter [14], continuation commitment is cognitive since it happens when an employee has something to gain by continuing to participate and loses that benefit by quitting a business. Agba [2] added that the degree of investment an employee makes in the company and the lack of alternative employment—which suggests the intrinsic concern that the person might not find another job opportunity—are the two factors that influence the development of continuation commitment. Low alternative commitment, which has to deal with the worry of not finding any other career options, and high sacrifice commitment, which is concerned with the personal sacrifice associated with quitting his organisation, are two categories of continuation commitment. Because they have no other options, employees' most crucial connection to the company is frequently built on ongoing commitment.

3. Methodology

Data were gathered from four work organisations in Port Harcourt Rivers State for this study, which used a survey design. The total number of participants in the study is 743 (seven hundred forty-three), and the sample size is 261 (two hundred sixty-one) workers. With the statistical package for social sciences, data for the study were collected from respondents using a well-designed five-Likert-scale type questionnaire. The data were analysed with arithmetic mean and standard deviation and the hypotheses were tested using the spearman ranks order correlation coefficient (SPSS).

4. Results

4.1. Response Rate and Mean of Crisis Management Strategies

Table 1. Univerate Analysis (a).

Items	VHE	HE	ME	LE	VLE	Mean $(\bar{x})$	Std Deviation
My organisation's members can cohabit peacefully thanks to mediation as a crisis management strategy.	110	65	20	30	-	4.13	0.820
Any organisation or sector can be assured of peace through mediation.	105	80	20	20	-	4.2	0.276
As a crisis management tactic, mediation guarantees not only the dedication of the workforce but also the achievement of the goals established by the business.	95	85	15	30	-	4.09	0.326

Source: Survey data 2023

4.2. Response Rate and Mean of Conciliation

Table 2. Univerate Analysis (b).

Items	VHE	HE	ME	LE	VLE	Mean $(\bar{x})$	Std Deviation
Third-party conciliation procedures are responsible for the consistency and unity of my organisation's Management and workforce.	80	105	10	30	-	4.04	0.274
Conciliation is a flexible process that lets parties set their parameters for the proceedings' length, format, and content.	110	65	20	30	-	4.13	0.820
My company's employees are very proactive.	90	90	20	25	-	4.09	0.326

Source: Survey data 2023

4.3. Correlation Result for Crises Management Strategies and Employee Commitment

Table 3. Inferential Analysis.

			Crises management strategies	Employees commitment
Spearman's (rho)	Crises management strategies	Correlation Coefficient	1.000	.418
		Sign. (2-tailed)	.	.001
		N	225	225
	Employees commitment	Correlation Coefficient	.418	1.000
		Sig. (2-tailed)	.001	.
		N	225	225

* Correlation is significant at the 0.05 level (2-tailed).
Source: SPSS 21.0 Data Output, 2023

5. Conclusion and Recommendations

In a crisis, an organisation must deal with an unexpected, disruptive incident that endangers its stakeholders. The development and success of an organisation depend significantly on its ability to manage crises—the centre of the steps on foreseeing, forecasting, and effective crisis planning. Top executives always create plans to ensure they have a crisis management plan in place in the event that an issue arises at their firm. Crisis management strategies guarantee harmonious coexistence between organisation members and have been demonstrated as a sure way to maintain peace in any organisation and industry, as they guarantee not only the commitment of employees but also the achievement of the goals set by the organisation.

1) Business managers should guard against and avert crises within their enterprises.
2) Employers should engage staff members who will contribute to their company's general expansion and improvement.
3) Managers of workplaces should always ensure that both new and seasoned employees receive frequent training to advance their technical expertise and general job knowledge required by their firm.
4) Management of work organisations should ensure employees' benefits and salaries are proportional to their contribution (effort); doing so will foster dedication,

loyalty, and equity inside the company and deter any crisis.

5) It is also advised that the Management of workplaces always use the democratic leadership style when interacting with staff members. This will assist in increasing staff involvement in organisational matters, which will, in turn, help increase their commitment level.

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