

Chapter One

Introduction

1.1 Background to the Study

A crisis is any event or period that will lead or may lead, to an unstable and dangerous situation affecting an individual, group, or all of society¹. However, during the period of performance or discharge of duties or services of an employee to a company that hires him or her, there tend to be events that may amount to a crisis of any sort which leads or may lead to an unstable and dangerous situation affecting the individual employee or the reputation of the company. These occurrences usually occur in two ways. It can be either an individual employee's misconduct or a workplace violent crisis. Individual employees' misconduct occurs when an employee or individual who is associated with the company is involved in unethical or illegal misconduct whether within the workplace or an employee's personal life. These situations can result in a serious backlash against the company. Since the organisation employed or supported this individual, its lack of judgment is reflected in the company's reputation. However, violence at workplaces refers to the crisis that occurs when a current or former employee commits violence against other employees. These crises can come on suddenly, and it could be difficult to act before they escalate further or become fatal².

Practically, a crisis is a testing time or an emergency. Crises are negative changes in human or environmental affairs, especially when they occur abruptly, with little or no warning ¹. In English, crisis was first used in a medical context in the development of a disease when a change indicates either recovery or death, that is, a turning-point. It was also used for a major change in the development of a disease¹. By the mid-seventeenth century, it took on the

figurative meaning of a "vitaly important or decisive stage in the progress of anything", especially a period of uncertainty or difficulty, without necessarily implying a decision point¹. That notwithstanding, the crisis is meant to be managed, no crisis no matter how bad is unmanageable³. Essentially, managing a crisis is a phrase employed as the rational and methodical way of establishing the context, determining, evaluating, treating, checking, and relaying threats relating to any procedure in a manner that enables firms to reduce losses and enhance prospects³. The purpose of crisis management is to realise the understanding of all stakeholders and arrangement around what the threats are and how to control the crisis³. Crisis management is a procedure considered when mitigating a crisis to lessen the negative effect that the crisis can have on the company and stakeholders alike³.

Since crisis management is a process, it can be clustered into pre-crisis, response mechanisms to the crisis, and post-crisis. Crisis management is the application of tools designed to help an organisation deal with a sudden and significant negative event. Crisis management demands employing many tools. Crisis management is the utilisation of methods aimed at helping the organisation deal with unexpected events that can affect the smooth running of the organisation³. Without a crisis management strategy, one is more likely to make mistakes that result in financial loss or lasting damage to reputation and key relationships³. Moreover, in the absence of a crisis strategy, the larger organisational strategy is at risk. Acting strategically requires discipline and objective analysis. For example, you cannot plan for every potential emergency, doing so would be prohibitively expensive. Instead, choose and prepare for only the most likely scenario.

The consequences of not having a crisis management strategy include the potential for bad decisions, incorrect or inconsistent communication, and a longer-than-necessary recovery.

While full recovery is always the goal of crisis management tools, one should also incorporate some survival tools. These are ways to keep an organisation alive in the face of a hostile environment or an existential threat and often include cost-cutting, layoffs, and access to emergency credit. Creative thinking is an essential ingredient in crafting survival tools.

Building a crisis strategy in any organisation requires that the senior management team take charge of building a crisis strategy, and the first step is to review the organisation's mission and assess the firm's weaknesses. Then, establish the items one wants to protect in a crisis and those that one considers expendable⁵. Demonstrable capabilities of any organisation in crisis management to help such an organisation in realising high employee job satisfaction otherwise called employee satisfaction⁶. Job satisfaction refers to the pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences⁶. In other words, job satisfaction simply means how content an individual is with his or her job; whether he or she likes the job⁶. It is a measure of workers' contentedness with their job, whether they like the job or individual aspects or facets of jobs, such as the nature of work or supervision. Ordinarily speaking, employees are hired to perform specific duties which are packaged into a job.

Employment is a relationship between two parties regulating the provision of paid labour services. Usually based on a contract, one party, the employer, which might be a corporation, a not-for-profit organisation, a co-operative, or any other entity, pays the other, the employee, in return for carrying out assigned work⁷. Employees work in return for wages, which can be paid based on an hourly rate, piecework, or an annual salary, depending on the type of work an employee does, the prevailing conditions of the sector, and the bargaining power between the parties. Employees in some sectors may receive gratuities, bonus payments, or stock options⁷. In some types of employment, employees may receive benefits in addition to

payment. Benefits may include health insurance, housing, and disability insurance⁷. Employment is typically governed by employment laws, organisation, or legal contracts⁸.

However, before any organisation could have effectively managed its crisis successfully and realise employees' job satisfaction, such an organisation must have considered the adoption and usefulness of public relations tools pertinently seriously in its managerial plans and efforts. Like many other organisations in Nigeria and other countries of the world, the Nigerian Shippers' Council would have at one time and the other faced many crises.

Nigerian Shippers' Council is an agency established by the Nigerian federal government to act as sea-port economic regulator in the country, with the responsibilities of providing guidelines on tariff setting to guide against arbitrariness; monitoring and enforcement of standards of service delivery to ensure availability, accessibility, affordability, stability, predictability, and adequacy of services; encouraging competition and guard against the abuse of monopoly and dominant market positions; performing mediatory role among stakeholders; establishing accessible and modern dispute resolution mechanism; regulating market entry and exit; promoting efficiency in the provision of port services; minimising the high cost of doing business and prevent its inflationary effect on the Nigerian economy; encouraging private sector investment in the Port sector; and monitoring and ensuring compliance by all parties with the provisions of the Port Concession Agreements⁹. In a nutshell, the Nigerian Shippers' Council is the organisation that regulates the sea-port business which involves shipping activities in Nigeria. The shipping business involves the transportation of goods and humans through a ship, vessel, etc on the sea or the water⁹.

The Nigerian Shippers' Council is a parastatal under the Federal Ministry of Transport, (FMoT). Its enabling Act provides for a governing board and an Executive Secretary/Chief Executive Officer who are responsible for the day-to-day management and implementation of policies approved by the governing board⁹. The Executive Secretary/CEO is assisted by nine (9) Directors who head the departments in the Council. The departments are complemented by nine (9) independent units reporting to the Office of the Executive Secretary/CEO. The Nine (9) departments are Regulatory Services, Consumer Affairs, Strategic Planning and Research, Human Resources, Inland Transport Services, Legal Services, Finance and Accounts, General Services, and Special Duties. The Eight (8) independent units of the Nigerian Shippers' Council are Complaints, Procurement, Anti-corruption and Transparency (ACTU), Information and Communication Technology (ICT), service, Internal Audit, Public Relations, Public Private Partnership (PPP)⁹.

Administratively, there are six (6) Zonal coordinating offices of the Nigerian Shippers' Council, one in each of the six geo-political zones, and a Liaison Office in Abuja. They are as follows: South-West Coordinating Office, Ibadan; South-East Coordinating Office, Aba; South-South Coordinating Office, Port Harcourt; North-Central Coordinating Office, Jos; North-West Coordinating Office, Kano; North-East Coordinating Office, Bauchi. In addition, the Nigerian Shippers' Council has sixteen (16) area offices spread across the six geo-political zones of the country⁹.

The realisation of effective crisis management which most times possesses contributive strength in the actualisation processes of employee job satisfaction requires contributions of public relations tools. On many occasions and in crises in the past, public relations tools have proven to be influential and useful in providing solutions. The extent of the power that public

relations tools exercise on the overall realisation of crisis management successes in any organisation indicates that public relations practices if properly handled can be influential and serve as a viable employees job satisfaction strategy of any organisation¹.

Public relations tools refer to the variety of activities usually conducted by the profession or professional saddled with the responsibilities of management of reputations of a country, individual, or an organisation in the discharge of its obligations and/or duties¹⁰. Public relations is defined as the art and social science of analysing trends, predicting their consequences, counseling organisational leaders, and implementing planned programmed of action which will serve both the organisation and the public interest¹⁰. It is also defined as a strategic management function that adds value to an organisation by helping it to manage its reputation¹⁰.

Public relations tools are a mode of getting public support for an activity or a movement¹¹. Public relations are the management function that evaluates public attitudes, identifies the policies and procedures of an organisation with the public interest, and executes a programmed of action and communication to earn public understanding and acceptance ¹¹. The main responsibilities of public relations are to communicate the policies, practices, problems, and performances of an organisation to the public and feedback on public opinions and suggestions to the top management so that a mutual understanding may be established between the organisation and its public, i.e. shareholders, dealers, customers, the general public, government employees and the press ¹¹.

Various tools usually considered by public relations experts for crisis management and employees' job satisfaction include financial support (monetary loans), corporate welfare

system, special events, town hall meetings /conferences, capacity development and training, promotion of staff as and when due, awards to outstanding members of staff, provision of medical facilities / sick bays, labour / industrial relations, conflict resolution, complaints handling and management, etc¹¹.

Even though crisis management and employees' job satisfaction experiences in the Nigerian Shippers' Council may be particularly different from that of other organisations around the world. The organisation would have deplored some public relations tools towards its crisis management and employees' job satisfaction. But whether or not those considered tools yielded the desired results is another issue.

That notwithstanding, crisis management must be constructive and provide management with the ability to formulate effective tactics that will motivate employees to step on in anticipation of critical circumstances that are imminent ¹². This is because organisations that have proper crisis management programs have a higher probability of having higher employee job satisfaction and lower employee turnover rates which positively influences the activities of the organisation, as the organisation does not have someone to educate new employees on the culture of the organisation.

The Nigerian Shippers' Council (NSC) was established by Decree 13 of 1978 now Nigerian Shippers' Council Act Cap. N133, Laws of the Federation of Nigeria 2004. This was based on the 1965 United Nations Conference on Trade and Development (UNCTAD) recommendation, urging developing countries to create National Shippers' Councils as public sector authorities to act as a countervailing force against the exploitative excesses of foreign ship owners and other providers of shipping and related services. In recognition of the role of

the Nigerian Shippers' Council as a Regulator simply protecting shippers' interest as enshrined in Section 3 of the NSC Act Cap. 133 LFN 2004, the Federal Government appointed the Nigerian Shippers' Council as the Port Economic Regulator in February 2014. This is to institute an effective regulatory regime at the Nigerian Ports for the control of tariffs, rates, charges, and other economic services and to address the negative impact of port concession activities on the economy. Its vision statement is “to be the Foremost Economic Regulator, providing a Framework that Fosters Effective, Efficient and Competitive Service Delivery for Sustainable Growth in the Transport Sector” and its mission statement is “to be the Foremost Economic Regulator Providing a Framework that Fosters Effective, Efficient and Competitive Service Delivery for Sustainable Growth in the Transport Sector, Ensure that the Nigerian Transport Sector Contributes Optimally to the Economic Growth of the Nation, Develop and Sustain a Professional Workforce Driven by Knowledge and Technology for Consolidation and Sustainable Growth”. Mandate; Establish an Enabling Environment for all Stakeholders by Instituting an Efficient and Effective Economic Regulatory System in the Transport Sector. Some of its core values are C: Customer Focus & Stewardship I: Innovation T: Trust and Integrity A: Adaptability & Value Diversity D: Discipline and Accountability E: Equity and Fairness L: Leadership³.

Some of these functions include providing guidelines to prevent arbitrary tariff setting, ensuring service standards are met, promoting competition while preventing monopolistic practices, mediating between stakeholders, establishing efficient dispute resolution mechanisms, regulating market entry and exit, enhancing efficiency in Port services, reducing the high cost of doing business and its impact on the economy, encouraging private sector investment, and monitoring compliance with Port concession agreements⁴.

The key priority areas of the Council, known as SEEDS, encompass a stronger regulatory and legal framework to improve compliance, monitoring, and enforcement (Pillar 01); ensuring efficient port and transport logistics capacity building to facilitate ease of doing business for economic growth (Pillar 02); fostering effective inter-agency and stakeholders' cooperation and collaboration (Pillar 03); deploying efficient information and communications technology and ensuring the automation of port and transport logistics services (Pillar 04); and prioritizing staff welfare and capacity building (Pillar 05)⁴.

The Nigerian Shippers Council collaborated with the Nigerian Export Promotion Council and other agencies in the non-oil export value chain to establish a Domestic Export Warehouse (DEW) across the country. Domestic Export Warehouse is a one-stop facility for the storage of products/commodities and handling of pre-shipment inspection, certification, documentation, fumigation of commodities, examination, and sealing of containers by the Nigeria Customs Service before moving them to the seaport terminals for shipment. The collaboration resulted in the establishment of nine (9) Domestic Export Warehouses as follows: Kaduna Inland Dry Port, Kaduna State, Elohimel Nig. Ltd Port Harcourt, Rivers State, Gezawa Commodity Exchange, Kano State, Ames- Edo Inland Dry Port, Edo State v. Access Port Nig. Ltd, Lagos State, Sealink Ltd, Ajaokuta, Kogi State, Essilibra Terminal Ltd, Ikorodu, Lagos State, Harris Logistics, Lokoja, Kogi State and TCL Cargo Terminal Ltd, Kirikiri, Apapa, Lagos State⁶.

The Council coordinated the implementation of the development of Vehicle Transit Areas (VTAs) projects in line with the Infrastructure Concession Regulatory Commission (ICRC) establishment Act 2005 and the National Policy on Public-Private Partnership (PPP). These VTAs and the activities were: i. Facilitated the clearing, perimeter survey, and marking of the

land for the Benin bypass VTA, Benin, Edo State. ii. Facilitated the approval and allocation of an additional 25 hectares of land by the Edo State Government for the Avielle VTA, Benin, Edo State. The land was cleared, levelled, and filled. iii. Facilitated the approval of payment of compensation to the Ohono Community by the Kogi State Government. iv. Facilitated the production of the survey plan and the coordination of the commencement of the process for the issuance of all title documents for the Abaji VTA, FCT, Abuja. The Council in conjunction with the Federal Ministry of Transportation and other Stakeholders developed the Vehicle Transit Area Policy and Implementation Guidelines. The Policy was presented to the National Council on Transportation (NCT) and was approved. The council offered various services including stakeholder and industry support, representation, advocacy, advisory, research, information, education, enlightenment, and regulatory services⁷.

The Council has intervened in fast-tracking the completion and commissioning of Dala, Funtua, and Heipang Inland Dry Ports (ICDs). As a result of the intervention, the Concessionaires of Dala and Funtua Inland Dry Ports stepped up construction at the Project Sites and recorded 55% and 68% completion respectively. The Council collaborated with the Nigerian Export Promotion Council and other agencies in the non-oil export value chain to establish a Domestic Export Warehouse (DEW) across the country. Domestic Export Warehouse is a one-stop facility for the storage of products/commodities and handling of pre-shipment inspection, certification, documentation, fumigation of commodities, examination, and sealing of containers by the Nigeria Customs Service before moving them to the seaport terminals for shipment. The collaboration led to the establishment of nine Domestic Export Warehouses across Nigeria, including the Kaduna Inland Dry Port in Kaduna State, Elohimel Nig. Ltd Port Harcourt in Rivers State, Gezawa Commodity Exchange in Kano State, Ames-

Edo Inland Dry Port in Edo State, Access Port Nig⁸. Ltd in Lagos State, Sealink Ltd in Ajaokuta, Kogi State, Essilibra Terminal Ltd in Ikorodu, Lagos State, Harris Logistics in Lokoja, Kogi State, and TCL Cargo Terminal Ltd in Kirikiri, Apapa, Lagos State.

A letter addressed to “The President and Commander in Chief, Federal Republic of Nigeria”, a copy of which was made available to *Ships & Ports Daily*, read in part: “Sir, we are concerned staff of the Nigerian Shippers’ Council, a parastatal under the supervision of the Federal Ministry of Transportation. “We are using this opportunity to forward a petition on irregular staff recruitment and placement in the Council. These practices are not in line with the conduct and rules of Civil Service.” The aggrieved workers cited the case of an Assistant Director (names withheld), whom they said was also being considered for the post of substantive Director by the NSC management. They argued the Assistant Director in question “graduated in 1987 and was employed as a Confidential Secretary by the then Managing Director, Dr. Kingsley Usoh but against Civil Service Rules, was placed on GL. 12, even when she “had no working experience in the Public Sector before this appointment”. “She only had a short stint in the private sector,” they stated⁷. They said shortly after she was employed and against the procedure guiding the scheme of service, she “was migrated from the position of a Confidential Secretary to Officers Cadre”, while in 2003, she “sat for the promotion examination from GL. 14 to GL. 15 and did not perform well enough to be promoted”. “Your Excellency, we want to say that this examination remains the only examination process that she has ever gone through in the Council.

According to the petition, with effect from 1st July 2007, the staff was “promoted to the position of Assistant Director. However, it must be made clear that this promotion was backdated to 2003 even though she did not perform well to be promoted then”, while she was

“promoted to the position of the Deputy Director notionally with effect from 1st January 2008”. “Your Excellency, our decision to request for the intervention of your office in addressing the wrong doings in the Nigerian Shippers’ Council is due to our firm belief that your administration is committed to a zero level of tolerance for corruption. “We believe that the acts of favoritism and abuse of privileges going on in our organisation are symbols of corruption. “Your Excellency, our prayer is that you use your good offices to direct the Head of Service of the Federation to conduct the petitioner’s expressed gratitude for the intervention, emphasizing their hopes for continued guidance from Allah in steering the nation's affairs, amidst calls for a Comprehensive Staff Audit and Proper Placement within the Council's directorate cadre from GL. 15 to GL. 17. Copies of the petition were forwarded to the Head of Service of the Federation, the Minister of Transportation, and the Permanent Secretary of the Federal Ministry of Transportation. When approached for comment on the workers' petition, the Deputy Director/Head of Public Affairs of the NSC declined to provide a response⁹.

On August 11, 2022, the Minister of Transportation, Engr. Mu’azu Jaji Sambo, charged members of the Council Governing Board Nigerian Shippers Council to align their efforts with the policy direction of the Federal Government, emphasizing the need for a robust, transparent, and accountable economy, and adherence to international best practices, during the inauguration ceremony held at the Ministry of Transportation Headquarters in Abuja. The Minister underscored the Council's responsibility in protecting the interests of shippers and fostering harmonious relationships with relevant governmental bodies and organisations¹.

However, it was noted that there was no representative from the South East on the board, raising concerns. This event was followed by a statement from the Senior Staff Association at the Nigerian Shippers Council on September 5, 2016, condemning baseless allegations of

illegal recruitment within the agency, labeling the petition as frivolous and mischievous. Furthermore, on June 12, 2023, the Coalition of Northern Patriots called for the suspension and arrest of the Managing Director of the Nigerian Ports Authority and his counterpart at the Nigerian Shippers Council, accusing them of funding political campaigns and engaging in fraudulent activities. Therefore, because of the above, the study seeks to investigate public relations tools on crisis management and employees' job satisfaction in the Nigerian Shippers' Council¹¹.

1.2. Statement of the Problem

Organisations and businesses are confronted with multifaceted challenges in their daily operations which can be intrapersonal or interpersonal that threaten and undermine their operational effectiveness and reputation in industry likewise affect the job satisfactions employees will attend from the organisation. An organisation's inability to implement effective crisis management practices can result in decreased job satisfaction among employees, leading to low morale, reduced productivity, and increased turnover rates. This, in turn, has significant implications for organisation's capacity to deliver on its mandate, maintain stakeholder trust, and navigate the complex and dynamic shipping landscape. Furthermore, the lack of a cohesive approach to managing crises and communicating with stakeholders such as employees has exacerbated the problem, creating a disconnect between organisational goals and employee well-being. However, Organisations, with effective crisis management and employees job satisfaction tactics and plans tend to succeed, as most organisations desire to have a safe and secure workplace that encourages communication, supportive culture, and high employee job satisfaction which usually caught up in not arming organisations with effective tactics capable of helping them to manage the evolving crisis. Therefore, the study aims to

investigate the relationship between public relations tools, crisis management, and employees' job satisfaction in the Nigerian Shippers' Council.

1.3 Aim and Objectives of the Study

The aim of this study was to investigate the relationship between public relations tools, crisis management, and employees' job satisfaction in the Nigerian Shippers' Council. The specific objectives are to:

- i. identify public relations tools deployed by the Nigerian Shippers' Council towards crisis management;
- ii. identify public relations tools deployed by the Nigerian Shippers' Council to promote employees' job satisfaction;
- iii. ascertain the extent of public relations tools deployment in crisis management of the Nigerian Shippers' Council;
- iv. ascertain the extent of public relations tools deployment on employees' job satisfaction of the Nigerian Shippers' Council;
- v. determine the relationship between public relations tools and crisis management of the Nigerian Shippers' Council;
- vi. determine the relationship between public relations tools and employees' job satisfaction of Nigerian Shippers' Council; and
- vii. determine the combined relationship between public relations tools, crisis management, and employees' job satisfaction of the Nigerian Shippers' Council.

1.4 Research Questions

In the light of the research objectives, the following research questions are posited:

1. What are public relations tools deployed by the Nigerian Shippers' Council towards crisis management?
2. What are public relations tools deployed by the Nigerian Shippers' Council to promote employees' job satisfaction?
3. What is the extent of public relations tools deployment in crisis management of the Nigerian Shippers' Council?
4. What is the extent of public relations tools deployment on employees' job satisfaction of Nigerian Shippers' Council?

1.5 Hypotheses

H₀₁: There will be no significant relationship between public relations tools and crisis management of the Nigerian Shippers' Council.

H₀₂: There will be no significant relationship between public relations tools and employees' job satisfaction of the Nigerian Shippers' Council.

H₀₃: There will be no significant relationship between public relations tools and combined crisis management and employees' job satisfaction of the Nigerian Shippers' Council.

1.6 Significance of the Study

The findings of this study would avail the Management of the Nigerian Shippers' Council the opportunity to learn how to effectively adopt public relations tools on crisis management and employees' job satisfaction. The findings of this study would also be useful to the Nigerian

Shippers' Council in instances of what to be done to enhance its organisational crisis and employees' job satisfaction.

1.7 Scope of the Study

This study focused on identifying public relations tools deployed by the Nigerian Shippers' Council for crisis management and employees' job satisfaction. The study also focused on ascertaining the level to which public relations tools affect crisis management and employees' job satisfaction in the Nigerian Shippers' Council, as well as examining and ascertaining the relationship between public relations tools, crisis management, and employees' job satisfaction in Nigerian Shippers' Council.

1.8 Limitation of the Study

The major limitation encountered by the researcher during this study was the unwillingness of the respondents to participate in the study and the delay in data retrieval.

1.9 Operational Definition of Terms

Complaint Management Process: It is a systematic approach to handling, resolving, and learning from complaints raised by customers, employees, or other stakeholders. Effective complaint management is essential for maintaining trust, improving services, and preventing future issues.

Crisis management Goals: In the context of this study, there are the objectives that an organisation aims to achieve when responding to a crisis. These goals guide the actions and decisions of the crisis management team, ensuring a coordinated and effective response.

Crisis Management Plan: In this study, it is a comprehensive document that outlines the procedures and guidelines for managing and responding to a crisis in an organisation. It aims to minimise the impact of the crisis, ensure the safety of stakeholders, and maintain business continuity.

Crisis Management Strategy: This study sees crisis management strategy as outlines of the approach and actions an organisation will take to prepare for, respond to, and recover from a crisis. This strategy ensures that the organisation can handle unexpected events effectively while minimising damage and maintaining operational continuity.

Crisis Management: In this study, crisis management is the application of tools designed to help an organisation deal with a sudden and significant negative event in the Nigerian Shippers Council.

Crisis resolution processes: in this study are the systematic steps an organisation follows to effectively resolve a crisis, minimise damage, and restore normalcy. These processes are critical to managing the immediate impact of a crisis and ensuring long-term recovery.

Crisis: In this study, a crisis is any event or period that will lead, or may lead, to an unstable and dangerous situation affecting an individual or group in the Nigerian Shippers Council.

Employee Engagement: It is the level of emotional commitment and involvement that employees have towards their organisation and its goals. Highly engaged employees are motivated, productive, and more likely to contribute positively to the company's success.

Employee Relations: In this study refer to the management of relationships between employers and employees within an organisation. It involves creating and maintaining positive interactions, ensuring a healthy work environment, and addressing issues that may arise in the workplace. The goal is to foster a productive and harmonious work atmosphere,

which can improve job satisfaction, boost morale, and enhance overall organisational performance.

Employee relationship management (ERM): is the process of building and maintaining positive relationships between an organisation and its employees. It focuses on fostering a productive, engaged, and satisfied workforce, which can lead to improved performance, reduced turnover, and a positive workplace culture.

Employees: In the context of this study, employees are groups of individuals that contribute labour expertise to an endeavour of an employer or a person conducting a business or undertaking and are usually hired to perform specific duties in the Nigerian Shippers Council, which are packaged into a job. It is usually based on a contract, one party, the employer, which might be a corporation, a not-for-profit organisation, a co-operative, or any other entity; pays the other, the employee, in return for carrying out assigned work.

Job Satisfaction: Job satisfaction in this study is otherwise called employee satisfaction. Job satisfaction refers to the pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences. In other words, job satisfaction is simply how content an individual is with his or her job; whether he or she likes the job. It is a measure of workers' contentedness with their jobs, in the Nigerian Shippers Council.

Public Relations Crisis Management is the strategic process of managing the communication and reputation of an organisation during and after a crisis. The goal is to mitigate damage, maintain public trust, and restore the organisation's image.

Public Relations tools: This study refers to public relations tools as the variety of activities usually conducted by the profession or professional saddled with the responsibilities of

management of reputations and public relationships of a country, individual, or an organisation in the discharge of its obligations or/and duties.

Risk management: In this study, risk management is the process of identifying, assessing, and controlling potential events or situations that could negatively impact an organisation's objectives. The goal is to minimise the likelihood and impact of risks, ensuring the organisation's resilience and long-term success.

Strategic Communication: In this study, is the purposeful use of communication by an organisation or individual to fulfill specific goals, often related to influencing public perception, achieving business objectives, or managing relationships with key stakeholders. It involves planning, executing, and evaluating communication efforts to ensure that messages align with broader organisational strategies.

Endnotes

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Chapter Two

Literature Reviewed

2.1 Conceptual Review

2.2 Theoretical Review and Framework

2.2.1 Situational Crisis Communication Theory

2.2.2 Crises Management Model

2.2.3 Affect Theory

2.3 Review of Empirical Studies

2.4 Conceptual Framework

2.4.1 Conceptual Framework on Public Relations tools, Employee Relations Practices and Crisis Management Tools

2.4.2 Brief Explanation of Conceptual Framework

2.5 Summary of Gap in Literature Reviewed

2.1 Conceptual Review

2.1.1 Concept of Crisis

A crisis is any event or period that will lead or may lead, to an unstable and dangerous situation affecting an individual, group, or all of society¹. Crises are negative changes in human or environmental affairs, especially when they occur abruptly, with little or no warning. A crisis is a testing time or an emergency¹.

In English, crisis was first used in a medical context, for the time in the development of a disease when a change indicates either recovery or death, that is, a turning point. It was also used for a major change in the development of a disease¹. By the mid-seventeenth century, it

took on the figurative meaning of a "vitaly important or decisive stage in the progress of anything", especially a period of uncertainty or difficulty, without necessarily implying a decision point.

Crisis is often linked to the concept of psychological stress and is used to suggest a frightening or fraught experience². In general, crisis is the situation of a "complex system" (family, economy, society². Note that simple systems do not enter crises. We can speak about a crisis of moral values, an economic or political crisis, but not a motor crisis) when the system functions poorly (the system still functions, but does not break down), an immediate decision is necessary to stop the further disintegration of the system, but the causes of the dysfunction are not immediately identified (the causes are so many, or unknown, that it is impossible to take a rational, informed decision to reverse the situation)².

The crisis has several defining characteristics. Crises have four defining characteristics that are "specific, unexpected, and non-routine events or series of events that [create] high levels of uncertainty and threat or perceived threat to an organisation's high priority goals"³. Thus, the first three characteristics are that the event is;

1. Unexpected (i.e., a surprise)
2. Creates uncertainty
3. is seen as a threat to important goals

A crisis is a process of transformation where the old system can no longer be maintained." Therefore, the fourth defining quality is the need for change. If change is not needed, the event could more accurately be described as a failure⁴.

Apart from natural crises that are inherently unpredictable (volcanic eruptions, tsunami, etc.) most of the crises that we face are created by man. Hence, the requirements of their being 'unexpected' depend upon man's failure to note the onset of crisis conditions. Some of our inability to recognize crises before they become dangerous is due to denial and other psychological responses that provide succor and protection for our emotions.

A different set of reasons for failing to notice the onset of crises is that we allow ourselves to be 'tricked' into believing that we are doing something for false reasons. In other words, we are doing the wrong things for the right reasons. For example, we might believe that we are solving the threats of climate change by engaging in economic trading activity that has no real impact on the climate. Two reasons for these mistakes were classified as Type 3 (inadvertent) and Type 4 (deliberate) errors⁵.

The effect of our inability to attend to the likely results of our actions can result in crisis. From this perspective, we might usefully learn that failing to understand the real causes of our difficulties is likely to lead to repeated downstream 'blowback'. Case studies on the International Crisis Behaviour (ICB) project suggested a different way of defining crisis as conditions are perceptions held by the highest level decision-makers of the actor concerned⁶: 1. threat to basic values, with a simultaneous or subsequent 2. High probability of involvement in military hostilities, and the awareness of 3. Finite time for response to the external value threat.

Classification of Crisis

During the crisis management process, it is important to identify types of crises in that different crises necessitate the use of different crisis management tools⁶. Potential crises are enormous, but crises can be clustered⁶.

- i. **Political Crisis:** This has to do with issues associated with human and societal governance and administration, including constitutional issues.
- ii. **Economic Crisis:** An economic crisis is a sharp transition to a recession. See for example 1994 economic crisis in Mexico, Argentina's economic crisis (1999–2002), the South American economic crisis of 2002, Economic crisis of Cameroon. Crisis theory is a central achievement in the conclusions of Karl Marx's critique of Capital. A financial crisis may be a banking crisis or a currency crisis.
- iii. **Environmental Crisis:** Crisis about the environment include: environmental disasters and natural disasters. An environmental disaster is a disaster that is due to human activity and should not be confused with a natural disaster. In this case, the impact of humans' alteration of the ecosystem has led to widespread and/or long-lasting consequences. It can include the deaths of animals (including humans) and plant systems, or severe disruption of human life, possibly requiring migration. A natural disaster is the consequence of a natural hazard (e.g. volcanic eruption, earthquake, landslide) that moves from potential into an active phase, and as a result, affects human activities. Human vulnerability, exacerbated by the lack of planning or lack of appropriate emergency management, leads to financial, structural, and human losses. The resulting loss depends on the capacity of the population to

- support or resist the disaster, and their resilience⁷. This understanding is concentrated in the formulation: "Disasters occur when hazards meet vulnerability"⁸. A natural hazard will hence never result in a natural disaster in areas without vulnerability, e.g. strong earthquakes in uninhabited areas.
- iv. **International Crisis:** Issues between two or more sovereign countries. In this context, a crisis can be loosely defined as a situation where there is a perception of threat, heightened anxiety, expectation of possible violence, and the belief that any actions will have far-reaching implications on an organisation's workforce.
- v. **Personal Crisis:** A personal crisis occurs when an individual can no longer cope with a situation⁹. This is preceded by events of an extraordinary nature triggering extreme tension and stress within an individual, i.e., the crisis, which then requires major decisions or actions to resolve. Crises can be triggered by a wide range of situations including, but not limited to, extreme weather conditions, sudden changes in employment/financial state, medical emergencies, long-term illness, and social or familial turmoil. Crises are simply a change in the events that comprise the day-to-day life of a person and those in their close circle, such as the loss of a job, extreme financial hardship, substance addiction/abuse, and other situations that are life-altering and require action that is outside the "normal" daily routine. A person going through a crisis experiences a state of mental disequilibrium, in which the ego struggles to balance both internal and external demands¹⁰.
- vi. **Technological Crisis:** Technological crises are caused by the human application of science and technology. Technological accidents inevitably occur when technology

becomes complex and something goes wrong in the system as a whole (Technological breakdowns). Some technological crises occur when human error causes disruptions (Human breakdowns. People tend to assign blame for a technological disaster because technology is subject to human manipulation whereas they do not hold anyone responsible for natural disasters. When an accident creates significant environmental damage, the crisis is categorized as megadamage¹¹. Samples include software failures, industrial accidents, and oil spills. Examples: Chernobyl disaster, Exxon Valdez oil spill, Heart bleed security bug.

- vii. **Confrontation Crisis:** Confrontation crisis occur when discontented individuals and/or groups fight businesses, government, and various interest groups to win acceptance of their demands and expectations. The common type of confrontation crisis is boycotts, and other types are picketing, sit-ins, ultimatums to those in authority, blockade or occupation of buildings, and resisting or disobeying police.
- viii. **Crisis of Malevolence:** An organisation faces a crisis of malevolence when opponents or miscreant individuals use criminal means or other extreme tactics to express hostility or anger toward, or seek gain from, a company, country, or economic system, perhaps to destabilise or destroy it⁶. Sample crises include product tampering, kidnapping, malicious rumors, terrorism, cybercrime, and espionage¹³. Example: Chicago Tylenol murders.
- ix. **Crisis of Organisational Misdeeds:** Crises occur when management takes actions it knows will harm or place stakeholders at risk for harm without adequate precautions¹¹.

There are three different types of crises of organisational misdeeds: crises of skewed management values, crises of deception, and crises of management misconduct.

- x. **Crisis of Skewed Management Values:** Crises of skewed management values are caused when managers favor short-term economic gain and neglect broader social values and stakeholders other than investors. This state of lopsided values is rooted in the classical business creed that focuses on the interests of stockholders and tends to disregard the interests of its other stakeholders such as customers, employees, and the community. It has 3 stages: -pre-crisis -acute -chronic and -conflict resolution.
- xi. **Crisis of Deception:** A crisis of deception occurs when management conceals or misrepresents information about itself and its products in its dealing with consumers and others.
- xii. **Crisis of Management Misconduct:** Some crises are caused not only by skewed values and deception but deliberate amorality and illegality.
- xiii. **Employees' Crisis:** Employee crises occur in two ways. It can be either an individual employee's misconduct or a workplace violence crisis.
 - (a) **Individual Employees' Misconduct:** This occurs when an employee or individual who's associated with the company is involved in unethical or illegal misconduct whether within the workplace or an employee's personal life.

These situations can result in a serious backlash against the company. Since the organisation employed or supported this individual, its lack of judgment is reflected in the company's reputation.

In these cases, one will need to identify the scope of the situation, determine appropriate disciplinary action, and if necessary, provide a written or verbal statement. It's important to first fully evaluate the situation and determine how severely the individual violated your company's values. This will help you determine the right responsive action to take against the convicted individual. Finally, if this situation has drawn media attention, you'll want to be transparent to these outlets and inform them about the actions you are taking.

Example of an Individual Employee Misconduct - Tyson Foods: The pandemic put a strain on just about everything including our food supply chain. Workers at a Tyson Foods pork plant in Iowa found themselves working longer hours to keep up with demand, and in close quarters. As a result, COVID-19 quickly spread and several workers died after contracting the virus. Making matters worse, supervisors at the Waterloo, Iowa plant were allegedly involved in a betting pool guessing how many workers would get sick from the virus. Not only did this come across as cruel, but the company is now facing legal repercussions as families of the deceased have filed lawsuits.

(b) **Workplace Violence Crisis:** A workplace violence crisis occurs when a current or former employee commits violence against other employees. Unfortunately, these crises can come on suddenly, and it could be difficult to act before they escalate further or become fatal. The best course of action, especially when de-escalation is not possible, is to involve law enforcement as quickly as possible. If an employee was harmed, send the employee immediately to the nearest hospital to get medical help.

Examples of a Workplace Violence Crisis - Molson Coors: In February 2020, a Molson Coors brewery employee brought a gun to the workplace and opened fire, killing five people. Gavin Hattersley, Molson Coors' chief executive, said in a statement, "I am devastated to share that

we lost five other members of our family in this tragic incident. There are no words to express the deep sadness many of us are feeling right now.”

A. Rumors and Crisis: False information about an organisation or its products creates crises hurting the organisation's reputation. The sample links the organisation to radical groups or stories that their products are contaminated⁶.

B. Organisational Crisis: Allan Hilburg, a pioneer in crisis management, defines organisational crises as categorised as either acute crises or chronic crises. Hilburg also created the concept of the Crisis Arc. Erika Hayes James, an organisational psychologist at the University of Virginia's Darden Graduate School of Business, identifies two primary types of organisational crisis⁷. Organisational crisis is "any emotionally charged situation that, once it becomes public, invites negative stakeholder reaction and thereby has the potential to threaten the financial well-being, reputation, or survival of the firm or some portion thereof"⁸.

C. Sudden Crisis: Crises are circumstances that occur without warning and beyond an institution's control. Consequently, crises are most often situations for which the institution and its leadership are not blamed.

D. Smoldering Crisis: Smoldering crises differ from crises this is because the crisis begins as minor internal issues that, due to the manager's negligence, develop into crisis status. These are situations when leaders are blamed for the crisis and its subsequent effect on the institution in question⁸.

2.1.2 Concept of Crisis Management

Crisis management is the application of tools designed to help an organisation deal with a sudden and significant negative event⁹. A crisis can occur as a result of an unpredictable event or an unforeseeable consequence of some event that has been considered a potential risk. In either case, crises almost invariably require that decisions be made quickly to limit damage to the organisation.

The nature of the potential damage varies based on the nature of the crisis. In most cases though, a crisis can affect health or safety, the organisation's finances, the organisation's reputation, or some combination of these. A devastating fire could be a crisis that puts the organisation's finances in jeopardy. However, if the fire occurs during business hours, then the fire might also jeopardise health and safety since employees may find themselves in harm's way⁹. The term crisis carries many meanings in itself. These meanings guide the crisis managers and leaders in deciding what to do in a crisis. It is an interesting applied area as well since we talk about "managing" a crisis when each crisis is very unique by itself.

What constitutes a crisis is not easily agreed upon, however, despite lack of clarity, there are specific conditions of crises in the crisis literature. For example, crises share six characteristics which are rare, significant, high impact, ambiguous, urgent, and involve high stakes. A crisis involves a period of discontinuity, a situation where the core values of the organisation/system are under threat, and this requires critical decision-making. There is a destabilising effect on the organisation and its stakeholders and an escalation of one or more issues, errors, or procedures is expected in this period.

A crisis could start with a simple piece of news being disseminated through media outlets or social networks, then find recipients at large, which leads to a state of agitation and uncertainty within the target of the crisis¹. In a narrow framework, a crisis can be limited to avoid negative media coverage; however, this is only related to the communication side of a crisis. Crisis prevention, mitigation, and communication response start with a strategic business plan and the integrity and legitimacy of the organisation are central to the theme of crisis⁹.

2.1.3 Origin of the Field of Crisis Management

The field of crisis management is generally considered to have originated with Johnson & Johnson's handling of a situation in 1982 when cyanide-laced Tylenol killed seven people in the Chicago area. The company immediately recalled all Tylenol capsules in the country and offered free products in tamper-proof packaging. As a result of the company's swift and effective response, the effect on shareholders was minimized and the brand recovered and flourished⁹.

Today, virtually all major corporations, nonprofit agencies, and public sector organisations use crisis management. Developing, practicing, and updating a crisis management plan is a critical piece of ensuring a business can respond to unforeseen disasters. The nature of the crisis management activities can vary, however, based on the organisation type. For instance, a manufacturing company will likely need a crisis management plan for responding to a large-scale industrial accident, such as an explosion or chemical spill, whereas an insurance company would be far less likely to face such risks⁹.

Of course, it doesn't take something as dramatic as an industrial accident to require the activation of a crisis management plan. Any event that has the potential to damage the

organisation's finances or reputation may be the cause for putting the crisis management plan into action.

We argue that the basic and contemporary concepts related to crisis management, especially in the communication field, share some similarities with what was practiced in ancient civilisations such as the importance of direct contact between the leadership and the public. Other similarities include the accurate diagnosis of the real causes of the crisis, the forbiddance of the dissemination of false news the reassurance of the public opinion that there is a solution to the crisis, a sound management decision, and a good plan for its implementation ⁹.

We link the past time crises to the contemporary era, providing a comparison framework. The history of crisis tends to show us that the study of crisis management cannot be linked to a specific civilisation or era, especially when humanity has witnessed multiple and complex environmental, political, economic, and military crises. Moreover, some of the problems and complex issues in the modern era are rooted in history. Thus, many geopolitical crises nowadays are the result of old causes. The study of crisis management from an academic point of view should be a multifaceted analysis, including a historical, a cultural, and an anthropological one, which determines the course of evolution and consequences of the crisis⁹.

Humans today are witnessing multiple serious crises, whether economic, social, or environmental, but the most devastating crises are those security crises that end up with endless wars, killing thousands each year, and displacing millions of others. Most of those destroying conflicts could be avoidable if the parties involved embrace wisdom by putting common interests ahead of their desires, and choosing patience and dialogue over stubbornness and

extremism, particularly when conflicts and crises do not build nations and civilizations, but destroy everything instead.

Today's crises bring new challenges to address and the theoretical frameworks that have been developed by various scholars may not be adequate to deal with them.

2.1.3.1 Crisis Management Goals

Crisis management seeks to minimise the damage a crisis causes. However, this does not mean crisis management is the same thing as crisis response. Instead, crisis management is a comprehensive process that is put into practice before a crisis even happens. Crisis management practices are engaged before, during, and after a crisis⁹.

The art of managing an emergency at the workplace through effective planning and quick action by/through the employees refers to Employees Crisis Management. An unstable condition that leads to major disturbances at the workplace must be controlled immediately for the effective functioning of the organisation. Crisis Management helps the employees as well as organisation to cope with difficult times in the best possible way.

The study of crisis management originated with large-scale industrial and environmental disasters in the 1980s. It is considered to be the most important process in public relations. Three elements are common to a crisis: (a) a threat to the organisation, (b) the element of surprise, and (c) a short decision time. A crisis is a process of transformation where the old system can no longer be maintained". Therefore, the fourth defining quality is the need for change. If change is not needed, the event could more accurately be described as a failure or incident.

In contrast to risk management, which involves assessing potential threats and finding the best ways to avoid those threats, crisis management involves dealing with threats before, during, and after they have occurred. It is a discipline within the broader context of management consisting of skills and techniques required to identify, assess, understand, and cope with a serious situation, especially from the moment it first occurs to the point that recovery procedures start.

Crisis management is a situation-based management system that includes clear roles and responsibilities and process-related organisational requirements company-wide. The response shall include action in the following areas: Crisis prevention, crisis assessment, crisis handling, and crisis termination. Crisis management aims to be well prepared for a crisis, ensure a rapid and adequate response to the crisis, maintain clear lines of reporting and communication in the event of a crisis, and agreeing rules for crisis termination⁹.

2.1.4 Stages of Crisis Management

- 1. Warning and Risk Assessment:** As important as it may be to identify risks and plan for ways to minimize those risks and their effects, it is equally important to establish monitoring systems that can provide early warning signals of any foreseeable crisis. These early warning systems can take a variety of forms and differ widely based on the identified risks. Some early warning systems might be mechanical or electronic. For instance, thermography is sometimes used to detect a build-up of heat before a fire starts. Other early warning systems may consist of financial metrics. For example, an organisation might be able to anticipate a substantial drop in revenue by monitoring its customers' stock prices⁹.

- 2. Key Steps at Each Stage of a Crisis:** The key to effective pre-crisis planning is to involve as many stakeholders as possible. That way, all areas of the organisation are represented in the risk identification and risk planning process. Corporate crisis response teams often include representatives from the organisation's legal, human resources (HR), finance, and operations staff. It is also customary to identify someone to act as a crisis manager⁹.
- 3. Crisis Response and Management:** When a crisis occurs, the crisis manager is responsible for directing the organisation's response following its established crisis management plan. The crisis manager is usually also the person who is tasked with communicating to the public⁹. If a crisis affects public health or safety, then the crisis manager should make a public statement as quickly as possible. In a public crisis, the media will inevitably seek out employees for comment. The organisation's employees need to know ahead of time who is and is not authorized to speak to the media. Employees who are allowed to speak to the media must do so in a manner consistent with what the crisis manager is saying⁹.
- 4. Post-Crisis and Resolution:** After a crisis subsides and business begins to return to normal, the crisis manager should continue to meet with members of the crisis management team, especially those from the legal and finance departments, to evaluate the progression of the recovery efforts. At the same time, the crisis manager will need to provide the latest information to key stakeholders to keep them aware of the current situation⁹. Following a crisis, it is also important for the crisis management team to revisit the organisation's crisis management plan to evaluate how well the plan worked

and what aspects of the plan need to be revised based on what was learned during the crisis⁹.

2.1.5. Processes of Crisis Management

- a. The solution against any crisis begins initially with fighting its causes, such as dealing efficiently with the sources of rumors and false news including via social media, which target official and non-official organisations and create a toxic environment, which turns into an explosive one in the real world, if not tackled early enough and efficiently.
- b. Crisis management is a proactive process that involves dealing with the crisis before it happens, during the crisis and aftermath. Crisis management is a process designed to prevent or lessen the damage a crisis can inflict on an organisation and its stakeholders. As a process, crisis management is not one thing. The purpose of crisis management is to protect the organisation, sector, or stakeholders from damage and prevent or diminish the negative outcomes of crisis¹⁰.

As stated, crisis management is a process with many parts, and one of the crisis management models is explained as a three-stage process by Coombs.

- i. The Pre-Crisis Stage: Consists of three sub-stages: signal detection, prevention, and crisis preparation. At this stage, if a crisis has been detected, this crisis should be prevented from taking place and prepared for crisis management. The goal is to reduce the risks that may create a crisis and also be prepared strategically and tactically¹⁰. In this respect, action-wise, the organisation at this stage is expected to have a crisis management plan that is updated regularly. The organisation forms a team for managing the crisis, selects spokesperson/s, and prepares draft crisis messages.

- ii. **Crisis Stage:** The second stage is the crisis stage itself, and this stage is formed by two substages, which are crisis recognition and crisis containment. At this stage, the organisation's response to the crisis, its communication with stakeholders, and how the organisation deals with a crisis are important ¹⁰. This stage covers the response of the organisation to what has happened: the crisis management plan is put into action, and the literature suggests three points which are to be quick, to be accurate, and to be consistent. Support from public relations is heavily observed at this stage since they develop the messages to be sent to all stakeholder groups, making sure that public safety is the most important aspect. The damage that is inflicted on the organisation is worked on to repair it.
- iii. **The Post-Crisis Stage:** The post-crisis stage, as the name suggests, comes after the crisis is resolved. At this stage, the organisation evaluates how it dealt with the crisis ¹⁰.

2.1.6. Importance of Crisis Management

The overall importance of crisis management is to be better prepared for potential crises. The crisis may not be as hot as before, but still, the organisation scans the media and the activities of stakeholder groups. Understanding the perceptions of their stakeholder groups is vital. A crisis creates the need for information and that need is fulfilled with communication. Neither the crisis management plan nor the crisis communication before, during, and after a crisis should be ignored.

Crisis communication addresses both internal and external audiences affected by the crises. It provides information and that information should be consistent throughout the crisis with the

designation of one primary spokesperson. Differentiation between two types of crisis communication: “crisis knowledge management” and “stakeholder reaction management” was made by a scholar in the past, whereby it was stated that “Crisis knowledge management” involves collecting information, analysing the information gathered, sharing what is learned, and decision-making¹⁰. The “stakeholder reaction management,” involves efforts to influence the organisation’s stakeholder groups through communication. This may be accomplished through words or what is done, the deed. It is important to understand the perception of the stakeholders’ groups of the crisis, the organisation under crisis, and its response to the crisis to influence them¹⁰.

“Crisis” from past times: The accumulation of knowledge associated with the evolution of the concept of crisis management is not only the emanation of modern academic studies or the practices and experiences of organisations and agencies, crisis management, rather it benefitted from the expertise and experiences of previous human civilizations. All civilisations have laid the methodological foundations in managing the various crises they faced, within the scope of the moment and its specific challenges, Crisis, and contention do not surface instantly in any society they are rooted in history¹⁰.

It is argued that as we look back, crises have been a part of the personal, domestic, and international landscape from time immemorial, from the ancient world to the twenty-first century. A crisis between Athens and Sparta resulted in the Peloponnesian War (431–404 BC). The factors that are associated with the importance of direct communication, interaction, and dialogue with public opinion were important in crisis management in the Greek and Roman eras. These civilisations were largely focused on creating spaces for dialogue, debates, and

direct communication with the public. Those social activities took place in most public venues, such as theaters, stadiums, places of worship, and so on¹⁰.

As for the Greek civilisation, the foundations of its values were based on philosophy, raising theological and non-theological issues for never-ending dialogue and discussion. Moreover, the Greek civilization was characterised by its proactive community participatory approach to resolving crises. The citizen had the right to discuss all issues of concern to public affairs. On the other hand, the Roman civilization tended to take care of the material and entertainment needs of its citizens to ensure the stability of the empire. Romans also urged residents of Rome and its colonies to participate in the discussion of the problems of the empire, as they believed that the dialog contributed to absorbing public anger and this was what had enabled the empire to overcome many crises. The social texture of society and the nature of the crisis that surfaces in it are a product of its historicity¹⁰.

2.1.7 Factors affecting the process of Crisis Management

The crisis management process requires many skills and expertise because as stated previously, we are talking here about the process of changing reality and convincing the public opinion of the organisation's point of view that defends its vision and interests. Moreover, crisis management requires social, legal, and communication crucial knowledge in the search for possible solutions. Here are some of the factors affecting crisis management:

1. Firstly, psychological factors constitute an important element for the individual in charge of crisis management. Self-control, self-confidence, and coolness are some of the mental attributes that are highly needed, as the crisis management process requires patience, wisdom, and sound thinking in the planning for the management of the crisis

- and providing appropriate solutions. In this context, there were arguments that the process of managing crises requires some basic knowledge in psychology, mainly because managing some crises needs to a great extent controlling emotions and sentiments, self-control, patience, calmness, and keeping away from anxiety and carelessness. These attitudes and behaviors are essential for managing a crisis efficiently, professionally, and with a lot of conciseness, preciseness, and without tempered reactions that can affect negatively rational and successful decisions¹⁰.
2. Secondly, good knowledge of the environment surrounding the organisation may include knowledge related to the cultural, social, and political system of the society. This is due to the complexity of the process of managing a crisis that needs quick and decisive decisions emergency management planning, and execution¹⁰.
 3. Thirdly, those in charge of managing crises should have a good knowledge of the nature of local laws and regulations related to libel, defamation, disinformation, and copyrights. Also, legal and legislative components are associated tightly with moral and value aspects of society, for those in charge of managing the crisis should be able to control its consequences. Moreover, they will manage to improve the performance of the organisation, its reputation, and its image, by committing themselves to openness and transparency and showing genuine empathy for the victims¹⁰. Organisations should opt for transparency and honesty with public opinion and the authorities, by making full disclosure of the crisis and its repercussions; providing a full apology, and offering compensation to victims¹⁰.
 4. Fourthly, setting up a communication and media plan aimed at connecting with the public, for it desperately needs a true narrative of the crisis. Thus, any delay,

miscommunication, or silence would expose the organisation to rumors and false news that aggravate and complicate the crisis even more. The communication strategy must be built on honesty with the public and opinion leaders because it is the proper way to restore the ravages of the crisis. The process of regaining the trust of the public during or after the crisis is the biggest challenge, and it is impossible to win it without embracing speech openness and full transparency in managing the crisis¹⁰.

5. Fifthly, the necessity of involving the public in managing the crisis. This can take place in several ways. One of them includes nongovernmental organisations, opinion leaders, and members of the local community. Involving them in the crisis communication strategy to reach the appropriate solutions leads eventually to the absorption of public anger and win back its confidence. One of the approaches to regaining the trust of the public during or after the crisis is to respect the feelings of those affected by the crisis and recognise their rights to rehabilitate them and involve them in making the appropriate decisions¹⁰.

2.1.8 Crisis Management Tools

Crisis management strategy (CMS) is a corporate development strategy designed primarily to prevent crisis for follow-up company advancement¹¹. It is the collective framework of decisions and choices that an organisation makes to respond to a crisis (or the perception of one)¹¹. The goal of your strategy is to position your organisation to withstand a crisis.

Thus, CMS is a synthesis of strategic management. It includes a projection of the future based on ongoing monitoring of the business's internal and external environment, as well as the selection and implementation of crisis prevention strategy and operating management. This

includes current status control based on ongoing monitoring of the internal and external environment, as well as crisis-coping strategy selection and implementation.

Crisis management tools are the foundation of crisis response planning for organisations. There is some confusion about the differences between crisis management tools and crisis management plans, theories, policies, or tactics. Tools are high-level and represent the broad vision of one's approach, while tactics and plans are operational and action-oriented. The organisational strategy, values, vision, and mission shape one's crisis strategy. Defining one's strategy should precede any other step in crisis management planning, as the strategy lays the foundation for your further planning. Because one's crisis strategy must adapt to fit a range of unknown future scenarios, a strong strategy enables one to be flexible and agile in a crisis. Once the tools are determined, identification of the capacities and systems that need to be in place to support one's strategy would follow.

1. **Crisis Management Model:** Successfully managing a crisis requires an understanding of how to handle a crisis before it occurs. There are three phases in any Crisis Management as shown below:
 - a. The diagnosis of the impending trouble or the danger signals.
 - b. Choosing the appropriate Turnaround Strategy.
 - c. Implementation of the change process and its monitoring
2. **Crisis Management Planning:** No corporation looks forward to facing a situation that causes a significant disruption to their business, especially one that stimulates extensive media coverage. Public scrutiny can result in a negative financial, political, legal, and

government impact. Crisis management planning deals with providing the best response to a crisis¹¹. The crisis management team, sometimes supported by other departments or external specialists, performs detailed crisis planning. An organisation's senior executives and CEO are typically responsible for the crisis strategy and management of strategic priorities in a crisis. If a company handles a crisis well, it should emerge with organisational stability, revenues at pre-crisis levels, and customer trust intact. Crisis strategy is just one dimension of crisis management.

- a. **Contingency Planning:** Preparing contingency plans in advance, as part of a crisis-management plan, is the first step to ensure an organisation is appropriately prepared for a crisis. Crisis-management teams can rehearse a crisis plan by developing a simulated scenario to use as a drill. The plan should stipulate that the only people to speak to publicly about the crisis are the designated persons, such as the company spokesperson or crisis team members. Ideally, it should be one spokesperson who can be available on call at any time. Cooperation with the media is crucial in crises, ensuring that all questions are answered on time and information on what was done to resolve the situation is provided. The first hours after a crisis break are the most crucial, so working with speed and efficiency is important, and the plan should indicate how quickly each function should be performed. When preparing to offer a statement externally as well as internally, information should be accurate and transparent. Providing incorrect or manipulated information tends to backfire and will greatly exacerbate the situation. The contingency plan should contain information and guidance that will help decision-makers consider not only the short-term consequences but also the long-term effects of every decision.

b. **Business Continuity Planning:** When a crisis will undoubtedly cause significant disruption to an organisation, a business continuity plan can help minimize the disruption. First, one must identify the critical functions and processes that are necessary to keep the organisation running¹¹. This part of the planning should be conducted in the earliest stages, as it is part of a business impact analysis phase that will signpost "How much does the organisation stand to lose?"

Each critical function and or/process must have its contingency plan if one of the functions/processes ceases or fails, then the business/organisation is more resilient, which in itself provides a mechanism to lessen the possibility of having to invoke recovery plans¹¹. Testing these contingency plans by rehearsing the required actions in a simulation will allow those involved to become more acutely aware of the possibility of a crisis. As a result, and in the event of an actual crisis, the team members will act more quickly and effectively¹¹.

A note of caution when planning training scenarios, all too often simulations can lack ingenuity, and an appropriate level of realism and as a consequence potentially lose their training value. This part can be improved by employing external exercise designers who are not part of the organisational culture and can test an organisations response to a crisis, to bring about a crisis of confidence for those who manage vital systems¹².

Following a simulation exercise, a thorough and systematic debriefing must be conducted as a key component of any crisis simulation. The purpose of this is to create

a link and draw lessons from the reality of the simulated representation and the reality of the real world¹³.

The whole process relating to business continuity planning should be periodically reviewed to identify any number of changes that may invalidate the current plan¹⁴.

3. Role of Apologies in Crisis Management - There has been debate about the role of apologies in crisis management, and some argue that an apology opens an organisation up to possible legal consequences. However, some evidence indicates that compensation and sympathy, two less expensive tools, are as effective as an apology in shaping people's perceptions of the organisation taking responsibility for the crisis because these tools focus on the victims' needs. The sympathy response expresses concern for victims while compensation offers victims something to offset the suffering¹⁵.

4. Crisis Leadership: Five identified leadership competencies that facilitate organisational restructuring during and after a crisis are

- a) Building an environment of trust
- b) Reforming the organisation's mindset
- c) Identifying obvious and obscure vulnerabilities of the organisation
- d) Making wise and rapid decisions as well as taking courageous action.
- e) Learning from crisis to effect change^{15,16}.

i. Crisis Prevention as a Crisis Management Strategy: The best crisis management strategy is prevention¹¹. A lot of crisis management involves preparing to react to an emergency or a disaster, but staying oriented toward prevention keeps you out of a reactive mode¹¹. “If the tone at the top allows a company to become reactive, meaning it does not anticipate issues, but waits for issues to arise before acting or reacting, this mentality leads to short-sightedness”¹¹. Here are some ways to become more proactive:

ii. Improve Communication: Communication failures can compound problems, leading to major crises. Analyses of crises at Nokia, Enron, British Petroleum, and other companies traced the root cause or aggravating factor to the poor flow of information¹¹.

iii. Implement Reverse Engineering: Examine in depth the most devastating and common crises to hit organisations and draw lessons from them. Work backward to see what changes one needs to implement to prevent or lessen a similar crisis¹¹.

iv. Audit Risks: Look for vulnerabilities at every level of the organisation by talking to each staff member in confidence. Look at real-world risks, not just financial threats¹¹. Ask questions such as the following: Do you have 24/7 access to top management executives, in case you need to contact them (anonymously if necessary) on a serious problem? And, if, overnight, your work location became unavailable, would you know where to report to the next day? Talk to key stakeholders about the vulnerabilities they see. Then, evaluate the crisis documents and policies for weaknesses, and develop solutions for any problems found¹¹.

v. Collect Intelligence: Broaden the information gathering beyond competitor activity. Monitor media for warning signs and intelligence that could foreshadow a crisis for your organisation. Red flags could include the following: political developments in countries where

suppliers are based; regulatory action; activist campaigns; trends in financial fraud and corruption; and climate data. Also, be aware of social media activity around your brand. Create early warning systems for key parts of your operation, such as IT¹¹.

vi. Maintain Social Responsibility: Companies that demonstrated a consistent record of prioritising employees and communities rebounded from crises with their stock market value intact. If one is not socially invested before a crisis, then any professions of concern following a crisis will appear insincere, and stakeholders will tend to disregard one's apologies¹¹. Hence, one must transform his or her culture and values into real-world actions, such as supporting local schools, mentoring minority entrepreneurs, or volunteering for nonprofits. When an organisation engages in community outreach regularly, the public is much more likely to believe its crisis response reflects genuine concern¹¹.

2.1.9 Importance of Crisis Management Tools

Without a crisis management strategy, one is more likely to make mistakes that result in financial loss or lasting damage to one reputation and key relationships. Moreover, in the absence of a crisis strategy, the larger organisational strategy is at risk¹¹.

Acting strategically requires discipline and objective analysis. For example, you cannot plan for every potential emergency doing so would be prohibitively expensive. Instead, choose and prepare for only the most likely scenarios¹¹. When viewed through a strategic lens, the costs associated with purchases (such as stockpiling raw materials in the event of a supplier shutdown) are not just expenses, but also an investment in the resilience and longevity of your business¹¹.

Strategic crisis management requires you to analyze both internal and external threats and vulnerabilities, define a strategy, execute this strategy, and update the strategy as conditions evolve. Maintaining open communication and nurturing important relationships are key dimensions of crisis management tools. The consequences of not having a crisis management strategy include the potential for bad decisions, incorrect or inconsistent communication, and a longer-than-necessary recovery. While full recovery is always the goal of crisis management strategies, one should also incorporate some survival tools. These are ways to keep your organisation alive in the face of a hostile environment or an existential threat and often include cost-cutting, layoffs, and access to emergency credit. Creative thinking is an essential ingredient in crafting survival strategies¹¹.

2.1.10 Creation of Crisis Management Tools

The senior management team should take charge of building a crisis strategy, and the first step is to review the organisation's mission and assess the firm's weaknesses, then, establish the items one wants to protect in a crisis and those that one considers expendable. The following are the six steps to create a crisis management strategy and address an actual crisis¹¹:

- 1. Check Core Values and Gather Information:** Review your mission and vision, and make sure those values guide your strategy. Staying true to one's culture is paramount²¹. When an organisation is defining its crisis management strategy, it should change neither its original mission nor its vision or value. One should also do a high-level assessment of one's organisation's vulnerabilities. Use this crisis vulnerability matrix to rank potential crises by the probability of occurrence and severity of impact.

The results will rank crisis types, providing your team with priorities for its planning effort.

- 2. Set Goals:** While one cannot predict the types of crises an organisation may face, one must agree on the most important, high-level outcomes, such as maintaining the safety and health of the staff, minimising delays in customer orders, or maintaining the cash flow. Focus on a few objectives, and avoid the temptation to set zero impact as one's goal that's just unrealistic. This crisis management policy template enables one to record the goals one worked on in one's strategic planning and add any related information¹¹.

In addition, one can decide which of the normal business priorities one can set aside during a crisis. Can one tolerate an increase in one's average customer hold time or relax the overtime policies? Identify the areas from which one can divert staff resources and money to support the crisis response. Track crisis-related metrics that reflect the objectives you identified as critically important. During a crisis, you can use a simplified dashboard of these key performance indicators to stay informed and maintain focus on your priorities. This dashboard template provides an easy-to-read, graphic view of these high-level key performance indicators (KPIs) ¹¹.

- 3. Form a Team:** Keeping the overall goals in mind, one can designate a crisis management team to plan tactics. This group will write the crisis management plan and execute it when a crisis strikes. Provide this team with resources and support from the top management. Business continuity planners should work with the crisis management team as well as do their detailed planning.

- 4. Take Strategic Actions:** One needs to previously identify gaps or weaknesses in one's business that one needs to address to support the crisis management strategy and do what is necessary to address such weaknesses¹¹. For example, increase the emergency cash reserve, create a climate of open communication, or establish relationships with backup suppliers. It's particularly crucial to make sure that the finances, stakeholder relationships, and organisational reputation are in good shape — before a crisis strikes.
- 5. Make Sure the Right People Handle the Sensitive Priorities during a Crisis:** The CEO and senior leaders of enterprises and large organisations are typically not involved in running the operational response to a crisis. Instead, the following sensitive strategic priorities are typically the executive management team's responsibility¹¹:
- i. Make sure the organisation is acting ethically and compassionately.
 - ii. Monitor and analyze developments for high-level implications.
 - iii. Limit financial damage and generate extraordinary cash needs.
 - iv. Clear any high-level obstacles that the crisis team faces, such as a need for more resources.
 - v. Protect the organisation's reputation.
 - vi. Evaluate contingency plans.
 - vii. Provide leadership when you set a course of action.
 - viii. Communicate with key stakeholders.

“When an organisation is in crisis, it is not about the organisation, but it is about the victims of the crisis: one’s organisation's stakeholders and employees. If you take care of them, then you'll be taking care of the organisation. If you forget them and think only of the organisation and its executives, you could lose it all” ¹¹.

6. Thank and Recognize Your Staff After a Crisis: Thank and recognise the staff for their extraordinary efforts during a crisis. Make sure the crisis management team does a detailed post-crisis review and evaluates its findings. The senior management team should do a strategic review and consider the following questions:

- 1) Could we have seen the crisis coming?
- 2) What early indicators did we miss or ignore?
- 3) How well did the crisis management plan and the crisis management teamwork?
- 4) Did the organisation respond effectively to the crisis?
- 5) What went well and what needs improvement?
- 6) Was our communication clear and consistent?
- 7) Did our reputation or our confidence in our organisation suffer?

To make the organisation more resilient, revise the strategy based on the answers to the aforementioned questions. These post-crisis lessons may also necessitate changes in staff training, Human resource policies, operations, compliance, and other areas of the organisation. Delegate the implementation of these changes. This crisis management strategy template walks

the organisation through the steps to make these changes and provides space to summarize the key elements of the strategy ¹¹.

2.1.11 Crisis Management Team

The sequence of sudden unwanted events leading to major disturbances at the workplace is called a crisis. A crisis arises on extremely short notice and triggers a feeling of fear and uncertainty in the employees. The superiors need to sense the early signs of crisis and warn the employees against the same. Once a crisis is detected, employees must quickly swing into action and make quick decisions. It is based on this that organisations put in place a crisis management team.

1. Importance of Crisis Management Team: A Crisis Management Team is formed to protect an organisation against the adverse effects of a crisis. A Crisis Management team prepares an organisation for inevitable threats.

- i. Organisations form crisis management teams to decide on future courses of action and devise strategies to help organisations come out of difficult times as soon as possible.,
- ii. A Crisis Management Team is formed to respond immediately to warning signals of crisis and execute relevant plans to overcome emergencies.

2. Role of Crisis Management Team: The Crisis Management team primarily focuses on:

- i. Detecting the early signs of crisis.
- ii. Identifying the problem areas
- iii. Sit with employees face-to-face and discuss the identified areas of concern

- iv. Analyse the situation and formulate a crisis management plan to save the organisation's reputation and standing in the industry.
- v. Encourage the employees to face problems with courage, determination, and a smile. Motivate them not to lose hope and deliver their level best.
- vi. Help the organisation come out of tough times and also prepare it for the future.

Membership of a Crisis Management Team includes: Membership of a crisis management team usually comprises of; the Head of Departments, Chief Executive Officer and people closely associated with him, Board of Directors, Media Advisors, Human Resource Representatives.

3. How Crisis Management Team works: Typically, under any organisation, the following is how crisis management works:

- 1) A Team Leader is appointed to take charge of the situation immediately and encourage the employees to work as a single unit.
- 2) The Crisis Management Team then works on the various problems and shortcomings that led to crises at the workplace. The team members must understand where things went wrong and how current processes can be improved and made better for the smooth functioning of the organisation.
- 3) It is important to prioritise the issues. Rank the problems as per their effect on the employees as well as the organisation. Know which problems must be resolved immediately and which all can be attended a little later.

- 4) A single brain cannot make all decisions alone. The Crisis Management Team should sit with the rest of the employees on a common platform, discuss prevailing issues, take each other's suggestions, and arrive at plans acceptable to all.
- 5) One of the major roles of the crisis management team is to stay in touch with external clients as well as the media. The team must handle critical situations well.
- 6) Develop alternate plans and strategies for the tough times. Make sure you have accurate information. Double-check your information before finalising the plan.
- 7) Implement the plans immediately for results. Proper feedback must be taken from time to time.
- 8) The Crisis Management team helps the organisation take the right step at the right time and helps the organisation overcome critical situations.

2.1.12 Government and Crisis Management

Historically, government at all levels - local, state, and national - has played a large role in crisis management. Indeed, many political philosophers have considered this to be one of the primary roles of government. Emergency services, such as fire and police departments at the local level, and the United States National Guard at the federal level, often play integral roles in crises¹⁷.

To help coordinate communication during the response phase of a crisis, the U.S. Federal Emergency Management Agency (FEMA) within the Department of Homeland Security administers the National Response Plan (NRP). This plan is intended to integrate

public and private response by providing a common language and outlining a chain of command when multiple parties are mobilised. It is based on the premise that incidences should be handled at the lowest organisational level possible¹⁸. The NRP recognizes the private sector as a key partner in domestic incident management, particularly in the area of critical infrastructure protection and restoration¹⁸.

The NRP is a companion to the National Incident Management System, which acts as a more general template for incident management regardless of cause, size, or complexity. FEMA offers free web-based training on the National Response Plan through the Emergency Management Institute¹⁸.

Historically, politics and crisis go hand in hand. In describing crisis, it is deduced that "we live amid alarms where anxiety beclouds the future¹⁹. Crisis management has become a defining feature of contemporary governance. In times of crisis, communities and members of organisations expect their public leaders to minimise the impact of the crisis at hand, while critics and bureaucratic competitors try to seize the moment to blame incumbent rulers and their policies. In this extreme environment, policymakers must somehow establish a sense of normality, and foster collective learning from the crisis experience²⁰.

In the face of crisis, leaders must deal with the strategic challenges they face, the political risks and opportunities they encounter, the errors they make, the pitfalls they need to avoid, and the paths away from crises they may pursue. The necessity for management is even more significant with the advent of a 24-hour news cycle and an increasingly internet-savvy audience with ever-changing technology at its fingertips²⁰.

Public leaders have a special responsibility to help safeguard society from the adverse consequences of crisis. Experts in crisis management note that leaders who take this responsibility seriously would have to concern themselves with all crisis phases: the incubation stage, the onset, and the aftermath. Crisis leadership then involves five critical tasks: sense making, decision making, meaning making, terminating, and learning²⁰.

A brief description of the five facets of crisis leadership includes²⁰:

- i. Sense-making may be considered the classical situation assessment step in decision-making.
- ii. Decision-making is the act of deciding on the implementation of that decision.
- iii. Meaning-making refers to crisis management as political communication.
- iv. Terminating a crisis is only possible if the public leader correctly handles the accountability question.
- v. Learning refers to the actual learning from a crisis is limited. The authors note, that a crisis often opens a window of opportunity for reform for better or for worse ²¹.

2.1.13 Concept of Employees

Employees are workers or members of the workforce of an organisation who were recruited to carry out specified duties. Usually based on a contract, one party, the employer, which might be a corporation, a not-for-profit organisation, a co-operative, or any other entity, pays the other, the employee, in return for carrying out assigned work²². Employees work in return for wages, which can be paid based on an hourly rate, piecework, or an annual salary, depending

on the type of work an employee does, the prevailing conditions of the sector, and the bargaining power between the parties. Employees in some sectors may receive gratuities, bonus payments, or stock options. In some types of employment, employees may receive benefits in addition to payment. Benefits may include health insurance, housing, and disability insurance. Employment is typically governed by employment laws, organisation, or legal contracts²².

An employee contributes labour and expertise to an endeavor of an employer or a person conducting a business or undertaking and is usually hired to perform specific duties which are packaged into a job²². In a corporate context, an employee is a person who is hired to provide services to a company regularly in exchange for compensation and who does not provide these services as part of an independent business²².

As a general principle of employment law, in the United States, there is a difference between an agent and an independent contractor. The default status of a worker is an employee unless specific guidelines are met, which can be determined by the ABC test²³. Thus, clarifying whether someone who performs work is an independent contractor or an employee from the beginning, and treating them accordingly, can save a company from trouble later on. An issue that arises in most companies, especially the ones that are in the gig economy, is the classification of workers. A lot of workers who fulfill gigs are often hired as independent contractors²³.

Provided key circumstances, including ones such as that the worker is paid regularly, follows set hours of work, is supplied with tools from the employer, is closely monitored by the employer, acting on behalf of the employer, only works for one employer at a time, they are

considered an employee ²³, and the employer will generally be liable for their actions and be obliged to give them benefits. To stay protected and avoid lawsuits, an employer has to be aware of that distinction²³.

2.1.14 Employees' Crisis Management

Employees' crisis management is the process by which an organisation deals with a disruptive and unexpected event that originates from employee(s) or which occurred in a workplace that threatens to harm the organisation or its stakeholders²⁴.

Employee crisis is any event or occurrence that originates from an employee of a company or occurred in a workplace that will lead or may lead, to an unstable and dangerous situation affecting the individual employee(s) or the reputation of the company. Employee crises occur in two ways. It can be either an individual employee's misconduct or a workplace violence crisis²⁴.

(a) **Individual Employees' Misconduct** - This occurs when an employee or individual who is associated with the company is involved in unethical or illegal misconduct whether within the workplace or an employee's personal life. These situations can result in a serious backlash against the company. Since the organisation employed or supported this individual, its lack of judgment is reflected in the company's reputation²⁴. In these cases, one will need to identify the scope of the situation, determine appropriate disciplinary action, and if necessary, provide a written or verbal statement. It is important to first fully evaluate the situation and determine how severely the individual violated the company's values. This will help one determine the right responsive action to take against the convicted individual. Finally, if this situation has

drawn media attention, one will want to be transparent to these outlets and inform them about the actions one is taking²⁴.

The techniques of crisis management include several consequent steps from the understanding of the influence of the crisis on the corporation to preventing, alleviating, and overcoming the different types of crises. Crisis management consists of different aspects including²⁵:

- Methods used to respond to both the reality and perception of crisis.
- Establishing metrics to define what scenarios constitute a crisis and should consequently trigger the necessary response mechanisms.
- Communication that occurs within the response phase of emergency-management scenarios.

Crisis-management methods of a business or an organisation are called a crisis-management plan²⁵. Crisis management is occasionally referred to as incident management, although several industry specialists argued that the term "crisis management" is more accurate ²⁵. A crisis mindset requires the ability to think of the worst-case scenario while simultaneously suggesting numerous solutions. Trial and error is an accepted discipline, as the first line of defense might not work. It is necessary to maintain a list of contingency plans and to be always on alert. Organisations and individuals should always be prepared with a rapid response plan to emergencies which would require analysis, drills, and exercises ²⁵.

The credibility and reputation of organisations are heavily influenced by the perception of their responses during crises. The organisation and communication involved in responding to a crisis in a timely fashion make for a challenge in businesses. There must be open and consistent

communication throughout the hierarchy to contribute to a successful crisis-communication process³.

The related terms emergency management and business continuity management focus respectively on the prompt but short-lived "first aid" type of response, for instance, putting the fire out; and the longer-term recovery and restoration phases, for instance, moving operations to another site. A crisis is also a facet of risk management, although it is probably untrue to say that crisis management represents a failure of risk management since it will never be possible to mitigate the chances of catastrophes occurring²⁵.

Signal detection - Signal detection is the stage in a crisis in which leaders should, but do not always, sense early warning signals (red flags) that suggest the possibility of a crisis. The detection stages of a crisis include:

- i. Sense-making: represents an attempt to create order and make sense, retrospectively, of what occurs.
- ii. Perspective-taking: the ability to consider another person's or group's point of view ²⁵.

2.1.15 Crisis Resolution Processes

Preparation and prevention - It is during this stage that crisis handlers begin preparing for or averting the crisis that had been foreshadowed in the signal detection stage. Using an impact/probability model allows organisations to fairly accurately predict crisis scenarios ²⁵.

The greatest organisational challenge is 'speaking truth to power' to predict truly worst-case scenarios. Organisations such as the Red Cross's primary mission is to prepare for and prevent the escalation of crisis events. Walmart has been described as an emergency-relief standard

bearer after having witnessed the incredibly speedy and well-coordinated effort to get supplies to the Gulf Coast of the United States in anticipation of Hurricane Katrina²⁵.

i. **Containment and Damage Control:** Usually the most vivid stage, the goal of crisis containment and damage control is to limit the reputational, financial, safety, and other threats to firm survival. Crisis handlers work diligently during this stage to bring the crisis to an end as quickly as possible to limit the negative publicity to the organisation and move into the business recovery phase²⁵.

ii. **Business Recovery:** When a crisis hits, organisations must be able to carry on with their business amid the crisis while simultaneously planning for how they will recover from the damage the crisis caused. Crisis handlers not only engage in continuity planning (determining the people, financial, and technology resources needed to keep the organisation running) but will also actively pursue organisational resilience²⁵.

iii. **Learning:** In the wake of a crisis, organisational decision-makers adopt a learning orientation and use prior experience to develop new routines and behaviors that ultimately change the way the organisation operates. The best leaders recognise this and are purposeful and skillful in finding the learning opportunities inherent in every crisis situation²⁵.

iv. **Crisis communication:** This is otherwise known as all the efforts taken by an organisation to communicate with the public and stakeholders when an unexpected event occurs that could hurt the organisation's reputation³. This can also refer to the efforts to inform employees or the public of a potential hazard that could have a catastrophic impact. There are 3 essential steps that an organisation can take to prepare for and withstand a communications crisis: 1. Define your philosophy; 2. Assess your vulnerabilities; 3. Develop a protocol²⁵.

2.1.16 Roles of Employees in Crisis Management

- i. Employees must be serious about their work. Review their performances regularly. Do not always wait for the boss to ask for reports. Be their critic²⁶.
- ii. Employees must strive hard to achieve their targets within the desired time frame. Never adopt a casual attitude at work²⁶.
- iii. Individual employees must be able to sense the early signs of crisis and warn their fellow workers against the same²⁶.
- iv. The individual employee must take initiative on his or her own. Escalate issues immediately to your senior colleagues. Do not wait for others to act ²⁶.
- v. One should not take things lightly. Once a crisis is detected, employees must immediately jump into action.
- vi. Employees must encourage effective communication during emergencies. Don't keep things to yourself. Discuss ideas amongst fellow workers to reach a plan that would work best in times of crisis.
- vii. Employees must not spread baseless rumors about their product and organisation. Avoid spreading fake information. Remember the organisation pays the employees for hard work and not for spreading negativity around.
- viii. The employees need to respect their organisation. One should maintain the decorum of the organisation. Enter the office with a cool mind ²⁶.
- ix. Don't unnecessarily find fault in your coworkers and fight with them. Remember conflicts lead to no solution ²⁶.
- x. It is always better to discuss things face to face and come to a mutually beneficial solution ²⁶.
- xi. Employees must not ask for unjustified things²⁶.

- xii. Employees should always think from the management's perspective as well²⁶.
- xiii. Employees should never indulge in unproductive activities like boycotts or strikes to get their demands fulfilled. Violence at the workplace is a crime. Neither the management nor the employee benefits from it. Such activities in turn tarnish the brand name ²⁶.
- xiv. During a crisis, employees should not panic. Maintain your calm and decide on ways to overcome the crisis rather than complaining and cribbing. Employees should never get hyper as stress and anxiety lead to more mistakes one might not otherwise commit. Relax and give your best ²⁶.
- xv. Employees must rely on accurate information. Mere assumptions and guesswork create problems and misunderstandings later ²⁶.
- xvi. Employees should always think out of the box. Try to come out with innovative ideas and strategies to overcome tough times as soon as possible ²⁶.
- xvii. Employees must identify the causes of the crisis and devise relevant strategies and ways to avoid it²⁶.
- xviii. Individuals must work as a single unit during emergencies. Ensure free flow of information across departments²⁶.
- xix. Employees should avoid playing blame games or criticizing others. It only makes the situation worse²⁶.
- xx. Employees should not hide during a crisis, instead, come out, interact with stakeholders and external parties, and ask for help²⁶.
- xxi. Employees must not avoid the media²⁶.

- xxii. Employees should not discriminate among themselves on the grounds of taste, status, income, sex, and so on. Doing such is unethical and leads to a crisis. Everyone must be treated as one for a peaceful environment at the workplace²⁶.

2.1.17 Employees' Crisis Management Strategies

Even though a crisis is rare (or supposed to be), because of the high-risk nature of a crisis, leaders must have crisis management, particularly, crisis response, skills. Once a crisis is underway, the workplace can become chaotic and compound the stress the employees are under²⁷. Effective leadership during this time is crucial to not only ensuring the employees' safety, but also providing a unique opportunity to show you care — which will go a long way towards building trust, improving overall employee morale, and preserving the company's culture. If the employees are experiencing a crisis, here are 9 things you can do to lighten the load ²⁷:

- 1) **Give the employees explicit permission to deal with the crisis:** Simply put, leaders need to show up and speak up quickly. Recognise that your employees are under extreme pressure to meet responsibilities in their personal lives at this time. Allow and encourage them to put those needs above those of the business. A good start would be to send an email at the onset of the crisis to everyone in the organisation, along with sharing announcements via messaging platforms such as Slack or MS Teams. It helps to deliver the same message across multiple platforms to ensure everyone is reached²⁷.

Simply acknowledging that things are not normal and that you understand other priorities need attention right now will make a positive impression. Invite employees to communicate critical information with each other as well. Just because you are a leader does not mean that you will

hear about new developments and critical information first. As the crisis unfolds, encourage the entire organisation to rely on each other for updates and support ²⁷.

- 2) **Ensure managers are checking in with employees:** If managers are unable to have them check in with each of their direct reports about their welfare due to their circumstances, they must ensure someone else on the leadership team can reach out to those individuals²⁷. This is not the time to emphasize work projects. Ensure that managers understand that the top priority is to make sure each team member is okay, and to support them during the crisis. Managers should also proactively ask if there is anything the employee needs in case others in the organisation may be able to help. Your organisation is a community within a community, and team members will typically be happy to do what they can to help each other during a time of crisis. Don't treat this as a "one-and-done" task. After the initial check-in, follow up consistently, ideally daily, until conditions improve ²⁷.
- 3) **Don't try to force "business as usual":** Your employees are battling a crisis. As a leader, you will need to make hard choices about which operational priorities can be delayed until your employees have recovered. Remember that your customers, partners, and other external stakeholders are human beings as well and should be able to understand that your organisation is dealing with circumstances outside of your control²⁷. Be as clear and transparent as you can about what can and cannot get done under the present conditions, and provide regular updates as the situation evolves. A good mantra during this time is "make do and get through". This is the time to tap into your patience and empathy. Take care of your employees, and they will take care of your business²⁷.

- 4) **Allow time off to care for others:** Whether it's ensuring personal or family safety, assisting friends in need, or volunteering in community relief efforts, allow your employees to completely unplug from work as needed to deal with the crisis. No one should be stressed out and forced to choose between meeting their basic needs (or those of a loved one or neighbour) or meeting a work deadline. Provide flexibility in deadlines, or identify another team member who can jump in to help. The most important thing is to remove any real or perceived pressure that your team member may be feeling stemming from their work responsibilities²⁷.
- 5) **Create a coverage plan based on priorities:** Yes, the business still needs to operate as best as it can during a crisis. Flexibility and sensitivity are keys when trying to figure out how to move work forward at this time. Once you get a pulse of each team member's situation, you should understand who is available to dedicate time to work during the crisis and who isn't. From there, see if you can stagger a shift schedule around the business-critical priorities. Push any non-urgent and low-risk projects out to a later date. Try identifying 1-2 important, yet achievable tasks or projects per employee per day. And, send regular communications to keep your team aligned on the top priorities. Keeping things simple will help everyone stay focused and bring quick wins to the table, thus boosting morale²⁷.
- 6) **Encourage and recognise teamwork:** When team members step up to the plate to take on additional work and cover for their coworkers during a crisis, reward them for it. While gifts and bonuses are great, even cost-free options such as recognizing employees in front of the organisation will go a long way in showing your appreciation and boosting morale²⁷. Company-wide emails highlighting exemplary teamwork are

also a great option. But be careful not to unintentionally make others feel guilty for taking the necessary time away to deal with the crisis. When the crisis subsides and the timing is right, you could try hosting a company- or team-wide virtual happy hour to celebrate everyone simply getting through the crisis²⁷.

- 7) **Beef up your employee assistance benefits:** Expensive copays and high deductibles can be a barrier to your employees getting the help they and their families may need. This is a great time to explore supplemental employee assistance offerings. One option is to implement an Employee Assistance Program (EAP). Typically, these programs include mental health, stress management, substance abuse, and caregiving services that an employee or anyone in the employee's household can use cost-free. This is important at any time, but even more crucial during, and in the aftermath of, a crisis ²⁷. Offering crisis-specific or ongoing health and wellness stipends is also a great way to encourage employees to take care of themselves by removing financial barriers to access assistance. You should also take a moment to remind employees about the workplace benefits already in place and point them to resources such as websites and phone numbers to ensure they can quickly and easily tap into these services amidst a crisis.
- 8) **Give employees time to recover:** Recognise that responding to a crisis will put massive strains on everyone's energy levels, ability to focus, and overall productivity levels in the workplace. This is to be expected, and no one should be scrutinised for a dip in productivity during a crisis. At this time, your priority should be to ensure your employees' safety. Even after a crisis subsides, understand that there will be a recovery period in which you will need to help your employees and teams navigate a return to normal productivity levels. Do not put unnecessary pressure on anyone's performance

at this time. Remember that many of your employees are dealing with a lot of emotions, lack of sleep, and other stressors²⁷.

After the crisis has passed and operations have returned to normal, it can be helpful to host round-table discussions across the organisation to hear what employees thought went well and was helpful as they navigated the situation, and where the organisation could better respond in the future. This qualitative feedback can be used to improve communications and other crisis response operations²⁷.

2.1.18 Concept of Employee Relations

The term employee relations practices refers to how the existing relationship between a given employer and its employee(s) is or/are been managed²². Employee Relations Practices is also otherwise known as Human Resources Practices. Employer and managerial control within an organisation rests at many levels and has important implications for employees and productivity alike, with control forming the fundamental link between desired outcomes and actual processes. Employers must balance interests such as decreasing wage constraints with a maximisation of labor productivity to achieve a profitable and productive employment relationship.

Employee relationship management / Practices (ERM) is considered to be a specific field of Human Resource Management. ERM is the process of adopting controlling methods and practices to regulate employee relations²⁸. One of the main goals associated with employee relationship management focuses on establishing and retaining productive relationships of employees within a company.

A big component of ERM is effective organisational communication. This leads to an increase in employee confidence, trust, and loyalty. By effectively managing relationships, a company can determine whether or not the company's objectives are being met²⁸. Employee relationship management has focused on enabling employees to collaborate on typical managerial tasks with their employers. By engaging inputs from both sides of the employment relationship, ERM platforms aim to align the interests of both parties, worker and employer, and inform day-to-day business functions under a streamlined workflow²⁸.

How to develop a solid Employee Relations Practices System: Strong employer-employee relations begin with the marketing of jobs to candidates and how a company discusses what it is like to work for the company. This means that there is not simply a posting of a job description on a job board, but a discussion about what the experience of working for the company is like, as well as the type of contributions the company is looking for in their ideal candidate. Additionally, the ease of applying must be considered for the candidate while ensuring that enough information is being gathered for the employer²⁸.

We must then look at the role that technology now plays in building this relationship with candidates and the organisation. Based on the size and operating budget for the recruitment process, some companies now utilise artificial intelligence systems to run resumes. As a result, these systems must have analytics that properly captures the company's ideal candidate. Furthermore, the company must balance the value of human contact for candidates to ensure their interest is maintained in the job²⁸.

Furthermore, it is valuable to look at how hiring managers are trained in the interview process. They must demonstrate competency about "the legal do's and do not's of interviewing," to

protect the company, and themselves, and safeguard candidates as well. The balance of enough time to select the ideal candidate, while valuing the other side for candidates so that they do not move on to another opportunity must be applied. Procedures for hiring like phone screens, first-round interviews, second-round interviews, and final interviews are considered necessary to communicate not only to managers but prospective employees too²⁸.

Once this selection is made, the orientation component arises and the experience that the new employee will have. The company demands of a new employee acquiring as much knowledge as possible with time constraints in mind, must be well balanced²⁸. Many organisations focus on the idea that an employee must walk away with just the idea of “how things are done around here,” but there is increasing research that shows the incorporation of “personal-identity socialization” in orientation will lead to stronger employer-employee relations. This active learning experience aligns strongly with Adult Learning Theory for new employees to master job responsibilities²⁸. Training and professional development departments must strategically think about training schedules for new employees that engage them to understand the company while embracing them as individuals. Make sure that employees feel welcomed into the new environment and the onboarding period allows for relationship-building activities throughout the company at the start. Managers must ensure that the resources provided to the new employee, such as a schedule, presentation materials, contact information, electronic accounts information, and a list of frequently asked questions. To continue building a positive experience, the new employee’s office environment should be inviting and well-resourced with materials, ultimately contributing to solid ERM²⁸. A mentor, coach, or colleague assigned to each new employee shows that they have an individual outside of their manager to get them acclimated to the company and answer a wide array of questions. Taking into consideration all

these parts of the employee onboarding process will assist in building a robust employer-employee relationship²⁸.

With new generations entering the workforce, companies should begin to build on the employee's strengths to develop stronger ERM, in turn increasing productivity. From there the company can help the employee translate these strengths to their job responsibilities. The idea of building an orientation around an employee's strengths will empower, engage, and develop a positive employee relationship management²⁸.

2.1.19 Employees' Relations Practices

- 1) **Labour Acquisition / Hiring:** The main ways for employers to find workers and for people to find employers are via job listings in newspapers (via classified advertising) and online, also called job boards. Employers and job seekers also often find each other via professional recruitment consultants who receive a commission from the employer to find, screen, and select suitable candidates. However, a study has shown that such consultants may not be reliable when they fail to use established principles in selecting employees²⁹. A more traditional approach is with a "Help Wanted" sign in the establishment (usually hung on a window or door or placed on a store counter). Evaluating different employees can be quite laborious but setting up different techniques to analyse their skills to measure their talents within the field can be best through assessments. Employers and potential employees commonly take the additional step of getting to know each other through the process of a job interview²⁹.
- 2) **Training and Development:** These refer to the employer's effort to equip a newly hired employee with the necessary skills to perform the job, and to help the employee

grow within the organisation. An appropriate level of training and development helps to improve employee's job satisfaction³⁰.

- 3) **Remuneration:** There are many ways that employees are paid, including by hourly wages, by piecework, by yearly salary, or by gratuities (with the latter often being combined with another form of payment). In sales jobs and real estate positions, the employee may be paid a commission, a percentage of the value of the goods or services that they have sold. In some fields and professions (for instance, executive jobs), employees may be eligible for a bonus if they meet certain targets. Some executives and employees may be paid in stocks or stock options, a compensation approach that has the added benefit, from the company's point of view, of helping to align the interests of the compensated individual with the performance of the company. Under the faithless servant doctrine, a doctrine under the laws of several states in the United States, and most notably New York State law, an employee who acts unfaithfully towards his employer must forfeit all of the compensation he received during the period of his disloyalty³¹.
- 4) **Employee benefits:** Employee benefits are various non-wage compensation provided to employees in addition to their wages or salaries. The benefits can include housing (employer-provided or employer-paid), group insurance (health, dental, life, etc.), disability income protection, retirement benefits, daycare, tuition reimbursement, sick leave, vacation (paid and non-paid), social security, profit sharing, funding of education, and other specialised benefits. In some cases, such as with workers employed in remote or isolated regions, the benefits may include meals. Employee

benefits can improve the relationship between employee and employer and lower staff turnover ³².

- 5) **Organisational Justice:** Organisational justice is an employee's perception and judgment of an employer's treatment in the context of fairness or justice. The resulting actions to influence the employee-employer relationship are also a part of organisational justice³³.
- 6) **Workforce Organising:** Employees can organise into trade or labor unions, which represent the workforce to collectively bargain with the management of organisations about working, and contractual conditions and services.
- 7) **Ending Employment:** Usually, either an employee or employer may end the relationship at any time, often subject to a certain notice period. This is referred to as at-will employment. The contract between the two parties specifies the responsibilities of each when ending the relationship and may include requirements such as notice periods, severance pay, and security measures. In some professions, notably teaching, civil servants, university professors, and some orchestra jobs, some employees may have tenure, which means that they cannot be dismissed at will. Another type of termination is a layoff.
- 8) **Wage and Labor:** Wage labour is the socioeconomic relationship between a worker and an employer, where the worker sells their labour under a formal or informal employment contract. These transactions usually occur in a labour market where wages are market-determined. In exchange for the wages paid, the work product generally becomes the undifferentiated property of the employer, except for special cases such as the vesting of intellectual property patents in the United States

where patent rights are usually vested in the original personal inventor. A wage laborer is a person whose primary means of income is from the selling of his or her labour in this way³². In modern mixed economies such as that of the Organisation for Co-operation and Development (OECD) countries, it is currently the dominant form of work arrangement. Although most work occurs following this structure, the wage work arrangements of CEOs, professional employees, and professional contract workers are sometimes conflated with class assignments, so "wage labour" is considered to apply only to unskilled, semi-skilled, or manual labour³³.

2.1.20 Models of Employment Relationship

Scholars conceptualise the employment relationship in various ways²⁸. A key assumption is the extent to which the employment relationship necessarily includes conflicts of interests between employers and employees, and the form of such conflicts²⁸. In economic theorising, the labour market mediates all such conflicts such that employers and employees who enter into an employment relationship are assumed to find this arrangement in their self-interest²⁸. In human resource management theorising, employers and employees are assumed to have shared interests or unity of interests, hence the label "unitarist". Any conflicts that exist are seen as a manifestation of poor human resource management policies or interpersonal clashes such as personality conflicts, both of which can and should be managed. From the perspective of pluralist industrial relations, the employment relationship is characterized by a plurality of stakeholders with legitimate interests, hence the label "pluralism. Some conflicts of interest are seen as inherent in the employment relationship, for example, wages versus profits. Lastly, the critical paradigm emphasises antagonistic conflicts of interest between various groups (for

example, the competing capitalist and working classes in a Marxist framework) that are part of a deeper social conflict of unequal power relations²⁸.

As a result, there are four common models of employment²⁸:

- i. Mainstream economics: employment is seen as a mutually advantageous transaction in a free market between self-interested legal and economic equals
- ii. Human resource management (unitarist): employment is a long-term partnership of employees and employers with common interests.
- iii. Pluralist industrial relations: employment is a bargained exchange between stakeholders with some common and some competing economic interests and unequal bargaining power due to imperfect labor markets.
- iv. Critical industrial relations: employment is an unequal power relation between competing groups that is embedded in and inseparable from systemic inequalities throughout the socioeconomic system.

These models are important because they help reveal why individuals hold differing perspectives on human resource management policies, labour unions, and employment regulation ²⁸. For example, human resource management policies are seen as dictated by the market in the first view, as essential mechanisms for aligning the interests of employees and employers and thereby creating profitable companies in the second view, as insufficient for looking out for workers' interests in the third view, and as manipulative managerial tools for shaping the ideology and structure of the workplace in the fourth view²⁸.

2.1.20.1 Globalisation and Employment Relations

The balance of economic efficiency and social equity is the ultimate debate in the field of employment relations²⁸. Meeting the needs of the employer; generating profits to establish and maintain economic efficiency; whilst maintaining a balance with the employee and creating social equity that benefits the worker so that he/she can fund and enjoy healthy living; proves to be a continuous revolving issue in westernised societies²⁸.

Globalisation has affected these issues by creating certain economic factors that disallow or allow various employment issues. There are four major effects and concerns of globalisation that affect employment relations ²⁸:

- i. International competition, from the newly industrialised countries, will cause unemployment growth and increased wage disparity for unskilled workers in industrialised countries. Imports from low-wage countries exert pressure on the manufacturing sector in industrialised countries and foreign direct investment (FDI) is attracted away from the industrialised nations, towards low-waged countries ²⁸.
- ii. Economic liberalisation will result in unemployment and wage inequality in developing countries. This happens as job losses in uncompetitive industries outstrip job opportunities in new industries ²⁸.
- iii. Workers will be forced to accept worsening wages and conditions, as a global labor market results in a “race to the bottom”. Increased international competition creates pressure to reduce the wages and conditions of workers ²⁸.
- iv. Globalisation reduces the autonomy of the nation-state. Capital is increasingly mobile and the ability of the state to regulate economic activity is reduced.

In industrialised countries, an average of almost 70 percent of workers are employed in the service sector, most of which consists of non-tradable activities²⁸. As a result, workers are forced to become more skilled and develop sought-after trades, or find other means of survival. Ultimately, this is a result of changes and trends in employment, an evolving workforce, and globalization that is represented by a more skilled and increasingly highly diverse labor force, that is growing in nonstandard forms of employment²⁸.

2.1.21 Concept of Human Resource Management

Human resource management (HRM or HR) is the strategic approach to the effective and efficient management of people in a company or organisation such that they help their business gain a competitive advantage. It is designed to maximise employee performance in service of an employer's strategic objectives³⁶. Human resource management is primarily concerned with the management of people within organisations, focusing on policies and systems³⁶. HR departments are responsible for overseeing employee-benefits design, employee recruitment, training and development, performance appraisal, and reward management, such as managing pay and employee-benefits systems³³. HR also concerns itself with organisational change and industrial relations, or the balancing of organisational practices with requirements arising from collective bargaining and governmental laws³⁴. The overall purpose of human resources (HR) is to ensure that the organisation can achieve success through people³⁴. HR professionals manage the human capital of an organisation and focus on implementing policies and processes. They can specialise in finding, recruiting, selecting, training, and developing employees, as well as maintaining employee relations or benefits. Training and development professionals ensure that employees are trained and have continuous development. This is done through training programs, performance evaluations, and reward

programs. Employee relations deal with the concerns of employees when policies are broken, such as cases involving harassment or discrimination. Managing employee benefits includes developing compensation structures, parental leave programs, discounts, and other benefits for employees. On the other side of the field are HR generalists or business partners. These HR professionals could work in all areas or be labour relations representatives working with unionised employees.

HR is a product of the human relations movement of the early 20th Century when researchers began documenting ways of creating business value through the strategic management of the workforce³⁵. It was initially dominated by transactional work, such as payroll and benefits administration, but due to globalisation, company consolidation, technological advances, and further research, HR as of 2015 focuses on strategic initiatives like mergers and acquisitions, talent management, succession planning, industrial and labour relations, and diversity and inclusion³⁶. In the current global work environment, most companies focus on lowering employee turnover and retaining the talent and knowledge held by their workforce. New hiring not only entails a high cost but also increases the risk of a new employee not being able to adequately replace the position of the previous employee. HR departments strive to offer benefits that will appeal to workers, thus reducing the risk of losing employee commitment and psychological ownership.

2.1.21.1 Human Capital Management

HR is generally viewed as a support function to the business, helping to minimize costs and reduce risk³⁷. In startup companies, trained professionals may perform HR duties. In larger companies, an entire functional group is typically dedicated to the discipline, with staff

specialising in various HR tasks and functional leadership engaging in strategic decision-making across the business. To train practitioners for the profession, institutions of higher education, professional associations, and companies have established programs of study dedicated explicitly to the duties of the function. Academic and practitioner organisations may produce field-specific publications.

HR is also a field of research study that is popular within the fields of management and industrial/organisational psychology, with research articles appearing in several academic journals³⁸. One of the frequent challenges of HRM is dealing with the notion of unitarist, that is seeing a company as a cohesive whole, in which both employers and employees should work together for a common good and securing a long-term partnership of employees and employers with common interests³⁹.

"Human capital management" HCM is sometimes used synonymously with "HR", although "human capital" typically refers to a more narrow view of human resources; that is, the knowledge the individuals embody and can contribute to an organisation. Other terms sometimes used to describe the HRM field include "organisational management", "manpower management", "talent management", "personnel management", and simply "people management". Human Resources Practices Business Functions, such as:

- i. Aligning HR strategy with business strategy
- ii. Re-engineering organisation processes
- iii. Listening and responding to employees
- iv. Managing transformation and change.

At the macro level, HR is in charge of overseeing organisational leadership and culture. HR also ensures compliance with employment and labour laws, which differ by geography, and often oversees health, safety, and security. Based on the geographic location, various laws may apply. In federal jurisdictions, there may be several federal laws that are crucial for HR managers to be familiar with to protect both their company and its employees. In the United States of America, important federal laws and regulations include the Fair Labor Standards Act of 1938, which includes establishing a minimum wage and protecting the right for certain workers to earn overtime⁴⁰.

The 1964 Federal Civil Rights Law protects against discrimination and prohibits making any hiring or firing decision-based on race, age, sex, and gender. The Family and Medical Leave Act gives eligible employees up to twelve weeks of unpaid leave for family and medical reasons. Ensuring the company is compliant with all laws and regulations is an important aspect of HR and will protect the company from any sort of 'legal liability'⁴¹. In circumstances where employees desire and are legally authorized to hold a collective bargaining agreement, HR will typically also serve as the company's primary liaison with the employee's representatives' usually a labour union. Consequently, HR, usually through representatives, engages in lobbying efforts with governmental agencies (for example, in the United States, the United States Department of Labor , and the National Labor Relations Board) to further its priorities.

Human resource management has four basic functions: staffing, training and development, motivation, and maintenance.

- i. **Staffing:** This is the recruitment and selection of potential employees done through interviewing, applications, networking, etc. There are two main factors to staffing: attracting talented recruits that meet the organisation's requirements and hiring resources. HR Managers must create detailed recruitment strategies and have a plan of action to put forward when recruiting. Next, managers can put strategies into place through hiring resources, by extending out to find the best possible recruits for the team. Recruiting is very competitive since every company wants the best candidates. Using tactics such as mass media can grab the attention of prospective recruits⁴².
- ii. **Training and Development:** These involve a continuous process of training and developing competent and adapted employees. Technology allows HR professionals to train new staff members more efficiently. This gives employees the ability to access onboarding and training programs from virtually anywhere. This eliminates the need for trainers to meet new hires face-to-face when completing necessary paperwork for new employees. Training in virtual classrooms makes it possible for HR professionals to train a large number of employees quickly and to assess their progress through computerized testing programs⁴³. Some employers choose to incorporate an instructor with virtual training so that new hires are receiving training considered vital to the role. Employees have greater control over their learning and development; they can engage in training at a time and place of their choosing, which can help them manage their work-life balance. Managers can track the training through the Internet, which can help to reduce redundancy in training and training costs.

- iii. **Motivation:** This is seen as key to keeping employees highly productive. This includes employee benefits, performance appraisals, and rewards. Employee benefits, appraisals, and rewards are all encouragements to bring forward the best employees.
- iv. **Maintenance:** This involves keeping the employees' commitment and loyalty to the organisation. Managing employee retention involves strategic actions to keep employees motivated and focused so they elect to remain employed and fully productive for the benefit of the organisation⁴⁴. Some businesses globalize and form more diverse teams. HR departments have the role of making sure that these teams can function and that people can communicate across cultures and borders. The discipline may also engage in mobility management, especially for expatriates; and it is frequently involved in the merger and acquisition process.

Other Functions of Human Resource Management

- 1) **Careers:** There are half a million HR practitioners in the United States and millions more worldwide⁴⁵. The Chief HR Officer or HR Director is the highest-ranking HR executive in most companies. He or she typically reports directly to the chief executive officer and works with the Board of Directors on CEO succession⁴⁴.

Within companies, HR positions generally fall into one of two categories: generalist and specialist. Generalists support employees directly with their questions, and grievances, and work on a range of projects within the organisation. They "may handle all aspects of human resources work, and thus require an extensive range of knowledge. However, the responsibility of the human resources department differs depending on their employer's needs"⁴⁶. Specialists, conversely, work in a specific HR function. Some practitioners will spend an entire career as either a generalist or a specialist while

others will obtain experiences from each and choose a path later. The position of HR manager has been chosen as one of the best jobs in the US, with a #4 ranking by CNN Money in 2006 and a #20 ranking by the same organisation in 2009, due to its pay, personal satisfaction, job security, future growth, and benefit to society⁴⁵.

Human resource consulting is a related career path where individuals may work as advisers to companies and complete tasks outsourced from companies. In 2007, there were 950 HR consultancies globally, constituting a US\$18.4 billion market. The top five revenue-generating firms were Mercer, Ernst & Young, Deloitte, Watson Wyatt (now part of Towers Watson), Aon (now merged with Hewitt), and PwC consulting. For 2010, HR consulting was ranked the #43 best job in America by CNN Money⁴⁶.

Some individuals with Ph.D.s in HR and related fields, such as industrial and organisational psychology and management, are professors who teach HR principles at colleges and universities⁴⁷. They are most often found in Colleges of Business in departments of HR or Management. Many professors research topics that fall within the HR domain, such as financial compensation, recruitment, and training.

- 2) **Virtual Human Resources:** Technology has a significant impact on HR practices. Utilising technology makes information more accessible within organisations, eliminates time doing administrative tasks, allows businesses to function globally, and cuts costs³². Information technology has improved HR practices in the following areas:
- 3) **E-recruiting:** Recruiting has mostly been influenced by information technology⁴⁸. In the past, recruiters relied on printing in publications and word of mouth to fill open positions. HR professionals were not able to post a job in more than one location and did not have access to millions of people, causing the lead time of new hires to be drawn

out and tiresome. With the use of e-recruiting tools, HR professionals can post jobs and track applicants for thousands of jobs in various locations all in one place. Interview feedback, background checks drug tests, and onboarding can all be viewed online. This helps HR professionals keep track of all of their open jobs and applicants in a way that is faster and easier than before. E-recruiting also helps eliminate limitations of geographic location⁴⁹.

- 4) Human Resources Information Systems:** HR professionals generally handle large amounts of paperwork daily, ranging from department transfer requests to confidential employee tax forms. Forms must be on file for a considerable period. The use of human resources information systems (HRIS) has made it possible for companies to store and retrieve files in an electronic format for people within the organisation to access when needed, thereby eliminating the need for physical files and freeing up space within the office. HRIS also allows for information to be accessed in a timelier manner; files can be accessible within seconds⁵⁰. Having all of the information in one place also allows professionals to analyze data quickly and across multiple locations because the information is in a centralised location.

2.1.22 Concept of Job Satisfaction

Job satisfaction is otherwise called employee satisfaction. Job satisfaction is a measure of workers' contentedness with their job, whether they like the job or individual aspects or facets of jobs, such as the nature of work or supervision⁵². Job satisfaction can be measured in cognitive (evaluative), affective (or emotional), and behavioral components⁸¹. Researchers have also noted that job satisfaction measures vary in the extent to which they measure feelings about the job (affective job satisfaction) or cognitions about the job (cognitive job

satisfaction)⁵³. Job satisfaction is defined as a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences. It has also been defined as simply how content an individual is with his or her job; whether he or she likes the job⁵⁴.

It is assessed at both the global level (whether the individual is satisfied with the job overall), or at the facet level (whether the individual is satisfied with different aspects of the job). Fourteen common facets that can be used to measure employee's job satisfaction are appreciation, communication, coworkers, fringe benefits, Job conditions, nature of the work, organisation, personal growth, policies and procedures, promotion opportunities, recognition, security, and supervision.

i. Evaluating Job Satisfaction: It has been noted that job satisfaction includes multidimensional psychological responses to an individual's job and that these personal responses have cognitive (evaluative), affective (or emotional), and behavioral components⁵¹. Job satisfaction scales vary in the extent to which they assess the affective feelings about the job or the cognitive assessment of the job. Affective job satisfaction is a subjective construct representing an emotional feeling individuals have about their job⁵². Hence, affective job satisfaction for individuals reflects the degree of pleasure or happiness their job in general induces.

Cognitive job satisfaction is a more objective and logical evaluation of various facets of a job. Cognitive job satisfaction can be unidimensional if it comprises evaluation of just one facet of a job, such as pay or maternity leave, or multidimensional if two or more facets of a job are simultaneously evaluated. Cognitive job satisfaction does not assess the degree of pleasure or happiness that arises from specific job facets but rather gauges the extent to which those job

facets are judged by the job holder to be satisfactory in comparison with objectives they set or with other jobs. While cognitive job satisfaction might help to bring about affective job satisfaction, the two constructs are distinct, not necessarily directly related, and have different antecedents and consequences⁵³.

Job satisfaction can also be seen within the broader context of the range of issues that affect an individual's experience of work, or their quality of working life. Job satisfaction can be understood in terms of its relationships with other key factors, such as general well-being, stress at work, control at work, home-work interface, and working conditions⁵⁶.

ii. History of Job Satisfaction: The assessment of job satisfaction through employee anonymous surveys became commonplace in the 1930s. Although before that time there was the beginning of interest in employee attitudes, there were only a handful of studies published⁸⁹. In 1934 was one of the first psychologists to use the newly developed attitude measurement techniques to assess factory worker attitudes⁵³. A study conducted focused explicitly on job satisfaction that is affected by both the nature of the job and relationships with coworkers and supervisors⁵⁴.

2.1.23 Factors that Influence Job Satisfaction

a. Environmental factors

i. **Communication Overload and Underload** - One of the most important aspects of an individual's work in a modern organisation concerns the management of communication demands that he or she encounters on the job. Demands can be

characterised as a communication load, which refers to "the rate and complexity of communication inputs an individual must process in a particular time frame" ⁵⁵.

Individuals in an organisation can experience communication overload and communication under load which can affect their level of job satisfaction. Communication overload can occur when "an individual receives too many messages in a short period which can result in unprocessed information or when an individual faces more complex messages that are more difficult to process"⁵⁶. Due to this process, "given an individual's style of work and motivation to complete a task, when more inputs exist than outputs, the individual perceives a condition of overload which can be positively or negatively related to job satisfaction. In comparison, communication under load can occur when messages or inputs are sent below the individual's ability to process them"⁵³.

According to the ideas of communication over-load and under-load, if an individual does not receive enough input on the job or is unsuccessful in processing these inputs, the individual is more likely to become dissatisfied, aggrieved, and unhappy with their work which leads to a low level of job satisfaction.

- ii. **Superior-Subordinate Communication:** Superior-subordinate communication is an important influence on job satisfaction in the workplace. How subordinates perceive a supervisor's behavior can positively or negatively influence job satisfaction. Communication behavior such as facial expression, eye contact, vocal expression, and body movement is crucial to the superior-subordinate relationship⁵⁴. Nonverbal messages play a central role in interpersonal interactions concerning impression

formation, deception, attraction, social influence, and emotions. Nonverbal immediacy from the supervisor helps to increase interpersonal involvement with subordinates impacting job satisfaction. How supervisors communicate with their subordinates non-verbally may be more important than verbal content⁵⁵. Individuals who dislike and think negatively about their supervisor are less willing to communicate or be motivated to work whereas individuals who like and think positively of their supervisor are more likely to communicate and are satisfied with their job and work environment. A supervisor who uses nonverbal immediacy, friendliness, and open communication lines is more likely to receive positive feedback and high job satisfaction from a subordinate. Conversely, a supervisor who is antisocial, unfriendly, and unwilling to communicate will naturally receive negative feedback and create low job satisfaction in their subordinates in the workplace.

- iii. **Strategic Employee Recognition:** Employee satisfaction is directly related to financial gain. Over 40 percent of the companies listed in the top 100 of Fortune magazine's "America's Best Companies to Work For" also appear on the Fortune 500. Successful workers may enjoy working at successful companies, however, the Watson Wyatt Worldwide Human Capital Index study claims that effective human resources practices, such as employee recognition programs, lead to positive financial outcomes more often than positive financial outcomes lead to good practices⁵⁶.

Employee recognition is not only about gifts and points. It's about changing the corporate culture to meet goals and initiatives and most importantly to connect employees to the company's core values and beliefs. Strategic employee recognition is seen as the most

important program not only to improve employee retention and motivation but also to positively influence the financial situation⁵⁷. The difference between the traditional approach (gifts and points) and strategic recognition is the ability to serve as a serious business influencer that can advance a company's strategic objectives measurably. "The vast majority of companies want to be innovative, coming up with new products, business models, and better ways of doing things. However, innovation is not so easy to achieve. A Chief Executive Officer cannot just order it, and so it will be. You have to carefully manage an organisation so that, over time, innovations will emerge"⁵⁸.

b. Individual Factors

- i. **Emotion:** Mood and emotions at work are related to job satisfaction. Moods tend to be longer lasting but often weaker states of uncertain origin, while emotions are often more intense, short-lived, and have a clear object or cause⁵⁹. Some research suggests moods are related to overall job satisfaction. Positive and negative emotions were also found to be significantly related to overall job satisfaction.

The frequency of experiencing net positive emotion will be a better predictor of overall job satisfaction than will intensity of positive emotion when it is experienced. Emotion work (or emotion management) refers to various types of efforts to manage emotional states and displays. Emotion management includes all of the conscious and unconscious efforts to increase, maintain, or decrease one or more components of an emotion. Although early studies of the consequences of emotional work emphasized its harmful effects on workers, studies of workers in a variety of occupations suggest that the consequences of emotional work are not uniformly negative⁶⁰. It was found

that suppression of unpleasant emotions decreases job satisfaction and the amplification of pleasant emotions increases job satisfaction⁶¹.

The understanding of how emotion regulation relates to job satisfaction concerns two models:

- i. **Emotional Dissonance:** a state of discrepancy between public displays of emotions and internal experiences of emotions that often follows the process of emotion regulation. Emotional dissonance is associated with high emotional exhaustion, low organisational commitment, and low job satisfaction⁶².
- ii. **Social Interaction Model:** taking the social interaction perspective, workers' emotion regulation might beget responses from others during interpersonal encounters that subsequently impact their job satisfaction. For example, the accumulation of favorable responses to displays of pleasant emotions might positively affect job satisfaction⁶³.

ii. **Genetics:** The influence that genetics has had on a variety of individual differences is well documented. Some research suggests genetics also play a role in the intrinsic, direct experiences of job satisfaction like challenge or achievement (as opposed to extrinsic, environmental factors like working conditions). One experiment used sets of monozygotic twins, reared apart, to test for the existence of genetic influence on job satisfaction. While the results indicate the majority of the variance in job satisfaction was due to environmental factors (70%), genetic influence is still a minor factor. Genetic heritability has also been suggested for several of the job characteristics measured in the experiment, such as complexity level, motor skill requirements, and physical demands.

iii. **Personality:** Some researches suggest an association between personality and job satisfaction. Specifically, this research describes the role of negative affectivity and positive affectivity. Negative affectivity is related strongly to the personality trait of neuroticism. Individuals high in negative affectivity are more prone to experience less job satisfaction. Positive affectivity is related strongly to the personality trait of extraversion. Those high in positive affectivity are more prone to be satisfied in most dimensions of their life, including their job. Differences in affectivity likely impact how individuals will perceive objective job circumstances like pay and working conditions, thus affecting their satisfaction in that job⁶⁴.

There are two personality factors related to job satisfaction, alienation and locus of control. Employees who have an internal locus of control and feel less alienated are more likely to experience job satisfaction, job involvement, and organisational commitment. A meta-analysis of 187 studies of job satisfaction concluded that high satisfaction was positively associated with internal locus of control. The study also showed characteristics like high Machiavellianism, narcissism, trait anger, type A personality dimensions of achievement striving, and impatience/irritability, are also related to job satisfaction⁶⁵.

iv. Psychological well-being - (PWB) is defined as "the overall effectiveness of an individual's psychological functioning" as related to primary facets of one's life: work, family, community, and so on. There are three defining characteristics of PWB. First, it is a phenomenological event, meaning that people are happy when they subjectively believe themselves to be so. Second, well-being involves some emotional conditions. Particularly, psychologically well people are more prone to experience positive emotions and less prone to experience negative emotions. Third, well-being refers to one's life as a whole. It is a global evaluation⁶⁶. PWB is primarily measured using the eight-item Index of Psychological Well-

Being developed by Berkman (IPWB). IPWB asks respondents to reply to a series of questions on how often they felt "pleased about accomplishing something", "bored", "depressed or unhappy", etc⁶⁷.

PWB in the workplace plays an important role in determining job satisfaction and has attracted much research attention in recent years. These studies have focused on the effects of PWB on job satisfaction as well as job performance⁶⁸. One study noted that because job satisfaction is specific to one's job, the research that examined job satisfaction had not considered aspects of one's life external to the job⁶⁹. Prior studies had focused only on the work environment as the main determinant of job satisfaction. Ultimately, to better understand job satisfaction (and its close relative, job performance), it is important to consider an individual's PWB. Research published in 2000 showed a significant correlation between PWB and job satisfaction ($r = .35$, $p < .01$). A follow-up study by the same authors in 2007 revealed similar results ($r = .30$, $p < .01$). In addition, these studies show that PWB is a better predictor of job performance than job satisfaction alone. Job satisfaction is more associated with mental health than physical health⁷⁰.

2.1.24 Implication of Job Satisfaction

Job Satisfaction can be indicative of some situations in the lives of employees, such as:

- i. **Life Satisfaction:** A research finding is that job satisfaction is correlated with life satisfaction⁹¹. This correlation is reciprocal, meaning people who are satisfied with life tend to be satisfied with their job and people who are satisfied with their job tend to be satisfied with life. A 2016 Flex Jobs survey revealed that 97% of respondents believe a job that offered flexibility would positively impact their lives, 87% think it would help lower stress and 79% think the flexibility would help them live

healthier. Additionally, a second survey of 650 working parents revealed that flexible work arrangements can positively affect people's health, as well as improve their romantic relationships and 99% of respondents believe a flexible job would make them a happier person in general. However, some research has found that job satisfaction is not significantly related to life satisfaction when other variables such as nonwork satisfaction and core self-evaluations are considered⁷².

- ii. **Productivity/Performance:** A finding for organisations to note is that job satisfaction has a rather tenuous correlation to productivity on the job. This is a vital piece of information to researchers and businesses, as the idea that satisfaction and job performance are directly related to one another is often cited in the media and some non-academic management literature. A recent meta-analysis found surprisingly low correlations between job satisfaction and performance. Further, the meta-analysis found that the relationship between satisfaction and performance can be moderated by job complexity, such that for high-complexity jobs the correlation between satisfaction and performance is higher than for jobs of low to moderate complexity⁷³.
- iii. **Absenteeism:** A study indicated that among work attitudes, job satisfaction is a strong predictor of absenteeism, suggesting that increasing job satisfaction and organisational commitment are potentially good strategies for reducing absenteeism and turnover intentions⁷⁴. Recent research has also shown that the intention to quit alone can have negative effects on performance, organisational deviance, and organisational citizenship behaviours. In short, the relationship between satisfaction to productivity is not as straightforward as often assumed and can be influenced by several different work-related constructs, and the notion that "a happy worker is a productive worker"

should not be the foundation of organisational decision-making. For example, employee personality may even be more important than job satisfaction regarding performance²⁶. Job satisfaction has also been found to be impacting the shorter job tenure among persons with severe mental illness²⁷.

2.1.25 Concept of Public Relations Tools

Public relations (PR) refers to the variety of activities conducted by an organisation to promote and protect its image, products, services, and policies in the eyes of the public. Most organisations, public and private have a public relations department that makes every effort to monitor the attitude and perceptions of customers. Thus, public relations aim to manage public opinion of the organisation²⁷.

It is used to distribute and communicate all the necessary information to build up a good reputation in the minds of the public. An efficient and good public relations department adopts positive programs for this purpose and always emphasise eliminating negative publicity that arises due to questionable practices⁷⁷.

Public relations (PR) refers to the variety of activities conducted by a company to promote and protect the image of the company, its products, and its policies in the eyes of the public. Thus, it aims to manage public opinion of the organisation⁷⁸. Most organisations either have a separate department or hire services of professional agencies to manage the public relations of the organisation. The public relation department manages PR to generate positive publicity and improve public image through news, speeches, or messages from the top management, organises events like 'Founder Day', 'Sports event', 'annual award programme', charity functions, etc. They also advise top management to adopt such norms which adds to the public

image of the organisation. The events held by the PR department aims to strengthen relationships and build reputation amongst all stakeholders like customers, employees, shareholders, suppliers, investors, etc. Public relations involve tactics like offering information to independent media sources and a mix of promoting specific products, services, and events to promote the overall brand of an organisation⁷⁹. A few definitions of public relations include:

“The art and social science of analysing trends, predicting their consequences, counseling organisational leaders and implementing the planned programme of action which will serve both the organisation and the public interest”. This simply means that PR is a strategic management function that adds value to an organisation by helping it to manage its reputation”⁷⁹.

Public relations have now become an important marketing function. The total process of building goodwill towards a business enterprise and securing a bright public image of the company is called public relations. It creates a favorable atmosphere for conducting business. Public relations are the attempt by information, persuasion, or adjustment, to engineer public support for an activity, a cause, a movement, or an institution⁷⁸. Thus, in this sense, Public Relations is a mode of getting public support for an activity or a movement. Public Relations as a management function evaluate public attitudes, identifies the policies and procedures of an organisation with the public interest, and executes a programme of action and communication to earn public understanding and acceptance⁷⁹. Thus, Public Relations is a form of communication. Public Relations, as with advertising is carried on with target groups.

2.1.26 Public Relations Tools

This refers to the variety of activities usually conducted by the profession or professional saddled with the responsibilities of management of reputations and public relationships of a country, individual, or an organisation in the discharge of its obligations and/or duties⁷⁸. Additionally, public relations strategies are those adopted activities or tools deployed by a public relations practitioner toward carrying out public relations objectives or responses.

2.1.26.1 Importance of Public Relations Tools

The Department of Public Relations aims to develop a positive image of the organisation, its products, and its policies. It achieves the following objectives for the organisation:

- i. It facilitates the smooth functioning of business and the achievement of organisational objectives.
- ii. It builds a corporate image and creates a favorable impression and creditability of the company's products.
- iii. It helps in the launch of new products and maintains interest and confidence in the existing products.
- iv. It acts as a supplement to advertising in promoting existing and new products. Thus, it helps businesses and their associates to sell products easily.
- v. It lowers the promotional cost as it has to simply maintain staff to develop and circulate information with media or manage events.

However, the main responsibilities of public relations tools are to communicate the policies, practices, problems, and performances of an organisation to the public and feedback on public

opinions and suggestions to the top management so that a mutual understanding may be established between the organisation and its public, i.e., shareholders, dealers, customers, the general public, government employees and the press.

2.1.27 Major Public Relations Tools:

Some of the public relations tools include:

- 1) **Press relations:** To put information about an organisation in a very positive way.
- 2) **Publicity of Product:** It can be done by publicising the events to make publicity of Products.
- 3) **Effective Communication:** It is necessary to create and promote understanding of the organisation. It can be obtained through internal and external communication.
- 4) **To Promote Lobbying:** It is necessary to deal with legislators or government to encourage or discourage a particular legislation or regulation.
- 5) **Counseling:** It is to advise the management about public issues, the position of the company, and the image during the good and bad times⁷⁹.

2.1.28 Public Relations Tools for Crisis Management and Employees' Job Satisfaction

- i. Financial Supports – This involves the provision of car, housing, and children's education loan provision for members of staff's benefits.
- ii. Promotion / upward review of Staff's ranks – Developmental movement of staff members' ranks upward as when due.
- iii. Capacity development/training
- iv. Provision of medical facilities / Sick Bay

- v. Special events – such as End of the Year Party, CEO Annual Awards for Outstanding Members of Staff (CASA), Members of Staff's Birthday celebrations, Founders' Day celebration, etc.
- vi. Town Hall Meetings / Conferences
- vii. Work Overtime Incentives
- viii. Labour / Industrial relations.
- ix. **Crisis Communication:** The role of public relations takes on vital significance during crises like an accident, financial scams, bankruptcies, etc. It is the responsibility of public relations to give honest and accurate information to the concerned publics and assure them of remedial measures taken to control the crisis. The Public Relations Department supervises and assesses public attitudes, and maintains mutual relations and understanding between an organisation and its public. It improves channels of communication and institutes new ways of setting up a two-way flow of information and understanding⁷⁸.
- x. **Printed Materials (Newsletter / Informational Bulletins):** An organisation's employees are an extremely important internal public. Corporate public relations people often spend a great deal of time developing employee communication programs, including regular newsletters, informational bulletin boards, and internet postings. In service organisations in particular, these kinds of activities can be used to help support brand communication efforts, for example, using the company newsletter to remind employees about the importance of prompt and polite customer service⁷⁸.
- xi. **Conflict Resolution among Members of Staff:** Conflict resolution is a social situation where the armed conflicting parties in a (voluntarily) agreement resolve to live

peacefully with – and/or dissolve – their basic incompatibilities and henceforth cease to use arms against one another⁵⁷. The "conflicting parties" concerned in this definition are formally or informally organised groups engaged in intrastate or interstate conflict⁵⁷. Basic incompatibility' refers to a severe disagreement between at least two sides where their demands cannot be met by the same resources at the same time⁷⁸.

2.1.27 Mechanisms for Resolving Conflicts

- a) A shift in priorities for one of the conflicting parties while it is rare that a party completely changes its basic positions, it can display a shift into what it gives the highest priority. In such an instance new possibilities for conflict resolutions may arise. The contested resource is divided. In essence, this means both conflicting parties display some extent of shift in priorities which then opens up some form of "meeting the other side halfway" agreement⁷⁸.
- b) Horse-trading between the conflicting parties - this means that one side gets all of its demands met on one issue, while the other side gets all of its demands met on another issue. The parties decide to share control and rule together over the contested resource. It could be permanent, or a temporary arrangement for a transition period that, when over, has led to a transcendence of the conflict. The parties agree to leave control to someone else. In this mechanism, the primary parties agree, or accept, that a third party takes control over the contested resource. The parties resort to conflict resolution mechanisms, notably arbitration or other legal procedures. This means finding a procedure for resolving the conflict through some of the previously mentioned five ways, but with the added quality that it is done through a process outside of the parties' immediate control. Some issues can be left for later. The argument for this is that

political conditions and popular attitudes can change, and some issues can gain from being delayed, as their significance may pale with time⁷⁸.

2.1.29 Employee Management Complaint Processes

The complete complaint management process is conducive to achieving two goals:

- 1) **Employee and Customer Satisfaction:** Complaint management is supposed to reduce customer dissatisfaction and ideally even strengthen employee and customer loyalty.
- 2) **Quality Assurance:** Through complaint management, employee and customer(s) feedback reaches the right departments and contributes to the improvement of the product or service. However, the ways by which Employee and customer complaints can be managed are:
 - 3) **Simplify Complaints:** So that unsatisfied customers turn to you first instead of venting their dissatisfaction on social networks, you should offer the opportunity for feedback in the simplest way possible. Only when the customer's justified criticism is reported to you you can make use of the complaint in a positive way⁸⁴.
 - 4) **Ensure that the Initial Contact is Positive:** The employee or customer is supposed to feel that they are in good hands when they submit their complaint. To achieve this, specially trained personnel must accept the criticism and make the unsatisfied customer feel that their opinion is important⁸⁵.
 - 5) **Design the Process:** It must be clear which feedback will be forwarded to which departments. This is why the task of complaint management is to create structures and clarify responsibilities⁸⁶.
 - 6) **Carry out Direct Actions:** Many responses if anything concerns long-term quality assurance. However, one should also initiate some actions immediately and directly

after contact with the customer. Whether a price discount or product exchange is appropriate depends on the individual case. However, what the different options are (if any) should already be determined ab initio⁸⁷. On the other hand, a submitted complaint should also have a long-term effect on the company's processes, as it is only in this way that performance quality can be improved sustainably⁸⁸.

- 7) **Analyze Feedback:** Employee and customer complaints don't follow any standardized form. For this reason, all input must be evaluated concerning content and the customer's intention. This is to be able to recognize patterns, set priorities, and implement measures⁸⁹.
- 8) **Audit Management:** Even complaint management itself must be audited regularly so that no negative procedures creep in. Furthermore, audits can unveil potential ways for you to optimise processes⁹⁰.
- 9) **Issue Reports:** Reports based on audits provide decision-makers with important indicators. These can form the basis for initiating changes⁹¹.
- 10) **Use of Collected Information:** Conclusions can often be drawn from the data collected by complaint management. Information acquired by complaint management often provides points of reference for quality assurance and can later contribute to improvements in production and service performance⁹¹.

2.1.28 Five Tips for Successful Complaint Management

If you follow the procedures in your complaint management, then you already have a solid system in place. However, an organisation could adopt the extra tips that will be analysed in this paper to win and have confidence in your customers with excellent services⁹¹.

- 1) Invite them to Complain:** A complaining customer is not a nuisance, but an opportunity. You learn important information about your products or services from their feedback. Furthermore, you provide the person with an outlet: When their anger subsides and they receive satisfactory support from your company or organisation, they will most likely perceive your company as customer-focused. Customers who are unsatisfied and don't even notify you are far worse. This is because you have probably lost them for good and don't even know the reason. This is why you should ask your customer base to provide feedback on products, your service, or the company as a whole⁹². To be sure, everyone likes to receive positive feedback, but continued development works better when flaws are pointed out⁹³. This is why you should make it as easy as possible for your customers to address a concern with you. Make them feel that their opinion is vital.
- 2) Identify the Type of Employee and Customer you're Dealing with:** When dealing with employee and customer complaints, you may run into one of the following types of employees and customers, each motivated by different beliefs, attitudes, and needs. Employees and customers who aren't shy about letting you know they're upset. When responding, avoid mirroring their confrontational behavior; instead, react with firm politeness. Employees and customers who pay well and demand premium support for it. When responding, avoid excuses and just get to the solution. Consider creating a VIP folder and workflow to make it easy to identify and respond to their complaints. Employees, and customers who contact you frequently. Stay patient and avoid coming across as frustrated when responding to these customers. When satisfied, they often become repeat customers and advocates for your company. Employees and customers

who don't want to complain and may just take their business elsewhere without ever letting you know there was a problem. You'll have to actively reach out to these customers to solicit and resolve their complaints; otherwise, you may never hear their feedback. These are broad descriptions and, of course, your employees and customers will present a more complex mixture of motivations and behaviors, but being aware of different types can help you respond most appropriately to the real person you are assisting⁹³.

- 3) **Listen:** If an employee or customer voices their dissatisfaction, you should first of all let them express their concern (or calmly read their message). Don't make the mistake of placating the customer before you can even comprehend their problem. Oftentimes, however, the customer can't specify the exact cause of their anger. This is why follow-up questions are also considered an essential part of listening. By doing this, you show the customer that you are interested and can also gather important information for improving your product⁹⁵.
- 4) **Respond Quickly:** A few things annoy an already unsatisfied customer as much as being stuck forever in a telephone queue. But, that doesn't mean that companies should only respond as quickly as possible to employees and customers contacting them by phone⁹⁶. They should also focus on responding as quickly as possible to customer concerns expressed in e-mails and social media feedback. Otherwise, the customer's anger continues to grow and eventually reaches the point at which damage control is no longer possible. If a company has established a clear system for complaint management, however, this type of problem should not occur⁹⁷.

- 5) **Take the Blame:** Once in a while, it appears that the problem did not originate with your company or product but with the customer. However, you should never tell them this. There are two reasons for this: Obviously, it isn't a good idea to blame customers who are already upset and angry, since they are contributing to your company's success with their payment. Secondly, their complaint can also contribute to improving your offering. Perhaps, the operating instructions can be made simpler, or communication across the board must be improved. Either way, you should assume full responsibility for the problem⁹⁸.
- 6) **Think in Terms of Solutions:** On the one hand, an unsatisfied customer would like to vent their frustration on you. On the other hand, however, they need a solution to their problem⁹⁹. That's why it's not enough to only show understanding. Offer sensible solutions preferably before the customer makes the demands. This way you maintain control and can also better determine the accruing costs of compensation. Regardless of how important the employees and customers are, you can also customize the solution according to the customer.
- 7) **Dig Deeper by Asking the Right Questions:** Complaints — even angry ones — can contain insights, and it's your job to seek out the point of friction. Socratic questioning can help you get to the source of the issue⁹⁹. Ask your customer questions like:
- What do you mean by...?
 - Could you provide an example?
 - Could you expand on that point further?
 - And ask yourself questions like:
 - What other information do I need?

- What am I assuming here?
- Why is this complaint important?

Often, complaints are the result of problems that need to be solved¹⁰⁰. Asking the right questions helps you get to the root of the complaint, figure out if there's a way to resolve the issue, and determine if the complaint contains genuinely useful feedback. If you determine that you aren't the right person to help with the employee's and customer's complaints and need to transfer them to someone who can, make sure you explain why¹⁰¹. This can be as simple as saying, "I'm going to set you up with our specialist who will get that squared away for you right away."

8) Log the complaint so you can Track Trends: If you have got a complaint from one of your employees and customers about one specific issue over the last 10 years, that issue might not be worth addressing¹⁰². But if you're getting multiple messages from multiple customers who all shared the same complaint, that's the beginning of a narrative.

To identify high-volume complaints, you'll need a system for tracking them. Whatever system you are adopting, the key is to make it easy to capture meaningful complaints and track the volume of customers who are bringing up similar or identical issues.

2.1.29 Concept and Nature of Shipping Business

A shipping company is a corporation that is engaged in maritime transport. Hence, the shipping business involves the transportation of goods and humans through a ship, vessel, etc on the sea, or the water, so to speak¹⁰². It is usually the case that shipowners are either involved in maritime

or inland waterway transport. It is interesting to note that not every shipping company has its ships, but also operates ship charters.

Statistics from the world's largest shipping companies show that only about half of the fleets consist of own ships – the other half is used by charter. A shipping company is characterized by the fact that a legal entity, a partnership, or a merchant owns or becomes the owner of a ship¹⁰³. A distinction is made between one-ship companies and partner shipping companies in which several persons or companies join forces. There is also talk of liner shipping companies, where the ships do not necessarily have to be owned. Nowadays, large shipping companies are mostly liner shipping companies, both with their ships and with chartered ships¹⁰⁴.

The purpose of a shipping company is both the equipment and the maintenance of a ship. In addition, the shipowner is responsible for the personnel on board and pays their wages. All tasks related to ship management can also be outsourced to contract shipowners and therefore do not have to be taken over by the shipping company itself¹⁰⁵.

Another possible task of a shipping company is chartering, which, however, often falls more into the area of responsibility of a shipbroker. A distinction must be made between a shipping company and a ship owner, whereby the latter is always the owner of a ship¹⁰⁶. An interesting detail is the existence of de facto shipping companies, which are not such companies according to the law because they do not operate their ships as owners. It should also be pointed out that most shipping companies are party shipping companies because hardly anyone has sufficient capital to operate a ship on their own. It should be noted that the term “shipping company with a partnership” is also used when the shipowner is a company.

In the 1950s and 60s, the shipping industry experienced a real revolution. We are talking about the invention of container shipping, which brought with it considerably greater transport capacities. The idea came from the freight forwarder Malcolm McLean, who simply no longer wanted to handle such diverse formats as bales, pallets, sacks, and drums. The container is a large container that can be loaded directly from the train or truck onto the ship and back, and its size is standardised. The first shipping company to rely on containers was Pan-Atlantic, which was later named Sea-Land Industries. This shipping company built the Ideal X, the first container ship, which sailed from Newark to Houston in 1956¹⁰³.

The first containers in a German port arrived in Bremen in 1966 with the MS Fairland, heralding a new era. Inventor Malcolm McLean is said to have said: “I don’t have ships; I have seagoing trucks” and thus summed up the special nature of the new transport method ¹⁰⁴. The operation of a shipping company was already known since the voyages of Christopher Columbus or Vasco da Gama, although at that time most ships were still sent out into the world’s oceans by the respective kingdoms and were therefore not privately owned or owned by a company ¹⁰⁵.

In Germany, the Sloman shipping company, founded in 1793, is the oldest company of this kind and is based in Bremen. Stephenson Clarke Shipping was considered the oldest shipping company in the world. The British company was founded in 1730 but went into insolvency in 2012¹⁰⁶. The list of the world’s largest shipping companies includes companies from both Europe and Asia¹⁰⁷. In 2019 the largest shipping companies were almost exclusively container shipping companies. The number one comes from Denmark and is the Mærsk Line with 707 container ships, some of which are up to 399 meters long¹⁰⁷. It is followed by the Mediterranean Shipping Company, a company from Switzerland with 515 ships, and third and fourth place is

taken by the CMA CGM Group (France) and the China Ocean Shipping Company popularly known in Nigeria as Cosco, followed by the German Hapag-Lloyd in fifth place ¹³¹. The shipping industry has been facing enormous competition in recent years, both in terms of vessel size and modernization. Ecological and sustainability aspects are playing an increasingly important role. Triple-E ships are particularly large and their efficiency is being continuously increased¹⁰⁸.

If you take a look at the global shipping market, you will discover an enormous consolidation in recent years and decades. In 2015 and 2016 alone, eight of the largest companies to date disappeared completely from the market, and the market share of the five largest players now stands at more than 60 percent¹⁰⁹.

Many shipping companies are now also entering into alliances with each other to make perfect use of their capacities. The fact is that these phenomena, along with digitalization and growing world trade, make for a very exciting market.

2. 1.30 Employees of Shipping Companies

As a rule, shipbrokers, clearance agents, and liner agencies work closely with a shipping company¹⁰⁴.

- 1) A shipbroker not only takes care of the purchase and sale of the ships or – analogous to a broker in the real estate sector – their mediation, but also of the chartering ¹⁰⁴. The salary consists of a so-called commission, which is a percentage of the freight or time charter rent. Shipbrokers in Germany are mostly trained shipping agents¹⁰⁵.

- 2) A clearance agent is responsible for the clearance of goods and ensures that they pass through customs. Furthermore, the clearing agent is responsible for handling immigration, health, and procurement of provisions and spare parts. Clearance agents work in the respective ports¹⁰⁶.
- 3) Finally, there are also liner agencies, which represent one or more liner shipping companies. If you wish, you can make an analogy to a commercial agent here, whereby the goods brokered are the transport. The services of the liner agencies are freight collection as well as the acquisition of cargo, registration, delivery, and documentation¹⁰⁴.

2.1.31 Shipping and World Trade

- i. The international shipping industry is responsible for the carriage of around 90% of world trade¹⁰⁵.
- ii. Shipping is the lifeblood of the global economy. Without shipping, intercontinental trade, the bulk transport of raw materials, and the import/export of affordable food and manufactured goods would simply not be possible¹⁰⁶.
- iii. Ships are technically sophisticated, high-value assets (larger hi-tech vessels can cost over US \$200 million to build), and the operation of merchant ships generates an estimated annual income of over half a trillion US Dollars in freight rates¹⁰⁷.

2.1.35 Shipping and Nigerian Trade

Requirements for Effective Operations in the Shipping Industry:

1. Safety and Regulation:

- a) Shipping is the safest and most environmentally benign form of commercial transport. Perhaps uniquely amongst industries involving physical risk, commitment to safety has long pervaded virtually all deep-sea shipping operations. Shipping was amongst the very first industries to adopt widely implemented international safety standards¹⁰⁷.
- b) Because of its inherently international nature, the safety of shipping is regulated by various United Nations agencies. The International Maritime Organisation (IMO) in particular has developed a comprehensive framework of global maritime safety regulations, which are enforced on a worldwide basis¹⁰⁸.

Environmental Performance

- a) Shipping is the least environmentally damaging form of commercial transport and, compared with land-based industry, is a comparatively minor contributor to marine pollution from human activities¹⁰⁹.
- b) There has been a substantial reduction in marine pollution over the last 15 years, especially concerning the amount of oil spilled into the sea, despite a massive increase in World Seaborne trade ¹¹⁰.
- c) large containerships can be operated by teams of just thirteen people utilizing sophisticated computer systems¹¹¹.

- d) The ships' computer systems are highly advanced, enabling the precise routing, transport, loading, and unloading of thousands of containers for every voyage ¹¹².
- e) If all the containers from an 11,000 TEU ship were loaded onto a train, it would need to be 44 miles or 77 kilometers long ¹¹³.
- f) In an average year, a large container ship travels three-quarters of the distance to the moon. That means in its lifetime it travels to the moon and back nearly ten times¹¹⁴.
- g) A container of refrigerators can be moved from a factory in Malaysia to Los Angeles - a journey of roughly 9,000 miles or 14,484 kilometers -- in just 16 days. The cost to transport a bicycle from Thailand to the UK in a container is about US\$10. The typical cost for shipping a DVD/CD player from Asia to Europe or the U.S. is roughly US\$1.50; a kilogram of coffee just fifteen cents, and a can of beer - a penny¹¹⁴.

2.1.36 The Nigerian Shippers Council

In Africa, in the western and central countries in particular, the need for shippers' organisation was recognized by the resolution adopted on the Establishment of National Shippers' Councils in Douala in February 1976 at the Second Ministerial Conference of West and Central African States on Maritime Transportation (MINCONMAR)¹¹⁵.

Earlier on, the second session of the United Nations Conference on Trade and Development (UNCTAD II) that was held in New Delhi in 1968 recommended for the first time by an international organisation requiring developing countries to establish shippers' organisations and national fleets for participation in the maritime traffic generated by their foreign trade. It was these initiatives and ideas which were strengthened inter alia by the Convention on the Code of Conduct for Liner Conference adopted in Geneva in 1974 that further encouraged the

establishment of shippers' organisations/councils in many African countries. The first Shippers' Council in Africa was set up in 1968 in Cote D'Ivoire¹¹⁶.

According to the Code for Liner Conference, a shippers' organisation is defined as an "association or equivalent body which promotes, represents and protects the interests of shippers and, if those authorities so desire, is recognised in the capacity by the appropriate authority or authorities of the country whose shippers it represents"¹¹².

The period before the creation of the Nigerian Shippers' Council in 1978 was characterized by deteriorating quality of shipping services and unmitigated increases in Ocean freight rates by foreign ship owners who operated scheduled liner services to Nigerian ports¹¹³.

Acting under a powerful cartel of Conference Lines arrangement, shipping companies unilaterally imposed freight rate increases, which averaged between twenty-five percent (25%) and thirty percent (30%) per annum along three notable shipping ranges:

- i. United Kingdom West African Line (UKWAL).
- ii. Continental West African Lines Conference (COWAC).
- iii. American West Africa Freight Conference (AWAFC), etc.

These increases were in addition to stifling port surcharges that the conferences equally imposed on the nation's economy¹¹³. These huge foreign exchange outflows arising from the carriage of our sea-borne trade by foreign shipping lines continued to impoverish the Nigerian and other developing countries economies, with attendant adverse consequences on the balance of payment in favour of developing countries who are also the major maritime nations. The outcry arising from this adverse situation led the United Nations Conference on Trade and

Development (UNCTAD) – a specialised agency of the United Nations, to commence actions towards the resolution of the disturbing national economic situation¹¹².

However, Nigeria took its turn to implement the UNCTAD recommendation by establishing the Nigerian Shippers' Council in 1978 through the enactment of the Nigerian Shippers' Council Act Cap. N133 LFN 2004; Two subsidiary legislations on Funding and Local Shipping Charges were later made under this Act to enable the Council to perform its functions¹¹³.

- i. Notwithstanding, the following reasons (among others) informed the acceptance of the UNCTAD recommendation to establish the Nigerian Shippers' Council:
- ii. Nigerian shippers (Importers and Exporters/Cargo Owners) are Weak, Fragmented, unprotected and therefore left at the mercy of the shipping services providers;
- iii. Shipping services providers (Shipping Companies/Agencies etc.) are Organised & Financially strong and therefore have a stronger bargaining position vis-à-vis the shippers;
- iv. The need to organize Nigerian shippers to strengthen their bargaining position vis-à-vis the carriers (shipping lines/Agencies) address the imbalance in the bargaining positions of the two parties, and generally provide a level playing field for them;
- v. The need to protect, generally, Nigeria's Cargo Interest in shipping & international trade from abuse and exploitation;
- vi. The need to ensure Cargo Tariff Structures are fair, equitable & reasonably stable;
- vii. The need to provide Researched Inputs to Federal Government policies on shipping & international trade.

Objectives / Responsibilities of the Nigerian Shippers' Council

- i. Efficient and timely delivery of shipping services to the importers and exporters by the shipping services providers under the most economical arrangements.
- ii. Moderation and Stabilisation of costs (freight rates, port charges, local shipping charges, haulage charges, etc.).
- iii. Adequate understanding and know-how amongst the various practitioners in international trade both at the macro and the micro levels.
- iv. Regular and reliable advice to the Federal Government on matters affecting the shipment of goods to and from Nigeria.

Initially, the Nigerian Shippers' Council, like its counterparts in the sub-region, was mainly concerned with the representation and protection of the interests of importers and exporters regarding port-to-port cargo shipment. However, as of 1997, the Cotonou II World Bank Round Table Conference on Maritime Trade in West and Central Africa resolved that Shippers' Councils in the sub-region should protect importers and exporters throughout the transport chain. This became necessary due to the dynamism of international trade, as underscored by the Conference. Thus, as of 1997, the role of the Nigerian Shippers' Council and indeed all its counterparts in the sub-region, was expanded to cover the entire transport chain from door to door¹⁰⁴.

In line with the Federal Government port reform agenda, the Nigerian Shippers' Council was appointed the Port Economic Regulator in February 2014, to create an effective regulatory regime at the Nigerian ports for the control of tariffs, rates, charges, and other economic services and to address the negative impact of port concession activities on the economy due to the absence of an economic regulator and to realise the optimal benefits of the Federal Government of Nigeria's port reform processes¹⁰⁵.

The appointment was affirmed by a Ministerial Regulation and a Presidential Order as follows:

1. Nigerian Shippers' Council (Port Economic Regulator) Order, 2015; and
2. Nigerian Shippers' Council (Port Economic) Regulations 2015.

Legal Framework of Nigerian Shippers' Council (NSC)

- i. The Council was established by the Nigerian Shippers' Council Act Cap. N133 LFN 2004. In addition to the enabling Act, there are other subsidiary legislations as follows.
- ii. The Nigerian Shippers' Council (Freight Stabilization Fees) Regulations 1995.
- iii. The Nigerian Shippers' Council (Local Shipping Charges on Imports and Exports) Regulations 1997.
- iv. The Nigerian Shippers' Council (Inland Container Depot) Regulation 2007.
- v. The Nigerian Shippers' Council (Container Freight Station) Regulation 2007.
- vi. The Nigerian Shippers' Council (Port Economic Regulator) Order 2015.
- vii. The Nigerian Shippers' Council (Port Economic) Regulation 2015.

The statutory functions of the Nigerian Shippers' Council (NSC)

- i. To provide a forum for the protection of the interest of shippers on matters affecting the shipment of imports and exports to and from Nigeria;
- ii. To encourage the formation of Shippers' Associations all over the country;
- iii. To provide a forum for consultation between the conference and non-conference lines, tramp-owners, the Nigerian Ports Authority, and the Government of the Federation on matters of common interest;

- iv. To negotiate and enter into agreements with Conference Lines and non-conference Lines, ship-owners, the Nigerian Ports Authority, and any other bodies on matters affecting the interests of shippers;
- v. To advise the Government of the Federation, through the Minister, on matters relating to the structure of freight rate, availability and adequacy of shipping space, frequency of sailings, terms of shipment, class, and quality of vessels, port charges, and facilities and other related matters;
- vi. To assess the stability and the adequacy of existing services and make appropriate recommendations on that behalf;
- vii. To consider the problems faced by shippers with regards to coastal transport, inland waterways transport, and matters relating generally to the transportation of goods by water and advise the Government on possible solutions thereto;
- viii. To promote and encourage the study and research into problems affecting shippers in Nigeria;
- ix. To arrange from time-to-time seminars and conferences on any matter relating to its functions in Nigeria;
- x. To carry out such other activities as are conducive to the discharge of its functions under this Act.

The functions of the Nigerian Shippers' Council as Port Economic Regulator are as follows:

- 1) Provide guidelines on tariff setting to guide against arbitrariness;
- 2) Monitor and enforce standards of service delivery to ensure availability, accessibility, affordability, stability, predictability and adequacy of services;

- 3) Encourage competition and guard against the abuse of monopoly and dominant market positions;
- 4) Perform mediatory role among stakeholders;
- 5) Establish accessible and modern dispute resolution mechanisms;
- 6) Regulate market entry and exit;
- 7) Promote efficiency in the provision of port services;
- 8) Minimise the high cost of doing business and prevent its inflationary effect on the Nigerian economy;
- 9) Encourage private sector investment in the port sector;
- 10) Monitor and ensure compliance by all parties with the provisions of the Port Concession Agreements.

Other functions of the Nigerian Shippers' Council are contained in the subsidiary legislations as follows:

- i. The Nigerian Shippers' Council (Local Shipping Charges) Regulations 1997.
- ii. The Nigerian Shippers' Council (Inland Container Depot) Regulation 2007.
- iii. The Nigerian Shippers' Council (Container Freight Station) Regulation 2007.

2.1.32 Nigerian Shippers' Council Organisational Structure

- 1) The Nigerian Shippers' Council is an agency under the Federal Ministry of Transport.
- 2) The enabling Act provides for a Governing Board and an Executive Secretary/Chief Executive Officer, responsible for the day-to-day management and implementation of policies approved by the Governing Board.

- 3) The Executive Secretary/CEO is assisted by nine (9) Directors who head the departments in the Council.
- 4) The departments are complemented by nine (9) Independent Units reporting to the Office of the Executive Secretary/CEO. The Nine (9) Departments are
 - i. Regulatory Services Department
 - ii. Consumer Affairs Department
 - iii. Strategic Planning and Research Department
 - iv. Human Resource Department
 - v. Inland Transport Services Department
 - vi. Legal Services Department
 - vii. Finance and Accounts Department
 - viii. General Services Department

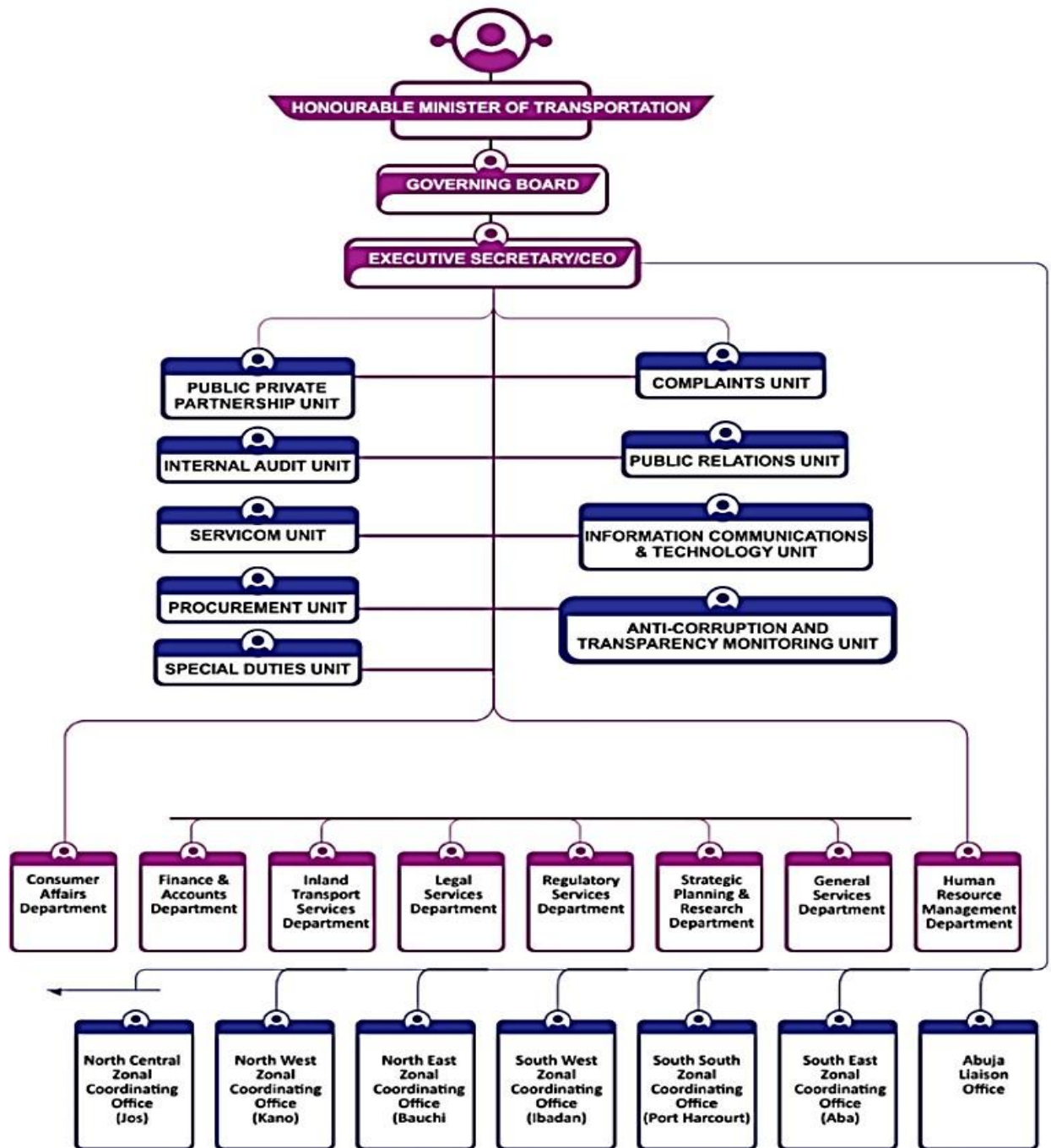


Fig: 2.1: NSC Organisational Chart / Organogram.

(5) Special Duties Department. The Nine (9) Independent Units are:

- i. Anti-Corruption and Transparency
- ii. Complaints
- iii. Information & Communication Technology
- iv. SERVICOM
- v. Procurement
- vi. Internal Audit
- vii. Public Relations
- viii. Public Private Partnership (PPP) Unit

(6) There are six (6) Zonal Coordinating Offices one in each of the six geo-political zones and a Liaison Office in Abuja. They are as follows:

- i. South-West Coordinating Office, Ibadan;
- ii. South-East Coordinating Office, Aba;
- iii. South-South Coordinating Office, Port Harcourt;
- iv. North-Central Coordinating Office, Jos;
- v. North-West Coordinating Office, Kano;
- vi. North-East Coordinating Office, Bauchi;

(7) In addition, the Council has sixteen (16) Area Offices spread across the six geo-political zones of the country.

2.1.33 Services provided by the Nigerian Shippers Council as an Organisation

- **Advocacy Services:** Promoting the formulation and implementation of new policies and adoption and implementation of new legal regimes towards providing a potent means of improving efficiency in the industry ¹³².

Some of the Council's efforts in this regard include:

- iii. The UNCITRAL Rotterdam Rules.
- iv. IMO Container Weighing Regulation.
- v. Improving Transport Cost and Connectivity across the Sub-region.
- vi. The International Chamber of Commerce International Commercial Terms (INCOTERMS).
- vii. World Trade Organisation Trade Facilitation Agreement (WTO, TFA).

- **Research Services:** The Council conducts research into various aspects of the Transportation and Logistics issues in International Trade for the benefit of all stakeholders in the industry¹⁰².

The research was carried out either independently or as collaborative efforts with other government agencies.

2.1.33 Lists of Nigerian Shippers' Council Regulated Service Providers

- Nigerian Ports Authority;
- Seaport Terminal Operators;
- Shipping Companies and Agencies;
- Off-Dock Terminal Operators;
- Cargo Consolidators;

- Logistics Service Providers;
- Freight Forwarders and Clearing Agents;
- Inland Container Depot Operators;
- Stevedoring Companies and
- Any other port service provider or user.

2.2 Theoretical Framework

2.2.1 Situational Crisis Communication Theory

Timothy Coombs propounded situational crisis communication theory (SCCT) in 1995. The theory originated from attribution theory, SCCT assumes that crises are negative events that stakeholders' attempt to attribute responsibility¹⁰⁴. It is believed crisis managers can employ different crisis strategies according to different crisis types. Different from IRT, SCCT is an audience-oriented theory that focuses on stakeholders' perceptions of crises. This idea corroborates an argument that avers that crisis management concerns perception more so than reality¹⁰³.

The Situational Crisis Communication Theory (SCCT) identifies response strategies that organisations can use to handle a crisis. It's based on who was responsible for causing the crisis as well as how significant the threat is to the business's reputation¹⁰³. SCCT outlines a path for crisis communication, but the business still determines what actions they'll take based on the situation. Not only is SCCT based on the organisation's understanding of the crisis, but also on their preconceived notion of how stakeholders will respond to each type of response¹⁰³. To plan for stakeholder responses, there are four main crisis response communication strategies.

1. Rebuilding Strategy: This strategy aims to rebuild relationships with stakeholders by redeeming the organisation's reputation. This is achieved by taking responsibility for the crisis

and offering apologies or compensation to those affected by the outcome. Rebuild crisis strategies should most frequently be used in response to accidental crises, especially when the organisation has had a history of similar crises and/or has developed a negative reputation in the past. Rebuilding strategies should also always be considered for preventable crises where stakeholder relationships may be permanently damaged. While it may take more time to rekindle the relationship, these actions will mark the first step toward recovery.

2. **Diminish Strategy:** This strategy works to minimize the amount of responsibility placed on the organisation. This is achieved by justifying and offering excuses for the company's actions. Diminish crisis strategies should most frequently be used in response to victim crises where the company is not at fault for the issue. If used in response to accidental crises, it can make you look negligent or defensive. If you still use it in response to an accidental crisis, ensure you have no history of crises and a relatively positive industry reputation. For smaller crises, this strategy can help businesses minimize the negative effects of the situation while still avoiding taking unnecessary fault.

3. **Deny Strategy:** This strategy completely re-assigns the blame away from the organisation. This is achieved by confronting the accuser(s) for their invalid accusations, claiming that there is no crisis, or blaming another party for the crisis. Deny crisis strategies should be used in victim crises when the organisation is faced with rumors or accusations that are harmful, but not true. Rather than rebuilding the relationship, it's best to confront the cause of the crisis immediately to avoid further escalation. It's important to keep in mind that this strategy is only effective if your business is truly at no fault for the situation¹⁰⁴.

4. **Bolster Strategy:** This strategy works to position the organisation as an asset to its stakeholders¹³³. This is achieved by reminding stakeholders of the organisation's former good deeds and praising stakeholders for their dedication and loyalty. Bolster crisis strategies can be used in conjunction with other primary crisis strategies, especially when the organisation is facing a victim crisis. While each of these strategies is predicted to be effective in the specific crises laid out, it's impossible to know exactly how stakeholders — and the overall public — will react to an organisation's chosen response. So, it's important to prepare not only for the public's response to the crisis but also for their response to your follow-up actions. That means creating a crisis communication plan that protects your reputation and appropriately addresses the public's concerns. If you're not sure how to get started writing one, we've compiled the best crisis communication examples from real brands¹⁰³.

SCCT can help you create a plan in the face of a situational crisis. No matter what, try to move quickly; if the crisis runs away from you, it may be too late to repair the damage left behind¹⁰⁴.

1. **Identify the type of crisis you're facing:** Before responding publicly on social media, writing up a notice on your website, or sending a press release, figure out the type of crisis you're facing. Remember, the three types are:

- i. **Victim Crisis:** A victim crisis occurs when your business plays no hand in the crisis and isn't at fault.
- ii. **Accidental Crisis:** An accidental crisis occurs when your business is at fault for the crisis, but it was from an unintended mistake.
- iii. **Preventable Crisis:** A preventable crisis occurs when a business purposefully takes an action that results in negative consequences. There are more types of crises your

business could face. Knowing the type of crisis, you're facing will determine the public communication strategy you'll use later. In some cases, you may not need to communicate with the public at all. For instance, if you're in the midst of a natural crisis, you most likely won't need to send a press release to protect your reputation.

2. Choose an internal crisis communication strategy: What you tell your stakeholders doesn't need to be what you tell the public. Be as honest as you can with the employees involved in the crisis; or, if the crisis concerns the entire company, communicate with everyone in your business to let them know what has happened. This is a time for clarity. Being overly guarded can backfire and make you seem less trustworthy. While the communication you send your employees won't make it to the public eye, you can still employ SCCT. For instance, if you choose the rebuilding strategy for your internal communication, you can admit to stakeholders that you were at fault, but that everyone's jobs are safe.

3. Identify your goal on the other side of the crisis: When responding to a crisis, it's important to identify a goal for what your business will look like after it's over¹⁰⁵. It's all too easy to get in damage-control mode and forget that your business can and will successfully get out of this crisis. Your goal will directly inform the SCCT strategy you'll choose later on. Is your goal to retain as many customers as possible? Is it to protect your public reputation? Is it to reestablish trust in your brand? While these aren't mutually exclusive, focusing on one objective will help you respond effectively and get the result that you want.

4. Decide whom you need to publicly respond to: Decide which groups you'll need to respond to. Is it your current customers? Is it the greater public? Or is it your employees only? For instance, if your business was victim to a natural crisis and everyone's belongings were

lost in a flood, you would communicate to your employees first, then apologize to your customers for potential service interruptions. If there was an issue with the product, however, you'll want to respond publicly, because both current and prospective customers are affected by the issue.

5. Pick 2 to 3 trusted advisors to choose a response strategy: Choose a response strategy as outlined by SCCT. But don't do this alone: gather a few trusted advisors to pick a response strategy and brainstorm possible verbiage. The trusted advisors may be anyone whose insight you'd find valuable, but, if possible, try to involve a freelance crisis communication specialist, an attorney, and a stakeholder such as a board member. Put all of your minds together to choose an SCCT strategy:

- i. **Rebuilding Strategy:** Take responsibility for the crisis and offer compensation.
- ii. **Diminish Strategy:** Minimize your responsibility for the crisis and justify the company.
- iii. **Deny Strategy:** Shift the blame away from the company to the party whom you believe is responsible for the crisis.
- iv. **Bolster Strategy:** Emphasize the company's excellent track record to position yourself as an asset.

6. Send an email to all of your customers: Now that you have a communication strategy, it's time to send a notice to your current customers first. You don't want them to find out by reading a news article about the scandal or crisis. If applicable, offer compensation if they've experienced an issue as a result of the crisis. Be sure to add a personal touch by including a way to directly contact your team and get their questions answered if need be.

7. Distribute a press release or public statement: Your employees and customers are aware of the crisis. Now, it's time to write a press release and distribute it to the public. In your press release, include:

- i. A summary of what happened.
- ii. A reason for the crisis — if you don't yet know, say that you're currently investigating the issue.
- iii. The steps you're taking to resolve the crisis.
- iv. How your company will change moving forward.

SCCT saves time and headaches by ensuring a smoother crisis response when and if businesses face a crisis. The theory explains what organisations' workforce would benefit from its adoption; such as:

i. **It helps you practice and prepare for crises in advance:** How nervous would you feel if you went into a big, important job interview completely unprepared? You haven't done any research on the organisation or practiced interview questions, and you have no idea who's interviewing you. I'm guessing you'd be feeling extremely nervous and not performing to the best of your ability. The same goes for crisis response. You never want to go into a crisis blind without having ever prepared for it. This is why it's important to role-play with your team using example case studies. Everyone on your crisis communication team should be on the same page about how to immediately handle negative events that impact your organisation.

ii. **It makes it less likely that you will panic when an unexpected crisis arises:** It's easy to panic when facing a major crisis. Your nerves get the best of you, you're feeling discouraged by slashing comments on social media, and the pressure gets to your head. This is usually a recipe for disaster, resulting in a last-minute, unplanned response that makes matters worse.

When you have crisis strategies laid out by SCCT, you don't have to come up with the proper response to your crisis completely from scratch. Rather, you can reference your existing SCCT strategies to come up with a plan of action for an unexpected crisis.

iii. **It helps you categorize each crisis, making it easier to handle** - SCCT makes you categorize your crisis into one of three types: victim, accident, or preventable. Even if you don't have a specific plan for the situation at hand, this categorization gives you a baseline to work off of. Having that starting point will make you feel like you're taking action to resolve your crisis, rather than waiting and wondering what to do next.

iv. **It reminds you to prioritise public opinion** - A company mustn't prioritise its own needs when responding to a crisis. Just as in any organisational action, the focus is on the customer's success, not the organisations. You may believe that the best way to respond to a crisis is to immediately deny the accusations and protect your organisation's reputation. However, what do your stakeholders want to hear? What's going to make them trust you again? Sometimes, that means putting aside your pride and taking responsibility for your actions, in the hopes that your honesty will regain their loyalty¹⁰⁷.

2.2.1.1 Relevance of Situational Crisis Communication Theory to the Study

The relevance of the above-reviewed SCCT by Timothy Coombs to this study is that it identified and explained response strategies that organisations can use to handle a crisis. It's based on who was responsible for causing the crisis as well as how significant the threat is to the business's reputation. SCCT outlines a path for crisis communication, but the business still determines what actions they'll take based on the situation. Not only is SCCT based on the organisation's understanding of the crisis, but also on their preconceived notion of how

stakeholders will respond to each type of response. Hence, this theory confirms the fact that employee relations practices are unavoidably required in crisis management¹⁰⁸.

2.2.2 Crisis Management Model

Alfonso Gonzalez-Herrero and Cornelius Pratt developed a Crisis Management Model in late 1990, in which they defined three stages within Crisis Management ¹⁰⁸.

A crisis is an unpredictable process or event, that can cause damage with a negative impact on an organisation such as dissatisfied employees, industrial accidents, environmental problems, astute competitors, financial problems, and unhappy stakeholders, such a crisis can affect the whole company or part of it ¹⁰⁹.

Crisis Management is how the company reacts to difficulties and problems that arise in the company. It determines how the crisis will impact the organisation, which areas are vulnerable, and what can be done to limit negative consequences. A crisis can cause a loss of profit, but can also negatively affect the confidence of the people who make up the organisation¹¹⁰. A crisis gives rise to a feeling of fear and threat in the individuals who eventually lose interest and trust in the organisation.

The three stages of the crisis management model have been identified and defined as follows

134.

1. **Crisis Diagnosis:** This stage of Crisis Management is considered as the phase in which the first indicators of a crisis are noticed. It involves detecting the early indicators of a crisis. It is for the leaders and managers to sense the warning signals of a crisis and prepare the employees to face the same with courage and determination. Superiors must review the performance of their subordinates from time to time to know what they are up to¹¹¹. The role of a manager is

not just to sit in closed cabins and shout at his subordinates. He must know what is happening around him. Monitoring the performance of the employees regularly helps the managers foresee crises and warn the employees against the negative consequences of the same. One should not ignore the alarming signals of crisis but take necessary actions to prevent it. Take initiative on your own. Don't wait for others¹¹².

Leaders and managers receive warning signs of the coming dangers and must prepare employees to face difficulties with determination. It is therefore of great importance that managers regularly monitor their team so that they can effectively identify signs of a crisis and take measures as quickly as possible in an efficient way ¹¹².

2. Planning: Once the problems are identified, it is necessary to create Crisis Management which must be put in charge of the situation¹¹³. It is important to keep calm and stay in control, because emotions may begin to play a role in complicated situations. Once a crisis is detected, the crisis management team must immediately jump into action. Ask the employees not to panic. Devise relevant strategies to avoid an emergency. Sit and discuss with the related members to come out with a solution that would work best at times of crisis¹¹⁴. It is essential to make quick decisions. One needs to be alert and most importantly patient. Make sure your facts and figures are correct. Don't rely on mere guesswork and assumptions. It will cost you later¹¹⁵. Design the strategies that will be used to prevent a crisis from transforming into a state of emergency. Talk to the team to find specific solutions to the problems that arise and be able to make quick decisions. Be attentive, patient, and specific with figures and information. Do not stand on assumptions as it is relevant for the security of the company to have highly secure data¹¹⁶.

3. Implementation of Changes and Monitoring: In this stage of the Crisis Management Model the staff implements changes to react to the new situation in which the company operates ¹³⁴. It is important to monitor production processes or any process in which a critical error potentially happened and analyse the potential causes that led to the crisis in the first place by using a Root Cause Analysis. Employees must adjust well to new situations and changes for the effective functioning of the organisation shortly. It is important to analyze the causes which led to a crisis at the workplace. Mistakes should not be repeated and new plans and processes must be incorporated in the system ¹¹⁶.

2.2.2.1 Relevance of Crisis Management to the Study

The relevance of the above-reviewed Crisis Management Model by Alfonso Gonzalez-Herrero and Cornelius Pratt to this study is that it identified and explained the practical processes and efforts required of any organisation and crisis managers in overcoming unwanted situations, occurrences, or events. This theory confirmed the fact that employee relations practices are unavoidably required in crisis management. And that crisis management involves detecting crises through indicators, planning, and implementation of plans.

2.2.3 Affect Theory

The Affect Theory was propounded originally by Psychologist Silvan Tomkins in 1962 ¹³⁵. The affect theory is arguably the most famous job satisfaction model. The main premise of this theory is that satisfaction is determined by a discrepancy between what one wants in a job and what one has in a job¹¹⁶. Further, the theory states that how much one values a given facet of work (e.g. the degree of autonomy in a position) moderates how satisfied/dissatisfied one becomes when expectations are/are not met. When a person values a particular facet of a job,

his satisfaction is more greatly impacted both positively (when expectations are met) and negatively (when expectations are not met), compared to one who does not value that facet¹¹⁵. To illustrate, if Employee A values autonomy in the workplace and Employee B is indifferent about autonomy, then Employee A would be more satisfied in a position that offers a high degree of autonomy and less satisfied in a position with little or no autonomy compared to Employee B. This theory also states that too much of a particular facet will produce stronger feelings of dissatisfaction the more a worker values that facet¹¹⁶.

2.2.3.1 Relevance of Affect Theory to the Study

The relevance of the above-reviewed affect theory to this study is that it identified and explained the relationship between employment and job satisfaction¹¹⁷. It identified and explained the factor that determines the discrepancy between what one wants in a job and what one has in a job¹¹⁸. The theory further explained that how much one values a given facet of work (e.g. the degree of autonomy in a position) moderates how satisfied/dissatisfied one becomes when expectations are/are not met.

2.3 Review of Empirical Studies

2.3.1 Public Relations Tools Deployed towards Crisis Management

Using 200 public relations managers, a study investigates the role of public relations in crisis management in public and private organisations in Yemen. Specifically, the study examines the relationship between the public relations role, crisis communication strategy, and organisational culture in managing crisis and determines whether there are any differences between public and private organisations in Yemen in terms of public relations role, crisis communication strategies, organisational culture, and crisis management. The study employs

a survey research design. The data is collected through a questionnaire administered to 200 public relations managers; 73% from public organisations and 27% from private organisations in Yemen. The study uses correlation and regression analyses to analyse the data.

The findings indicate that the public relations role, crisis communication strategy, and organisational culture are positively related to crisis management. In addition, the Islamic approach has been found to partially moderate the relationship among public relations role, crisis communication strategy, organisational culture, and crisis management. However, the study does not find any significant differences between public and private organisations in Yemen in terms of public relations role, crisis communication strategy, organisational culture, and crisis management.

Based on the results of this study, it is recommended that further research be undertaken using qualitative research methodology to understand better the relationship among public relations role, crisis communications strategy, organisational culture, and crisis management. It is also recommended that further research be conducted to explore the dimensions of the Islamic approach as a moderating variable to determine its effects on public relations role and crisis management¹¹⁸.

A study investigated public relations practice and crisis management with a focus on the Federal College of Education, Obudu. The study was anchored on Issues Management Theory and social responsibility theory. The survey method of research with the interview and questionnaire as instruments were used to elicit data from 390, respondents made up of staff and students.

The findings, among others, suggest that since communication is the engine room of any organisation, more public relations tools should be employed to enhance a positive image. The researcher therefore recommends that the Public Relations Department of FCE, Obudu should establish an effective and hands-on approach to propagating good community relations and corporate social responsibilities, effective communication and also encourage PR staff to undergo refresher courses and, also, more robust strategies should be deployed¹²⁰.

In carrying out an investigation, a study examined the function of public relations in the development of a company's image and crisis management. The research methodology was based on an extensive literature review and analysis of different case studies of companies like Pepsi, Johnson & Johnson, etc. The study found that Internal and external communication is essential for managing and maintaining a positive image of a company. To have a positive image for a company, it is critical to maintain strong ties with all involved publics.

A good image gives a company the competitive advantage it needs in today's market. Efforts must be made regularly to maintain and improve a company's image. Transparency and excellent communication can help prevent the spread of rumours during a crisis. As a result, public relations are critical to the development of a company's image as well as its long-term maintenance. Public relations can help rehabilitate a company's image that has been tarnished as a result of a catastrophe¹¹⁷.

A study examined Strategic Management and Crisis PR relationship, The study presents organisational models and implementation of crisis PR. The public relations system and well-positioned crisis PR platform are requirements for the normal functioning of every socially responsible organisation. Building up those two is therefore irreplaceable. The study concluded

that the main task of crisis public relations within strategic management is forecasting crises and counselling the organisation's management regarding that issue, as well as preparing crisis plans in case of a crisis appearance. These plans should be realistic, widely set for the area of activity of the whole strategic management of the organisation, and sufficiently detailed in all possible aspects of mutual relations of crisis, society, media, and the organisation. Detail comprehension and evaluation of all factors that create public opinion, especially the less "visible" ones, socially and psychologically more difficult to measure, are the greatest challenges for crisis PR. Therefore, crisis PR should have exceptional analytical abilities for the whole spectrum of social changes and it should be fast and efficient in the analysis itself, but also in application if a crisis occurs. A characteristic complementary to this one is also resourcefulness, since besides the existence of plans; most crises have certain specificities which are not covered by them¹¹².

A study carried out a critical analysis of the application of public relations tools in crisis management by major international oil companies in Nigeria. It was motivated by the dilemma of ceaseless clashes and crises involving international oil corporations and their host community publics, which usually result in killings and shutdown of oil facilities, militancy, kidnapping of oil workers, and vandalism of facilities, with the consequent loss in revenue generation by the country.

The research aimed at exploring the various public relations crisis management tools used by the IOCs in Nigeria in dealing with their host community publics; evaluate the effect of the PR crisis management tools the companies use to maintain a healthy relationship between the IOCs and their host community; as well as assess how the identified crisis management tools affect the corporate performance of IOCs. For the methodology opinion survey design of interviews

was adopted in the study. A non-probability sampling method of purposive or judgmental sampling technique was used to arrive at the sample size. The data procured were analyzed qualitatively. Results indicate that: the international oil corporations operating in Nigeria, have a wide array of public relations tools and strategies for checkmating and managing crises and conflicts with their host community publics.

The public relations crisis management tools employed by the IOCs do not have a significant effect in maintaining mutual understanding between them and the majority of their host community publics. The public relations crisis management tools of the IOCs have contributed significantly to their corporate performance over the years. Based on this it was recommended among other things: That the IOCs in Nigeria must do everything possible to win over and carry along the aggrieved youths using shrewd public relations crisis management strategies¹¹³.

2.3.2 Public Relations Tools Deployed Towards Promotion of Employees' Job Satisfaction

A study examined employee engagement and best practices of internal public relations to harvest job performance in organisations, the paper explored whether and how internal public relations stimulate employees' life satisfaction and job performance. The conceptual framework was built to link internal social media, perceived organisational transparency (POT), organisational identification, employee engagement, life satisfaction, and job performance. Using the hierarchical component model with employee engagement measured by job engagement and organisational engagement is a nascent point of this study.

A mass survey was distributed to employees working in the aviation industry in southern Vietnam. Partial least squares structural equation modeling was used to analyse primary data from 193 valid respondents. It reveals that POT, internal social media, and organisational

identification significantly positively impact employee engagement. It shows that employee engagement has significantly positive impacts on life satisfaction and job performance. It indicates that both organisational identification and POT are partial mediators intervening in the strong relationship between employee engagement and internal social media. It also indicates that life satisfaction is a partial mediator intervening in the positive linkage between employee engagement and job performance. Practical implications and theoretical contributions were suggested for using internal public relations to enhance employees' life satisfaction and job performance¹¹⁴.

Using qualitative data, a study investigated the ethical conflict and job satisfaction of public relations practitioners. The study attempted to explore the linkage between ethical conflict and job satisfaction, the causes of ethical conflicts, and the consequences of job dissatisfaction of public relations practitioners. The findings show that many practitioners confirmed the existence of ethical conflict in their workplace and suggest that ethical challenges are largely triggered by top management's ethical standards. Although practitioners resolved conflicts by leaving their companies, they also recognised the hope in resolving the ethical challenges that they had faced. Participants emphasized the importance of an open communication environment, the support of internal stakeholders, and a high professional standard.

The research contributes to the body of knowledge of public relations in two ways. First, the proven linkage between ethics and job satisfaction indicates that the public relations profession cares about ethical concerns; many of the respondents make an effort to tell the truth and help their supervisors make ethical decisions. Second, the qualitative data depicting causes of ethical conflict would be good resources from which further research can be generated. The findings of this study suggest a causal linkage between an organisational environment and

ethics issues in public relations. Ultimately, this data suggests how to solve ethical conflicts and foster ethical practice in the public relations profession¹¹⁵.

A critical review of extant literature surrounding the impacts of the practice of PR on job performance among employees of Nigerian institutions of higher learning was performed. A study examined public relations and employee performance in Nigerian institutions of higher learning. The study recommended have been proffered to public educational institutions' PR professionals and communication experts adopt the following: (1) This article recommends that communication policy, which spells out what managements hope to do regarding communication and PR in the institution should be formulated. Availability of such a communication policy will ensure effective communication across the entire communication channel in the institution; (2) It is also recommended that PR professionals and experts working with educational institutions should ensure that proper communication methodologies are strictly adhered to when communicating with staff and other employees. Correspondingly, this makes it mandatory for tertiary institutions' management to be genuinely willing to share information with the staff; (3) Given that effective communication requires that messages should be factual and accurate, relevant media should be employed for the dissemination of information to both internal and external publics; (4) To ensure unadulterated communication, any formal communication in the institution should be delegated to the PR staff¹¹⁶.

A study investigated Work-Life Balance 2.0. An Examination of Social Media Management Practice and Agency Employee Coping Strategies in a 24/7 Social World, the study examines the work experiences of public relations agency professionals who specialise in social media and digital strategy for clients and those who manage employees tasked with monitoring, updating and responding to social media content.

Building upon existing literature focused on work-life balance dynamics for strategic communicators, the research draws from a series of in-depth interviews and correspondence conducted with 26 agency professionals, representing a brand range of the industry. Participants were asked to describe how social media has impacted the nature and volume of their job responsibilities over the past five years and to discuss how social media management duties have influenced career satisfaction within the industry. Interviewees were also asked about strategies their agencies are using to help employees respond to client needs and the 24/7 nature of social media.

Common themes among responses were identified, as well as noteworthy anecdotal evidence. While interviewees expressed mixed emotions related to social media and its impact on their careers, personal lives, and the broader industry, participants agreed the rise of social media has dramatically altered agency practice and client expectations, especially related to the speed of the workflow. Participants discussed issues of employee burnout and reported specific challenges related to keeping pace with quickly evolving technology, and the perceived need to maintain a personal brand conveying cutting-edge expertise. Others highlighted opportunities and unique challenges social media has created for more junior agency employees. Interviewees also described family dynamics and the distinct work-life challenges faced by parents, especially mothers, in juggling caregiving roles with agency responsibilities. Findings include the identification of best practices and potential strategies for addressing contemporary work-life balance challenges¹¹⁷.

A study was conducted through a case study of Red Cross Kenya. The main objective of the study is to examine the effects of strategic Public relations on organisation performance. The study used primary data obtained through questionnaires provided to employees of Red Cross

Kenya. The study found out that, in crisis management, corporate communications enhance the deliverance of customer service by responding to customer comments and complaints, minimises discrepancies between the company's desired identity and brand features, and enhance the building of trust with stakeholders, employees, beneficiaries and organisation critics, through a commitment to good practice and societal reporting. Furthermore, The study found that public relations make the communication function relevant in the strategic management process through its focus on communication with strategic stakeholders and aligning communication goals to the organisational mission, enhances mobilization of internal and external support for the corporate, and keeps employees informed about promotional opportunities, industry trends, and best practices through its concern with learning, showing the corporation to itself and as a role model of organisation for both external and internal environments and having a dominant role in achieving organisational growth¹¹⁸.

2.3.3 Employees' Engagement and its Role during Crisis Management

A study examined Employee engagement during organisational crisis – with special reference to the COVID Scenario, the data was collected in 4 focus group discussions involving 32 senior HR leaders from various countries across the globe. Industries represented by the HR leaders included retail, manufacturing, telecom services, and IT. The focus group discussions were conducted for about 60-90 mins each. Each of the HR leaders shared insights about how they handle the Covid crisis in their organisations. The discussions focused on the strategies adapted to keep the employees engaged during the remote working scenario of COVID-19. The driving factors that impact employee engagement strategies in their organisations were discussed. The study concluded that the COVID-19 pandemic, often described as a “once-in-a-lifetime crisis” has thrown new challenges. It has forever changed the experience of being a customer,

employee, citizen, and human. This unprecedented time has changed the modalities of work and engagement with customers and employees for the last few months. Organisations are expecting to reconsider and reconstruct their future business strategy and models. The current working environment may have a complete shift to remote working. The organisation has to steer up to educating employees on skills that build the ability to manage crises, growing adaptability, and developing resilience¹¹⁹.

A study examined employee engagement, ethical leadership, and crisis, by carrying a critical literature review, on the effect of crisis on several important work-related attitudes such as employee engagement, person-organisation fit, affective commitment, psychological climate, and ethical leadership. The study uses primary data based on a questionnaire that was distributed to Greek employees. The research method used in this study is a deductive one as the study focuses on testing if a set of hypotheses is obtained on a general pattern. Moreover, an empirical study is administered, and the findings are analyzed based on secondary research (literature review). For the empirical study the case of Greece, during the ongoing crisis of 2008, is used as a case study. Greece is chosen as it is an example of a crisis. Furthermore, there is no other study to date that examines the relations among several work-related attitudes during the Greek economic crisis. This study contributes to the literature by providing evidence, through a critical literature review, about the influence of the crisis on several important organisational attitudes and by examining, through an empirical study, whether they relate to employee engagement. There is no other study to date that examines the relations among job fit, affective commitment, psychological climate, and ethical leadership, as they are affected by the Greek economic crisis, with employee engagement. The fact that the study's

findings reveal positive correlations among the variables studied may lead to further research into exploring the causation between them¹¹⁰.

This study looked into the importance of building employee capabilities and employee engagement in organisations that can transform employees the powerful resource of organisations into heroes and heroines during crisis scenarios. It built a model based on employee engagement that can facilitate effective crisis management for organisations. In line with the objective of this study, the under-review study used existing literature on employee commitment, employee engagement, and employee crisis management capability building to develop a model and the model is validated using a case study of Taj Hotel Mumbai employee initiatives during the terrorist attack on the hotel. The study further elaborated on how building efficient staff becomes the building block that can save companies during the crisis and the importance of investing in employees through learning and development, having the right leaders, and team building to harness their powers for organisation sustainability and growth

116.

2.3.4 The Impact of Crisis Management on Employee's Performance

Using 248 respondents, a study aimed at recognizing the crisis management strategy and its impact on the performance of employees of Arab Potash company. The problem with the study is that the Arab Potash Company is under internal and external pressure can lead to a real crisis affecting the performance of employees and the resulting disruption of production and lower profits. To achieve the aim of the study self-administrated questionnaire was used to collect the data. It was developed and distributed to an ample of (248) individuals.

However, 8 copies were excluded for not being suitable for statistical analysis, so the number of questionable questionnaires eligible for statistical analysis equals (240) copies. This data

has been analyzed using SPSS 16. The study concluded many conclusions, potash company management teams used to work as a management method to solve the problems they faced, draw upon the company's management strategy change course when faced with crises is clear-cut, with the company's management is convinced that the tactical reserve strategy necessary to respond to crises. The study many of the recommendations, including, the need for concerted government and private efforts to reach appropriate solutions to mitigate the crises facing Jordanian companies, the need to provide a center for the preparation of leaders and managers of companies, and equip them with the necessary capacity to deal with crises. The study suggested a more specialised in the field of crisis management studies¹¹¹.

A study examines the impact of crisis management on employee performance in the Yemeni oil and gas industry. Crisis management was measured by two dimensions; crisis preparedness and crisis prevention. Whereas employee performance was measured by three dimensions; task performance, adaptive performance, and contextual performance. The study uses a quantitative approach. Questionnaires were used to collect data from 6 oil and gas companies. The sample comprises 351 participants, out of which 268 (74.23%) responded. The reliability of the instruments was examined and the results of the Cronbach's Alpha was .906, indicating an excellent reliability. The results of regression analysis reveal that crisis management as the whole independent variable has a significant impact on employee performance as the dependent variable. Furthermore, the results of regression analysis reveal that there is a significant relationship between crisis management and employee performance in terms of crisis preparedness, crisis prevention, and employee performance. Essentially, crisis appraisals should include testing as an integral aspect of planning for any eventuality. Ultimately,

organisations should install communication units or structures and ensure employees are trained well¹¹².

A study examined crisis management strategy and its effects on organisational performance of multinational corporations in Nigeria: empirical evidence from Promassidor Ltd. This study, therefore, examines the effect of crisis management strategy on organisational performance of multinational corporations in Nigeria, empirical insight from Promassidor Ltd. Crisis management forms the bedrock for peaceful co-existence between employers and employees and even the society at large. Crisis is inevitable in any organisation because it comes in varied forms and degrees.

In carrying out this study a total of 321 staff were randomly selected from a staff population of 700. Two hypotheses were formulated to guide the study and the data collected were analyzed using partial correlation. The results revealed that management challenges to crisis management strategy are attributed to poor organisational performance and that crisis management strategy does not have any effect on organisational performance. Based on the findings of the study, recommendations were made that multinational corporations in Nigeria should make funds available for human resource development continuously and that the management of organisations should be proactive when it comes to issues of human resource management. Therefore, the extent to which an organisation can forge ahead despite this unavoidable constraint will depend much on the human resource managers on whom rests the arduous task of resolving crisis¹¹³.

A study examined crisis management indicators and employee performance in the COVID-19 scenario in the Sultanate of Oman. The main purpose of this study was to investigate the effect

of crisis management strategies on employee performance in Ministry of Education quality department employees in the Sultanate of Oman. These crisis management indicators are three in number (crisis signal detection, crisis preparation, and crisis containment) and serve as the independent variables for this study, while the dependent variable is employee performance.

To meet the research objectives of this study, the researcher adopted a quantitative method using the deductive approach and positivist philosophy in a cross-sectional time horizon and causal research design. A self-administered survey using a simple random sampling was conducted on employees, specifically supervisors, managers, and other executives in all the branches of the quality department in the Ministry of Education. This survey yielded 103 usable responses after coding and screening the primary data. Correlation and multiple regression analyses were conducted to test the research hypotheses. The results showed that crisis signal detection, crisis preparation, and crisis containment were positively and significantly correlated with employee performance. By introducing an all-inclusive conceptual model of employee performance, this study builds on earlier research on the topic and makes significant contributions to the study of organisational behaviour¹⁰⁴.

In line with this study, the under-reviewed study examines the impact of crisis management on employee performance in the Yemeni oil and gas industry. Crisis management was measured by two dimensions; crisis preparedness and crisis prevention. Whereas employee performance was measured by three dimensions; task performance, adaptive performance, and contextual performance. The study uses a quantitative approach. A questionnaire was used to collect data from 6 oil and gas companies. The sample comprises 351 participants, out of which 268 (74.23%) responded¹⁰⁷.

The reliability of the instruments was examined and the result of Cronbach's Alpha was 906, indicating an excellent reliability. The results of regression analysis reveal that crisis management as the whole independent variable has a significant impact on employee performance as the dependent variable. Furthermore, the results of regression analysis reveal that there is a significant relationship between crisis management and employee performance in terms of crisis preparedness, crisis prevention, and employee performance.

2.3.5 Employees Experiences and Behaviours in Times of Crisis

Using a phenomenological methodology, a study examined the prevalence of work-life conflicts (WLC) in Nigeria. Work-life research is a social concept originating from Western societies but over the years, advanced management and business studies have begun to emerge showcasing the relevance, significance, and challenges of Work-Life Balance (WLB) practices in developing nations. Against this backdrop, 51 in-depth interviews were conducted with employees working in the Nigerian service industry (i.e. banks, call centers, hotel services, and insurance firms) about their cultural perceptions and knowledge of work-life balance. Study findings manifested views alleging the prominence of role conflict situations rather than desired expectations of available social incentives for appropriate management of employees' work and family affairs. This was attributed to the adverse macroenvironmental conditions entrenched in so many social-economic upheavals found to be plaguing Nigeria as a whole. Thus, the antecedents of these national issues have necessitated personal coping strategies utilized by participants of the current study as moderating buffers against role imbalances encountered. Thus, this paper provides a preliminary study that provides an academic platform for further research into circumstances instigating role conflicts in African societies by presenting major impediments detected to hinder workable WLB practices in Nigeria¹⁰⁵.

A study carried out Research into employee experiences and behaviour in times of crisis focusing on theoretical and methodological considerations and implications for human resource management. The goal of this paper is to take a step back and outline several theoretical and methodological considerations when researching employee experiences and behaviour in times of crisis more generally. These insights may be useful when developing conceptual models, designing empirical studies, and managing people in the context of future crises. We first review theoretical approaches that could be applied to explain changes in employee experiences and behaviour in times of crisis, including stress theories, theories of adjustment to work-related changes, career construction theory, event system theory, transition-adaptation theories, crisis management, resilience framework, and the social identity model of identity change. Second, we outline methodological considerations and best practices regarding the research design of quantitative empirical studies, sampling, measurement, and analytic strategies. Throughout, we highlight empirical studies on employee experiences and behaviour during the COVID-19 pandemic that have adopted these theoretical approaches and methodological best practices. We conclude with several suggestions for future theory development and empirical studies on employee experiences and behaviour as well as human resource management in times of crisis¹⁰⁶.

A study examined Women healthcare workers' experiences during COVID-19 and other crises: A scoping review, the objective of this review was to identify the gendered effects of crises on women healthcare workers' health and well-being, as well as to guide decision-makers on health systems policies and programs that could better support women healthcare workers. Methods: A scoping review of published academic literature was conducted. PubMed, EMBASE, and CINAHL were searched using combinations of relevant medical

subject headings and keywords. Data was extracted using a thematic coding framework. Seventy-six articles met the inclusion criteria.

During disease outbreaks women healthcare workers were found to experience: a higher risk of exposure and infection; barriers to accessing personal protective equipment; increased workloads; decreased leadership and decision-making opportunities; increased caregiving responsibilities in the home when schools and childcare supports were restricted; and higher rates of mental ill-health, including depression, anxiety, and post-traumatic stress disorder. There was a lack of attention paid to gender and the health workforce during times of crisis before COVID-19, and there is a substantial gap in research around the experiences of women healthcare workers in low- and middle-income countries during times of crisis. Conclusion: COVID-19 provides an opportunity to develop gender-responsive crisis preparedness plans within the health sector. Without consideration of gender, crises will continue to exacerbate existing gender disparities, resulting in disproportionate negative impacts on women healthcare workers. The findings point to several important recommendations to better support women healthcare workers, including workplace mental health support, economic assistance to counteract widening pay gaps, strategies to support their caregiving duties and interventions that support and advance women's careers and increase their representation in leadership roles¹⁰⁷.

This under-reviewed in line with this study outlined several theoretical and methodological considerations when researching employee experiences and behaviour in times of crisis more generally. It agreed that these insights may be useful when developing conceptual models, designing empirical studies, and managing people in the context of future crises¹³⁸. The study reviewed theoretical approaches that could be applied to explain changes in employee

experiences and behaviour in times of crisis, including stress theories, theories of adjustment to work-related changes, career construction theory, event system theory, transition-adaptation theories, crisis management, resilience framework, and the social identity model of identity change¹⁰⁸. Secondly, it outlined methodological considerations and best practices regarding the research design of quantitative empirical studies, sampling, measurement, and analytic strategies. Throughout, the study highlighted empirical studies on employee experiences and behavior during the COVID-19 pandemic that have adopted these theoretical approaches and methodological best practices¹⁰⁹.

This study provided that crises involve events that can be characterized by several forms of “un-ness”—they are unexpected, unscheduled, unimaginable, unprecedented, uncertain, undesirable, unpleasant, and often unmanageable¹⁰⁸. Examples of crises include natural disasters (e.g. earthquakes, hurricanes, floods, droughts, bushfires), wars, military evacuations, genocides, famines, mass shootings and terrorist attacks, hijackings and kidnappings, industrial and nuclear accidents, aircraft and marine accidents, data security violations, disruptions in the delivery of essential goods and services (e.g. due to political embargoes on im- or exports), plant closures, large-scale product recalls, financial meltdowns and economic downturns, as well as epi- and pandemics¹⁰⁸. As these examples illustrate, a crisis can occur at the organisational, local, national, or international level and includes one or more specific critical events (e.g. a bomb attack, or a national lockdown).

2.3.6 Crisis Management and Human Resource Development (HRD)

Focused on the incident or problem-driven approach as the object of study, a study of crisis management and human resource development (hrd): an integrated conceptual framework. From this line of inquiry, the researcher still looked upon the causes of the crisis event but shifted to a critical analysis approach instead of more descriptive in emphasizing how organisational policies, culture, and communication might have contributed to the crisis development. Within this sphere, the importance of Human Resource Development (HRD) in determining the success of CM cannot be overlooked since most issues that may enhance CM are human-based. This research will try to highlight on HRD role and how it will offer a productive solution to enhance organisational CM. This study implies that with the emergence of diverse theoretical assumptions and philosophical paradigms, to manage potential or actual crisis events HRD might act as a central player in helping the organisation to understand how such HRD interventions may support the crisis management support in the organisations. Some other interesting point that will be highlighted in this research is the exploration and pointing out of opportunities for HRD in the CM process and how HRD research and practice may contribute to support organisations CM efforts¹⁰⁸.

In line with this study, the under-reviewed study looked upon the causes of the crisis event(s) and provided a critical analysis approach instead of a more descriptive in emphasizing how organisational policies, culture, and communication might have contributed to the crisis development¹⁰⁹. The under-reviewed study tried to highlight on HRD role and how it will offer a productive solution to enhance organisational crisis management¹⁰⁹. The study implies that with the emergence of diverse theoretical assumptions and philosophical paradigms, to manage potential or actual crisis events HRD might act as a central player in helping an organisation to understand how such HRD interventions may support the crisis management

support in the organisation ¹⁰⁹. Some other interesting points that this study highlighted were the exploration and pointing out opportunities for HRD in the CM process and how HRD research and practice may contribute to supporting organisations CM efforts ¹³⁹. The study also explored the role of HRD in Crisis management in an organisation.

2.4. Conceptual Framework

2.4.1 Conceptual Framework for Public Relations Tools on Crisis Management and Employees' Job Satisfaction in Nigerian Shippers' Council is presented in fig 2.1

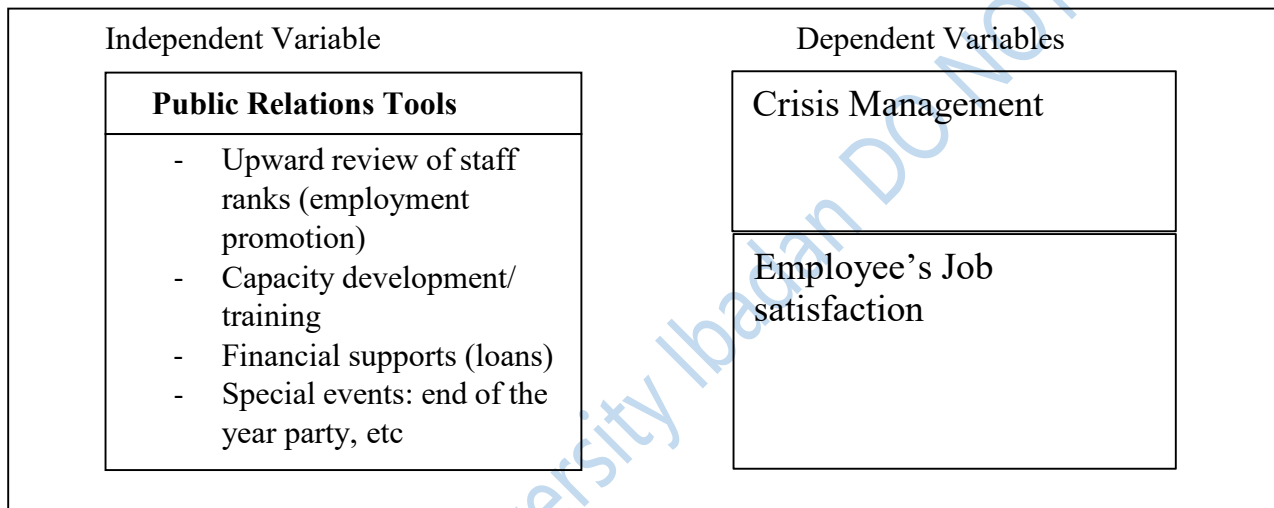


Fig 2.1: Conceptual Framework for the Study

The framework explains the relationship between the Independent Variable: Public Relations Tools and the Dependent Variable: Crisis Management and Employees' Job Satisfaction. The framework shows that Public Relations Tools can influence Crisis Management and Employees' Job satisfaction.

2.5 Summary Gap in Literature Reviewed

The reviewed literature were not directed at examining the influence of public relations tools on crisis management and employees' job satisfaction. Rather, its objectives were to look into the importance of building employee capabilities and employee engagement in organisations that can transform employees – the powerful resource of organisations into heroes and heroines during crisis scenarios. These studies built a model based on employee engagement that can facilitate effective crisis management for organisations.

The unanswered questions and gaps that this study tends to provide answers to that are not in the reviewed literature are: what are crisis management strategies applicable to shipping business regulator agencies? and does public relations tools have any influence on crisis management and employees' job satisfaction?

This reviewed literature was not directed at examining the influence of public relations tools on crisis management and employees' job satisfaction. Rather, its objective was to examine the impact of crisis management on employee performance in the Yemeni oil and gas industry. Crisis management was measured by two dimensions; crisis preparedness and crisis prevention. Employee's performances were measured by three diminutions; task performance, adaptive performance, and contextual performance.

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This reviewed literature was not directed at examining the influence of public relations tools on crisis management and employees' job satisfaction. Rather, its objective was to explore the role of HRD in Crisis management in an organisation towards ensuring the growth and stability of organisational reputation.

This study looked upon the causes of the crisis event(s) and provided a critical analysis approach instead of a more descriptive in emphasising how organisational policies, culture, and communication might have contributed to the crisis development. The study tried to

highlight on HRD role and how it will offer a productive solution to enhance organisational CM. This study implies that with the emergence of diverse theoretical assumptions and philosophical paradigms, to manage potential or actual crisis events HRD might act as a central player in helping an organisation to understand how such HRD interventions may support the crisis management support in the organisation. Some other interesting points that this study highlighted were the exploration and pointing out of opportunities for HRD in the CM process and how HRD research and practice may contribute to supporting organisations' CM efforts.

The unanswered questions and gaps that this study tends to provide answers to that are not in the reviewed literature are: what are crisis management strategies applicable to shipping business regulatory agencies? and does public relations tools have any influence on crisis management and employees' job satisfaction?

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Chapter Three

Methodology

This chapter discusses the procedure adopted by the researcher to gather information, to ensure the research was carried out successfully to achieve the expected result. It revealed several actions and plans the researcher used to achieve its set research aim and objectives and investigate the research problem. This chapter further discusses the following sub-headings: research design, the population of the study, sample and sampling techniques, description of the research instrument, reliability, and validity of research instrument, the data collection instrument that was employed in the investigation, as well as method of data analysis. Finally, the chapter examines the different techniques used to test the hypotheses outlined in Chapter One.

3.1 Research Design

The study adopted correlational survey research design. This research design helped to evaluate the implications and interrelationships of the dependent and independent variables of the study. It also enabled the collection of data by measurement of central tendency, variation, and regression of the study, which helped the researcher to discover associations between variables.

3.2 Population of the Study

The population of the study included all members of staff of the Nigerian Shippers Council. There are 433 members of staff in the Nigerian Shippers Council (NSC). The Lagos head office consists of 254 members of staff while zonal coordinating/areas offices comprise 179 members of staff.

Table 3.1: The Nigerian Shippers' Council Staff Strength

S/NO	Staff at Head QRTs, Zones, Area Offices & Border Information Offices	Total	Grand Total
1	Staff Strength		433
2	Lagos Head Office		254
3	Zonal Coordinating Offices/ Area Offices		179
A	North-West Zone (Kano)	21	47
	Kaduna Area Office	14	
	Kastina Area Office	7	
	Sokoto Area Office	5	
B	North-East Zone (Bauchi)	15	22
	Yola Area Office	4	
	Maiduguri Area Office	3	
C	North-Central Zone (Jos)	17	26
	Lokojo Area Office	3	
	Minna Area Office	2	
	Makurdi Area Office	4	
D	South-West Zone (Ibadan)	6	12
	Akure Area Office	4	
	Ilorin Area Office	2	
E	South-East Zone	11	18
	Onitsha Area Office	4	
	Enugu Area Office	3	
F	South-South Zone (Port Harcourt)	11	24
	Calabar Area Office	6	
	Warri Port Office	3	
	Benin Area Office	4	
G	Abuja Zone		31
H	Border Information Office – Seme Border	2	
I	Border Information Office – Jibiya	2	
J	Border Information Office – Ilelah	1	
K	Border Information Office – Mfun (Cross River)	1	

Source¹.

3.3 Sample and Sampling Techniques

The study adopted purposive sampling technique using the Total Enumeration sampling method. The justification for this method is to examine the entire population of the Nigerian Shippers' Council (NSC) because the population is measurable within the reach of the researcher. Therefore, 433 staff members of NSC served as the sample size for this study.

3.4 Description of Research Instruments

The research instrument is titled Public Relations Tools, Crisis Management, and Employee Job Satisfaction. Questionnaire (PRSCMEJS Questionnaire) and Public Relations Tools, Crisis Management and Employee Job Satisfaction, Interview Guide (PRSCMEJS Interview Guide).

3.4.1 Public Relations Tools, Crisis Management, and Employee Job Satisfaction Questionnaire (PRSCMEJSQ).

The questionnaire used close-ended with sections of the questionnaire using two (2), and four (4) Likert scales for the various sections. The self-developed interview guide consists of six questions. This method will permit complete and accurate capture of data from Nigeria Shippers' Council staff members. This method enabled absolute and accurate capture of data. The questionnaire included Demographics, and research questions which was divided into five sections (A, B, C, D, and E) as it relates to the area below discussion. The interview guide includes six questions.

Section A: It focuses on the demographic information of respondents such as gender, age, educational background, marital status, position, and office locations.

Section B: It contains items on public relations tools deployed by the Nigerian Shippers' Council towards crisis management with responses graded on a scale of 1- 2 to obtain opinions, which have scaled responses as follows: A- Adopted and NA - Not Adopted.

Section C: It contains items on public relations tools deployed by the Nigerian Shippers' Council towards employee job satisfaction with responses graded on a scale of 1- 2 to obtain opinions, which have scaled responses as follows: A- Adopted and NA - Not Adopted.

Section D: It contains items on the extent of public relations tools deployment in crisis management of the Nigerian Shippers' Council with responses graded on a scale of 1- 4 to obtain opinions, which have scaled responses as follows: HD - Highly deployed, MD - Minimally Deployed, NSD - Not So Deployed, NAA - Notat All.

Section E: It contains items on the extent of public relations tools deployment in employee job satisfaction of Nigerian Shippers' Council with responses graded on a scale of 1- 4 to obtain opinions, which have scaled responses as follows: HD - Highly deployed, MD - Minimally Deployed, NSD - Not So Deployed, NAA - Notat All.

3.4.2 Public Relations Tools, Crisis Management and Employee Job Satisfaction, Interview Guide (PRSCMEJSIG)

This contains six interview questions that will be conducted by the researcher in other to interview the Director of Communications a senior cadre employee in the Nigerian Shippers Council.

3.5 Validity of the Research Instrument

Validity is one of the important ways of ensuring that researchers use the right instruments and have taken the correct measurements to ensure that the research outcome aligns with the study. In ensuring the validity of the instrument for this study, face, content, and external validity were implemented. To ensure face validity, the researcher, the supervisor, and other senior lecturers in the Department of Mass Communication and Media Technology ensured that the instruments had a logical link with the research objectives. In content validity, the researcher

used methodology empirical to make sure that the indicator footings have similar uniformity in the literature.

3.6 Reliability of the Research Instrument

To test for the reliability of the research instrument for measurement in the study, copies of the questionnaire were tested on 20 members of staff of Nigeria Shippers' Council and were subjected to Cronbach Alpha analysis to make some modifications to the questions.

Table 3.1 Summary of Items Used in the Instrument and their Reliability Coefficient

Constructs	Number of Items	Cronbach's Alpha
Public relations tools deployed by the Nigerian Shippers' Council toward crisis management	37	0.978
Public relations tools deployed by the Nigerian Shippers' Council toward employee job satisfaction	37	0.993
Extent of public relations tools deployment in crisis management of Nigerian Shippers' Council	37	0.971
Extent of public relations tools deployment in employee job satisfaction of Nigerian Shippers' Council;	37	0.974
Overall Reliability (Entire Questionnaire)	148	0.976

Source: Researcher's Fieldwork, 2024

Table 3.1 shows the Instrument response rate for the research instruments used. Two main research instruments were used in the study. Public Relations Tools, Crisis Management, and Employee Job Satisfaction Questionnaire (PrsCmEjs). Four hundred and thirty-three (433) questionnaires were distributed, out of which 400 were retrieved and validated. This results in

a high response rate of 92.3%. The analysis was also based on returned valid copies and this gave a response rate. Also, the second instrument used was the Public Relations Tools, Crisis Management and Employee Job Satisfaction, Interview Guide (PrsCmEjs Interview Guide). The interview guide had a smaller, targeted sample size with 5 administered and all 5 retrieved and validated, resulting in a perfect response rate of 100%. This indicates a very controlled and focused data collection process for the interviews, ensuring complete participation from the selected interviewees. The high response rates for both instruments indicate that the research was well-received by participants, who were willing and able to contribute. It also reflects the effectiveness of the data collection methods used.

3.7 Method of Data Collection

Copies of the questionnaire were self-administered with the aid of three trained research assistants who were guided on the procedure to follow during the fieldwork purposively to ensure a trouble-free administration and collection of the questionnaires. A total of 433 copies of the questionnaire were distributed to Nigerian Shippers Council members of staff.

A face-to-face interview was conducted by the researcher with the Director of Communications a senior cadre employee in Nigerian Shippers Council.

3.8 Method of Data Analysis

Data collected from respondents was checked for completion, coded, and entered for analysis. The Statistical Package for the Social Sciences (SPSS) was used to process the data and was presented in tables, frequency counts, percentages, mean, and standard deviation while inferential analysis using multiple linear regressions was used to test the hypotheses of this study. The data collected was used to analyse research questions and hypotheses. These were used to test for the level of relationship between the independent and dependent variables.

The data retrieved from the interview was transcribed and coded according to themes guided by the research objectives and research questions identified in the study.

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Endnote

1. Nigerian Shippers Council Staff, Human Resource Department of Nigerian Shippers Council, 2023.

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Chapter Four

Results and Discussion of Findings

This chapter presents the results and discussion of findings which were based on the data collection and analysis concerning the objectives (research questions and hypotheses) of the study. This chapter first shows the instruments' response rate followed by the presentation and interpretation of data (demographic characteristics of respondents, research questions, and hypotheses) and then the discussion of findings.

4.1 Demographic Data Analysis

Table 4.1: Demographic of Respondents (N =400)

Demographic Variable		Frequency (n)	Percentage (%)	
Gender	Male	302	75.5	
	Female	98	24.5	
Age	25-30 years	71	17.8	
	30-35 years	78	19.5	
	36-40	187	46.8	
	40 and Above	64	16.0	
Marital Status	Single	156	39	
	Married	229	57.3	
	Divorced	5	1.3	
	Widowed	10	2.5	
Educational Background		4	1.0	
	SSCE/OND	224	55.8	
	MSC	151	37.8	
	PHD	22	5.5	
Position	Top Management Board	20	5.0	
	Head of Department	48	12	
	Senior Employee	319	79.8	
	Junior Employee	13	3.3	
	Total	400	100	

Source: Researcher's Fieldwork, 2024

Table 4.1 reveals the demographic analysis of the 400 respondents who participated in the study. The majority of respondents are male, making up 75.5% of the total, while female

respondents constitute 24.5%. In terms of age distribution, the largest group of respondents falls within the 36-40 age bracket, accounting for 46.8% of the total. The next largest age group is 30-35 years at 19.5%, followed by those aged 25-30 years at 17.8%, and the smallest group is those aged 40 and above at 16%. This suggests that the organisation's workforce is relatively young, with a significant proportion in the mid-career stage.

Looking at marital status, a majority of the respondents are married (57.3%), with singles representing 39% of the total. Divorced and widowed respondents are quite a few, making up 1.3% and 2.5% respectively. This could imply that the workforce is predominantly stable in terms of family life. Regarding educational background, the majority hold a Bachelor's degree or Higher National Diploma (BSC/HND), which represents 55.8% of respondents. This is followed by those with a Master's degree (MSC) at 37.8%, and a small percentage hold a Ph.D. at 5.5%. Only 1% have a Senior Secondary Certificate Examination or Ordinary National Diploma (SSCE/OND), indicating a highly educated workforce.

Lastly, in terms of position within the organisation, the overwhelming majority are senior cadre employees, who comprise 79.8% of the respondents. Heads of Department make up 12%, and only a small fraction are in top management (5%) or junior cadre positions (3.3%). This suggests that senior cadre employees are more in this study. Overall, the demographic data presents a predominantly male workforce, situated in the mid-career age range, well-educated, and with a large proportion holding senior positions within the organisation.

4.2.1 Analysis of Research Questions

Research Question One: What are public relations tools deployed by the Nigerian Shippers' Council towards crisis management?

Table 4.2: Public Relations Tools Deployed by Nigerian Shippers' Council Towards Crisis Management

S/N	Items	Adopted (%)	Not Adopted (%)	Remarks
1.	Town Hall Meetings	369 (92.3)	31 (7.8)	Adopted
2.	WhatsApp Group Communication	393 (98.3)	7 (1.8)	Adopted
3.	Suggestion Box	6 (1.5)	394 (98.5)	Not Adopted
4.	Press Conference	5 (1.3)	395 (98.8)	Not Adopted
5.	Press Release	70 (17.5)	330 (82.5)	Not Adopted
6.	Newsletter	374 (93.5)	26 (6.5)	Adopted
7.	Work overtime Incentives	343 (85.8)	57 (14.3)	Adopted
8.	Training/Re-training	381 (95.3)	19 (4.8)	Adopted
9.	Car loan	375 (93.8)	25 (6.3)	Adopted
10.	Medical services (Clinic within the office)	246 (61.5)	154 (38.5)	Adopted
11.	Medical Services outside the office (referrals)	71 (17.8)	329 (82.3)	Not Adopted
12.	Transportation Services (Staff buses)	392 (98)	8 (2.0)	Adopted
13.	Housing loan	392 (98)	8 (2.0)	Adopted
14.	Salary Increment	224 (56)	176 (44)	Adopted
15.	Productivity allowances	268 (67)	132 (33)	Adopted
16.	Housing and Wardrobe Allowance	181 (45.3)	219 (54.8)	Not Adopted
17.	Rent Loan	74 (18.5)	326 (81.5)	Not Adopted
18.	Paternity Leave	360 (90)	40 (10)	Adopted
19.	Wedding Donation	27 (6.8)	373 (93.3)	Not Adopted
20.	Burial Donation	67 (16.8)	333 (83.3)	Not Adopted
21.	Sick Leave	391 (97.8)	9 (2.3)	Adopted
22.	Solemn assembly for decease staff	281 (70.3)	119 (29.7)	Adopted

S/N	Items	Adopted (%)	Not Adopted (%)	Remarks
23.	Compassionate Loan Facilities	259 (64.8)	151 (35.3)	Adopted
24.	Conducting promotion as at when due	360 (90)	40 (10)	Adopted
25.	Rent loan	52 (13)	348 (87)	Not Adopted
26.	Staff Union	360 (90)	40 (10)	Adopted
27.	Housing loan	283 (70.8)	117 (29.2)	Adopted
28.	Hazard allowance	363 (90.8)	37 (9.2)	Adopted
29.	Corporate gifts for staff	275 (68.8)	125 (35.2)	Adopted
30.	Staff sport club	359 (85.8)	41 (10.2)	Adopted
31.	Gym facilities for staff	63 (15.8)	337 (84.3)	Not Adopted
32.	End of the year appreciation party	89 (22.3)	311 (77.7)	Not Adopted
33.	Accident-free bonus for the drivers	70 (17.5)	330 (82.5)	Not Adopted
34.	Reward system for outstanding performance (departments, divisions, units, Zonal office and staff)	280 (70)	120 (30)	Adopted
35.	Punctuality award	204 (51)	196 (49)	Adopted
36.	Monthly birthday greetings	82 (20.5)	318 (79.5)	Adopted
37.	Personalised corporate polo shirt	386 (96.5)	14 (3.5)	Adopted

Source: Researcher's Fieldwork, 2024

Table 4.2 shows the public relations tools deployed by the Nigerian Shippers' Council. The rating scale of "Adopted and Not Adopted" was used. Thirty-two (32) items were used to measure the public relations tools deployed by the Nigerian Shippers' Council. From the table, the Council employed a variety of tools, ranging from widely adopted ones like *Whatsapp* group communication (98.25% adoption) to less favored ones like Suggestion Box (only

1.50% adoption). Tools such as WhatsApp Group Communication and Town Hall Meetings have very high adoption rates (98.25% and 92.25%, respectively), indicating their effectiveness and popularity. On the other end, Press Conference and Suggestion Box show minimal adoption rates (1.25% and 1.50%, respectively), suggesting their ineffectiveness or unsuitability. There is a wide range in the adoption rates of different tools. This variability suggests that the effectiveness of public relations tools can greatly differ based on their nature and execution.

Further, the average adoption rate across all tools is approximately 59.25%, indicating a moderately high overall adoption level. Tools marked as “Adopted” generally have high adoption percentages, while those marked as “Not Adopted” show low adoption percentages. The analysis suggests that the Nigerian Shippers’ Council's choice of public relations strategies varies widely in effectiveness. Tools involving direct and digital communication (like *Whatsapp* group communication) are highly adopted and likely more effective. In contrast, traditional methods (like press conferences and suggestion boxes) seem to be less effective. From the interview with Key Personalities in the Nigerian Shippers’ Council on public relationship tools in crisis management, it was revealed that KP1 stated that staff recognition and reward critical PR tools in crisis management. By rewarding performance, the organisation is not only managing crises but also fostering a culture of excellence. Also, KP2 stated that Regulatory Control and Stakeholder Relationship Management are put in place to maintain control and avoid chaos. Likewise, KP3 stated that Information Management and inclusivity in Communication such as Town hall Meetings, press conferences, and departmental discussions highlight an inclusive communication strategy. Employee Engagement and Feedback such as Employee Surveys, WhatsApp groups, and

Suggestion Boxes as tools for employee feedback. Further KP4 stated that open communication is integral to crisis management, as it fosters a culture of transparency and trust. Finally, KP5 stated that The organisation has adopted various modern communication tools, such as WhatsApp groups and an Open-Door Policy, to enhance accessibility between management and staff and to facilitate internal and external communication.

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Research Question Two: What are public relations tools deployed by the Nigerian Shippers' Council to promote employees' job satisfaction?

Table 4.3: Public Relations Tools Deployed by Nigerian Shippers' Council to Promote Employees' Job Satisfaction

S/N	Items	Adopted (%)	Not Adopted (%)	Remarks
1	Town Hall Meetings	2 (.5%)	398 (99.5%)	Not Adopted
2	WhatsApp Group Communication	302 (75.5%)	98 (24.5%)	Adopted
3	Suggestion Box	5 (1.3%)	395 (98.8%)	Not Adopted
4	Press Conference	1 (.3%)	399 (99.8%)	Not Adopted
5	Press Release	2 (.5%)	398 (99.5%)	Not Adopted
6	Newsletter	5 (1.3%)	395 (98.8%)	Not Adopted
7	Work overtime Incentives	298 (74.5%)	102 (25.5%)	Adopted
8	Training/Re-training	332 (83.0%)	68 (17.0%)	Adopted
9	Car loan	179 (44.8%)	221 (55.3%)	Not Adopted
10	Medical services (Clinic within the office)	113 (28.3%)	287 (71.8%)	Not Adopted
11	Medical Services outside the office (referrals)	319 (79.8%)	81 (20.3%)	Adopted
12	Transportation Services (Staff buses)	351 (87.8%)	49 (12.3%)	Adopted
13	Housing loan	193 (48.3%)	207 (51.8%)	Not Adopted
14	Salary Increment	205 (51.3%)	195 (48.8%)	Adopted
15	Productivity allowances	178 (44.5%)	222 (55.5%)	Not Adopted
16	Housing and Wardrobe Allowance	194 (48.5%)	206 (51.5%)	Not Adopted
17	Rent Loan	141 (35.3%)	259 (64.8%)	Not Adopted
18	Paternity Leave	390 (97.5%)	10 (2.5%)	Adopted
19	Wedding Donation	209 (52.3%)	191 (47.8%)	Adopted
20	Burial Donation	191 (47.8%)	209 (52.3%)	Not Adopted

S/N	Items	Adopted (%)	Not Adopted (%)	Remarks
21	Sick Leave	383 (95.8%)	17 (4.3%)	Adopted
22	Solemn assembly for decease staff	55 (13.8%)	345 (86.3%)	Not Adopted
23	Compassionate Loan Facilities	287 (71.8%)	113 (28.3%)	Adopted
24	Conducting promotion as at when due	285 (71.3%)	115 (28.8%)	Adopted
25	Rent loan	57 (14.3%)	343 (85.8%)	Not Adopted
26	Staff Union	381 (95.3%)	19 (4.8%)	Adopted
27	Housing loan	46 (11.5%)	354 (88.5%)	Not Adopted
28	Hazard allowance	137 (34.3%)	263 (65.8%)	Not Adopted
29	Corporate gifts for staff	99 (24.8%)	301 (75.3%)	Not Adopted
30	Staff sport club	180 (45.0%)	220 (55.0%)	Not Adopted
31	Gym facilities for staff	91 (22.8%)	309 (77.3%)	Not Adopted
32	End of the year appreciation party	190 (47.5%)	210 (52.5%)	Not Adopted
33	Accident-free bonus for the drivers	102 (25.5%)	298 (74.5%)	Not Adopted
34	Reward system for outstanding performance (departments, divisions, units, Zonal office and staff)	260 (65.0%)	140 (35.0%)	Adopted
35	Punctuality award	196 (49.0%)	204 (51.0%)	Not Adopted
36	Monthly birthday greetings	131 (32.8%)	269 (67.3%)	Not Adopted
37	Personalized corporate polo shirt	399 (99.8%)	1 (.3%)	Adopted

Source: Researcher's Fieldwork, 2024

Table 4.3 shows the public relations tools deployed by the Nigerian Shippers' Council to promote employees' job satisfaction. The rating scale of "Adopted and Not Adopted" was

used. Thirty-two (32) items were used to measure the public relations tools deployed by the Nigerian Shippers' Council to promote employees' job satisfaction. The most adopted tools are personalised corporate polo shirt (99.75%), paternity leave (97.50%), sick leave (95.75%), staff union (95.25%), transportation services (staff buses), (87.75%) training/re-training (83.00%), medical services outside the office (referrals) (79.75%), *WhatsApp* group communication (75.50%), work overtime incentives (74.50%), compassionate loan facilities (71.75%), conducting promotion as at when due (71.25%). These high adoption rates suggest these tools are highly favored or effective in their implementation. Some tools are also adopted (around 50-70% adoption). They include; a reward system for outstanding performance (65.00%), wedding donation (52.25%), and salary increment (51.25%).

The non-adopted tools include punctuality award (49.00%), housing and wardrobe allowance (48.50%), housing loan (48.25%), burial donation (47.75%), end of the year appreciation party (47.50%), staff sports club (45.00%), car loan (44.75%). productivity allowances (44.50%). Less adopted tools (generally below 50% adoption) are rent loan (35.25%), hazard allowance (34.25%), monthly birthday greetings (32.75%), medical services (clinic within the office) (28.25%), accident-free bonus (25.75%), children education allowance (24.75%), maternity leave (23.50%), annual staff dinner (14.50%), suggestion box (1.3%), press conference (0.3%), press release (0.5%) and town hall meetings (0.5%).

The highly adopted tools are likely effective in boosting morale and job satisfaction. They include tangible benefits like health services and transportation, financial aids like loans and allowances, and intangible benefits like recognition and union representation. The highly adopted tools focus on personal well-being (health leaves, transportation), financial support (paternity leave), and a sense of belonging (personalised items, staff union). These factors are

crucial for job satisfaction, as they address fundamental employee needs and preferences. The moderately adopted (50%-70%) might appeal to specific employee groups or have certain conditions that limit their wider adoption. They still play a role in job satisfaction but may not be universally impactful.

The no adoption of tools like traditional communication methods (Town Hall Meetings, Press Release) indicates a possible mismatch with employee preferences or organisational culture. Low adoption could also suggest logistical challenges or a lack of perceived relevance. The adoption rates provide a window into what the employee's value and what the organisation is successful in implementing. Highly adopted tools are likely to contribute positively to job satisfaction, while less adopted ones may require reevaluation or modification to align better with employee needs and organisational goals. The effectiveness of public relations tools in enhancing job satisfaction lies in their ability to address diverse employee needs, preferences, and values.

From the interview with Key Personalities in Nigerian Shippers' Council on public relationship tools on job satisfaction, it was revealed that KP1 highlighted logistic support for staff, including transportation and health provisions, emphasising the organisation's holistic view of employee well-being. This comprehensive approach to staff welfare is likely to contribute to job satisfaction and organisational commitment. Also, KP2 stated regulatory control, stakeholder relationship management, employee welfare and motivation, crisis resilience, and the intersection of job satisfaction with PR outcomes. Likewise, KP3 stated that timely promotion exercises, welfare packages, and long service award systems" as tools for enhancing job satisfaction. Furthermore, KP4 stated that The organisation's strategy for job satisfaction includes rewarding productivity and punctuality, as well as providing

allowances. Recognition and rewards a significant motivator that contribute to job satisfaction. Finally, KP5 added that employee welfare is prioritized through various incentives, including reward systems, productivity allowances, and well-being allowances, which are aimed at motivating staff and fostering a competitive but healthy workplace environment. Staff development and recognition are addressed through promotional exercises, training opportunities, and the institution of standardised medical facilities and retirement packages to ensure overall staff well-being.

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Research Question Three: What is the extent of public relations tools deployment in crisis management of the Nigerian Shippers' Council?

Table 4.4: Extent of Public Relations Tools Deployment In Crisis Management of Nigerian Shippers' Council

S/N	Items	HD (%)	MD (%)	NSD (%)	NAA (%)	M	S.D	Remarks
1	Town Hall Meetings	0 (0)	320 (80)	27 (6.8)	53 (13.3)	2.67	0.70	Minimally Deployed
2	WhatsApp Group Communication	0 (0)	307 (76.8)	86 (21.5)	7 (1.8%)	2.75	0.47	Minimally Deployed
3	Suggestion Box	0 (0)	8 (2.0)	194 (48.5)	198 (49.5)	1.53	0.54	Not So Deployed
4	Press Conference	0 (0)	0 (0)	163 (40.8)	237 (59.3)	1.41	0.50	Not At All
5	Press Release	0 (0)	52 (13.0)	211 (52.8)	137 (34.3)	1.79	0.65	Not So Deployed
6	Newsletter	0 (0)	0 (0)	337 (84.3)	63 (15.8)	1.84	0.36	Not So Deployed
7	Work overtime Incentives	0 (0)	311 (77.8)	70 (17.5)	19 (4.8)	2.73	0.54	Minimally Deployed
8	Training/Re-training	181 (45.3)	203 (50.8)	16 (4.0)	0 (0)	3.41	0.57	Minimally Deployed
9	Car loan	0 (0)	230 (57.5)	113 (28.3)	57 (14.3)	2.43	0.73	Not So Deployed
10	Medical services (Clinic within the office)	0 (0)	0 (0)	349 (87.3)	51 (12.8)	1.87	0.34	Not So Deployed
11	Medical Services outside the office (referrals)	0 (0)	265 (66.3)	128 (32.0)	7 (1.8)	2.65	0.51	Minimally Deployed
12	Transportation Services (Staff buses)	120 (30.0)	216 (54.0)	57 (14.3)	7 (1.8)	3.12	0.71	Minimally Deployed
13	Housing loan	0 (0)	45 (11.3)	317 (79.3)	38 (9.5)	2.02	0.46	Not So Deployed
14	Salary Increment	0 (0)	263 (65.8)	134 (33.5)	3 (0.8)	2.65	0.49	Minimally Deployed
15	Productivity allowances	0 (0)	51 (12.8)	314 (78.5)	35 (8.8)	2.04	0.46	Not So Deployed

S/N	Items	HD (%)	MD (%)	NSD (%)	NAA (%)	M	S.D	Remarks
16	Housing and Wardrobe Allowance	0 (0)	194 (48.5)	206 (51.5)	0 (0)	2.49	0.50	Not So Deployed
17	Rent Loan	0 (0)	67 (16.8)	333 (83.3)	0 (0)	2.17	0.37	Not So Deployed
18	Paternity Leave	69 (17.3)	331 (82.8)	0 (0)	0 (0)	3.17	0.38	Minimally Deployed
19	Wedding Donation	0 (0)	77 (19.3)	323 (80.8)	0 (0)	2.19	0.39	Not So Deployed
20	Burial Donation	0 (0)	0 (0)	325 (81.3)	75 (18.8)	1.81	0.39	Not So Deployed
21	Sick Leave	82 (20.5)	318 (79.5)	0 (0)	0 (0)	3.20	0.40	Minimally Deployed
22	Solemn assembly for decease staff	0 (0)	0 (0)	351 (87.8)	49 (12.3)	1.88	0.33	Not So Deployed
23	Loan Facilities	46 (11.5)	268 (67)	86 (21.5)	0 (0)	2.90	0.57	Minimally Deployed
24	Conducting promotion as at when due	12 (3.0)	318 (79.5)	41 (10.3)	29 (7.3)	2.78	0.61	Minimally Deployed
25	Rent loan	0 (0)	31 (7.8)	320 (80.0)	49 (12.3)	1.96	0.45	Not So Deployed
26	Do you Have Staff Union	104 (26)	245 (61.3)	0 (0)	51 (12.8)	3.00	0.88	Minimally Deployed
27	Is the union active to employee's demands?	0 (0)	13 (3.3)	376 (94)	11 (2.8)	2.98	0.38	Minimally Deployed
28	Hazard allowance	0 (0)	32 (8.0)	325 (81.3)	43 (10.8)	1.97	0.43	Not So Deployed
29	Corporate gifts for staff	0 (0)	25 (6.3)	375 (93.8)	0 (0)	2.06	0.24	Not So Deployed
30	Staff sport club	0 (0)	28 (7.0)	372 (93.0)	0 (0)	2.07	0.26	Not So Deployed
31	Gym facilities for staff	0 (0)	9 (2.3)	302 (75.5)	89 (22.3)	1.80	0.45	Not So Deployed
32	End of the year appreciation party	0 (0)	76 (19.0)	324 (81.0)	0 (0)	2.19	0.39	Not So Deployed

S/N	Items	HD (%)	MD (%)	NSD (%)	NAA (%)	M	S.D	Remarks
33	Accident-free bonus for the drivers	0 (0)	174 (43.5)	226 (56.5)	0 (0)	2.44	0.50	Not So Deployed
33	Accident-free bonus for the drivers	0 (0)	174 (43.5)	226 (56.5)	0 (0)	2.44	0.50	Not So Deployed
34	Reward system for hardworking departments, divisions, units, Zonal office and staff	0 (0)	273 (68.3)	127 (31.8)	0 (0)	2.68	0.47	Minimally Deployed
35	Punctuality award	0 (0)	131 (32.8)	192 (48.0)	77 (19.3)	2.14	0.71	Not So Deployed
36	Monthly birthday greetings	0 (0)	62 (15.5)	338 (84.5)	0 (0)	2.16	0.36	Not So Deployed
37	Personalised corporate polo shirt	55 (13.8)	345 (86.3)	0 (0)	0 (0)	3.14	0.34	Minimally Deployed
Weighted Mean = 2.32 ; S.D = 0.46; Overall Decision = Not So Deployed								

Source: Researcher's Fieldwork, 2024

Key: Highly Deployed (HD)=4, Minimally Deployed (MD)=3, Not So Deployed (NSD)=2, Not At All (NAA)=1, Mean, SD= Standard Deviation

*****Threshold:** mean value of 0.000-1.499= Not At All; 1.500-2.499 = Not So Deployed; 2.500-3.499 = Minimally Deployed; 3.500 to 4.500 = Highly Deployed

Table 4.4 shows the extent of public relations tools deployment in crisis management of the Nigerian Shippers' Council. The rating scale of "Not At All and Highly Deployed" was used. Thirty-seven (37) items were also used to measure the public relations tools deployed by the Nigerian Shippers' Council to the extent of public relations tools deployment. From the table, twenty (20) items are remarked: "not so deployed". This suggests that the majority of the respondents opined that press releases, newsletters, medical services (clinic within the office), housing loans, productivity allowances, housing and wardrobe allowances, rent loans, wedding donations, burial donations, solemn assemblies for decease staff, rent loan, is the union active

to employee's demands?, hazard allowance, corporate gifts for staff, staff sports club, gym facilities for staff, end of the year appreciation party, accident-free bonus for the drivers, punctuality award, monthly birthday greetings are "not so deployed" public relations tools deployment in crisis management of Nigerian shippers' Council.

Also, fifteen (15) items were remarked minimally deployed. This implies that the majority of the respondents opined that town hall meetings, *WhatsApp* group communication, work overtime incentives, training/re-training, car loans, medical services outside the office (referrals), transportation services (staff buses), salary increments, paternity leave, sick leave, loan facilities, conducting promotion as at when due, do you have staff union, a reward system for hardworking departments/divisions/units/zonal office and staff, and personalised corporate polo shirt are minimally deployed public relations tools deployment in crisis management of Nigerian shippers' Council. Two (2) remarked "Not at all". This implies that items the respondents agreed that suggestion boxes and press conferences are not deployed at all public relations tools deployment in crisis management of the Nigerian Shippers' Council.

The table overall decision showed that the extent of public relations tools deployment in crisis management of the Nigerian Shippers' Council is "Not so Deployed" (Weighted Mean = 2.32; S.D = 0.46).

From the interview with Key Personalities in Nigerian Shippers' Council on public relationship tools on job satisfaction, it was revealed that KP1 states that there are regular meetings and performance-based discussions at the zonal level suggesting a continuous feedback loop. Also, KP2 stated that there is a meticulous effort to maintain these relationships, which is a cornerstone of contemporary stakeholder theory, highlighting the importance of stakeholder engagement in organisational success. Likewise, KP3 stated that the organisation's approach

to holding Townhall Meetings, press conferences, and departmental discussions highlights an inclusive communication strategy. This reflects a trend in organisational behavior to promote open dialogues that can contribute to positive organisational climates. More so KP4 stated that the use of town hall meetings suggests a democratic approach to decision-making, allowing for collective input and discussion. This inclusive approach creates participative governance models can lead to better crisis management outcomes by harnessing the collective wisdom of employees. Further more, KP5 The council has a structured response to governance policies and ensures that staff are chosen and deployed based on their skills, which is a critical aspect of their crisis management framework.

Research Question Four: What is the extent of public relations tools deployment on employees' job satisfaction of Nigerian Shippers' Council

Table 4.5: Extent of Public Relations tools Deployment on Employees' Job Satisfaction of Nigerian Shippers' Council

S/N	Items	HD (%)	MD (%)	NSD (%)	NAA (%)	M	SD	Remark
1	Town Hall Meetings	0 (0)	0 (0)	399 (99.8)	1 (0.3)	2.00	0.05	Not So Deployed
2	WhatsApp Group Communication	0 (0)	288 (72.0)	112 (28.0)	0 (0)	2.28	0.45	Not So Deployed
3	Suggestion Box	0 (0)	59 (14.8)	271 (67.8)	70 (17.5)	1.97	0.57	Not So Deployed
4	Press Conference	0 (0)	0 (0)	266 (66.5)	134 (33.5)	1.66	0.47	Not So Deployed
5	Press Release	0 (0)	0 (0)	326 (81.5)	74 (18.5)	1.82	0.39	Not So Deployed
6	Newsletter	0 (0)	0 (0)	268 (67.0)	132 (33.0)	1.67	0.47	Not So Deployed
7	Work overtime Incentives	0 (0)	93 (23.3)	307 (76.8)	0 (0)	2.23	0.42	Not So Deployed
8	Training/Re-training	0 (0)	276 (69.0)	124 (31.0)	0 (0)	2.69	0.46	Minimally Deployed
9	Car loan	0 (0)	219 (54.8)	181 (45.3)	0 (0)	2.45	0.50	Not So Deployed
10	Medical services (Clinic within the office)	0 (0)	79 (19.8)	321 (80.3)	0 (0)	2.20	0.40	Not So Deployed
11	Medical Services outside the office (referrals)	0 (0)	348 (87.0)	52 (13.0)	0 (0)	2.87	0.34	Minimally Deployed
12	Transportation Services (Staff buses)	0 (0)	236 (59.0)	94 (23.5)	70 (17.5)	2.42	0.77	Not So Deployed
13	Housing loan	0 (0)	242 (60.5)	158 (39.5)	0 (0)	2.60	0.49	Minimally Deployed
14	Salary Increment	0 (0)	274 (68)	98 (24.5)	28 (7.0)	2.62	0.61	Minimally Deployed

S/N	Items	HD (%)	MD (%)	NSD (%)	NAA (%)	M	SD	Remark
15	Productivity allowances	0 (0)	198 (49.5)	202 (50.5)	0 (0)	2.50	0.5	Minimally Deployed
16	Housing and Wardrobe Allowance	0 (0)	261 (65.3)	126 (31.5)	13 (3.3)	2.62	0.55	Minimally Deployed
17	Rent Loan	0 (0)	67 (16.8)	226 (56.5)	107 (26.8)	1.90	0.65	Not So Deployed
18	Paternity Leave	166 (41.5)	234 (58.5)	0 (0)	0 (0)	3.42	0.49	Minimally Deployed
19	Wedding Donation	0 (0)	16 (4.0)	104 (26.0)	280 (70.0)	1.34	0.55	Not At All
20	Burial Donation	0 (0)	0 (0)	285 (71.3)	115 (28.8)	1.71	0.45	Not So Deployed
21	Sick Leave	102 (25.5)	287 (71.8)	11 (2.8)	0 (0)	3.23	0.48	Minimally Deployed
22	Solemn assembly for decease staff	0 (0)	0 (0)	227 (56.8)	173 (43.3)	1.57	0.5	Not So Deployed
23	Loan Facilities	0 (0)	274 (68.5)	126 (31.5)	0 (0)	2.68	0.47	Minimally Deployed
24	Conducting promotion as at when due	0 (0)	269 (67.3)	131 (32.8)	0 (0)	2.67	0.47	Minimally Deployed
25	Rent loan	0 (0)	193 (48.3)	169 (42.3)	38 (9.5)	2.39	0.65	Not So Deployed
26	Do you Have Staff Union	78 (19.5)	292 (73)	30 (7.5)	0 (0)	3.12	0.51	Minimally Deployed
27	Is the union active to employee's demands?	0 (0)	324 (81.0)	76 (19.0)	0 (0)	2.81	0.39	Minimally Deployed
28	Hazard allowance	7 (1.8)	208 (52.0)	91 (22.8)	94 (23.5)	2.32	0.85	Not So Deployed
29	Corporate gifts for staff	55 (13.8)	171 (42.8)	174 (43.5)	0 (0)	2.70	0.70	Minimally Deployed

S/N	Items	HD (%)	MD (%)	NSD (%)	NAA (%)	M	SD	Remark
30	Staff sport club	0 (0)	246 (61.5)	77 (19.3)	77 (19.3)	2.42	0.79	Not So Deployed
31	Gym facilities for staff	0 (0)	95 (23.8)	305 (76.3)	0 (0)	2.24	0.43	Not So Deployed
32	End of the year appreciation party	0 (0)	185 (46.3)	146 (36.5)	69 (17.3)	2.29	0.74	Not So Deployed
33	Accident-free bonus for the drivers	0 (0)	192 (48)	154 (38.5)	54 (13.5)	2.35	0.71	Not So Deployed
34	Reward system for hardworking departments, divisions, units, Zonal office and staff	0 (0)	193 (48.3)	192 (48.0)	15 (3.8)	2.44	0.57	Not So Deployed
35	Punctuality award	0 (0)	138 (34.5)	211 (52.8)	51 (12.8)	2.22	0.65	Not So Deployed
36	Monthly birthday greetings	0 (0)	171 (42.8)	192 (48.0)	37 (9.3)	2.34	0.64	Not So Deployed
37	Personalised corporate polo shirt	0 (0)	84 (21.0)	310 (77.5)	6 (1.5)	3.18	0.49	Minimally Deployed
Weighted Mean = 2.38 ; S.D = 0.53; Overall Decision = Not So Deployed								

Source: Researcher's Fieldwork, 2024

Key: Highly Deployed (HD)=4, Minimally Deployed (MD)=3, Not So Deployed (NSD)=2, Not At All (NAA)=1, Mean, SD= Standard Deviation

*****Threshold:** mean value of 0.000-1.499= Not At All; 1.500-2.499 = Not So Deployed; 2.500-3.499 = Minimally Deployed; 3.500 to 4.500 = Highly Deployed

Table 4.7 shows the extent of public relations tools deployment on employees' job satisfaction at the Nigerian Shippers' Council. The rating scale of "Not At All and Highly Deployed" was also used. Thirty-seven (37) items were also used to measure the public relations tools deployed by the Nigerian Shippers' Council to the extent of employees' job satisfaction tools deployment. From the table, twenty-two (22) items are remarked as "not so deployed". This suggests that the majority of the respondents opined that town hall meetings, *Whatsapp* group

communication, suggestion boxes, press conferences, press releases, newsletters, work overtime incentives, car loans, medical services (clinic within the office), transportation services (staff buses), rent loan, burial donation, solemn assembly for deceased staff, rent loan (repeated), hazard allowance, staff sport club, gym facilities for staff, end of the year appreciation party, accident-free bonus for the drivers, reward system for hardworking departments, divisions, units, zonal office, and staff, punctuality award, monthly birthday greetings are “not so deployed” public relations tools deployment in employees’ job satisfaction of Nigerian shippers’ Council. This implies that the low deployment of these tools may negatively impact employee morale and job satisfaction, as effective communication is crucial for employee well-being.

Also, fourteen (14) items were remarked minimally deployed. This implies that the majority of the respondents opined that training/re-training, medical services outside the office (referrals), housing loans, salary increments, productivity allowances, housing and wardrobe allowances, paternity leave, sick leave, loan facilities, conducting promotion as at when due, do you have staff union, is the union active to employee’s demands, corporate gifts for staff, personalized corporate polo shirt are minimally deployed public relations tools deployment in employee satisfaction of Nigerian shippers’ Council. Only one (1) items were remarked as as “not at all”. This implies that the respondents agreed that wedding donations are not deployed at all in the public relations tools deployment in employees’ job satisfaction of Nigerian Shippers’ Council. However, the table generally showed that the extent of public relations tools deployment on employees’ job satisfaction of Nigerian Shippers’ Council is “Not so Deployed” (Weighted Mean = 2.38; S.D = 0.53).

From the interview with Key Personalities in Nigerian Shippers' Council on public relationship tools on job satisfaction, it was revealed that KP1 and KP2 state the organisation operates with a clear hierarchy that still values input from various levels, suggesting a blend of top-down and bottom-up approaches in strategy formulation and implementation. Also, KP3, KP4, and KP5 stated strategic staff placement to ensure employees are well-suited to their roles, which is fundamental to job satisfaction. Indicating that alignment between an individual's abilities and their job role leads to higher job satisfaction.

4.2.2 Testing of Hypotheses

H₀₁: There will be no significant relationship between public relations tools and crisis management of the Nigerian Shippers' Council

Table 4.6: Relationship Between Public Relations Tools and Crisis Management of Nigerian Shippers' Council

		Correlations	
		Public Relation Tools	Crisis Management
Public Relation Tools	Pearson Correlation	1	-.804**
	Sig. (2-tailed)		.000
	N	400	400
Crisis Management	Pearson Correlation	-.804**	1
	Sig. (2-tailed)	.000	
	N	400	400

** . Correlation is significant at the 0.01 level (2-tailed).

Source: Researcher's Fieldwork, 2024

Table 4.6 shows the relationship between public relations tools and crisis management of the Nigerian Shippers' Council. To test the relationship, the Pearson correlation coefficient was used. The Pearson correlation coefficient is -0.804, which indicates a strong negative correlation between Public Relations tools and Crisis Management. This implies that as the effectiveness or intensity of a Public Relations Tools increases, Crisis Management tends to

decrease, and vice versa. The significance level (Sig. 2-tailed) is ($p=0.000$). This indicates that the correlation found is statistically significant. The strong negative correlation suggests that in the context of the Nigerian Shippers' Council, there might be a tendency to rely less on crisis management tools when public relations tools are perceived as effective or vice versa. This could indicate that these two approaches are seen as somewhat substitutable or inversely related in their application. The negative correlation could imply that when organisations for example Nigerian Shippers' Council invest more in proactive public relations tools, they encounter fewer crises and thus have less need for crisis management. Alternatively, it could reflect a strategic choice, where resources are preferentially allocated to one area over the other.

Hence, we adopt the null hypothesis “There will be no significant relations between public relations tools and crisis management of Nigerian Shippers' Council” and conclude that a significant relationship exists between public relations tools and crisis management of Nigerian shippers.

H₀₂: There will be no significant relationship between public relations tools and employees' job satisfaction at the Nigerian Shippers' Council.

Table 4.7: Relationship Between Public Relations Tools and Employees' Job Satisfaction of Nigerian Shippers' Council

		Correlations	
		Public Relation Tools	Employees Job Performance
Public Relation Tools	Pearson Correlation	1	.693**
	Sig. (2-tailed)		.000
	N	400	400
Employees Job Performance	Pearson Correlation	.693**	1
	Sig. (2-tailed)	.000	
	N	400	400

** . Correlation is significant at the 0.01 level (2-tailed).

Source: Researcher's Fieldwork, 2024

To test the second hypothesis focusing on the relationship between public relations tools and employees' job satisfaction at the Nigerian Shippers' Council, the Pearson correlation coefficient was used. The analysis shows a Pearson correlation coefficient of 0.693, indicating a strong positive correlation between Public Relations Strategy and Employees' Job Performance. This suggests that as the effectiveness or implementation of public relations tools increases, employees' job performance also tends to increase. The significance level (Sig. 2-tailed) is (p=0.000), which is well below $P < (0.05)$ or $P < 0.01$. This means that the correlation is statistically significant, and the probability that this correlation occurred by chance is extremely low.

The strong positive correlation implies that effective public relations tools may play a significant role in enhancing employees' job performance. For the Nigerian Shippers' Council and similar organisations, these findings suggest that investing in public relations tools could be an effective way to boost employee performance. The findings underline the importance of a holistic approach to managing employees, considering not just direct job-related factors but also the broader organisational strategies, including public relations, that contribute to a positive work environment.

H₀₃: There will be no significant relationship between public relations tools and combined crisis management and employees' job satisfaction of the Nigerian Shippers' Council.

Table 4.7: Model Summary for Relationship Between Public Relations Tools and Combine Crisis Management and Employees' Job Satisfaction of Nigerian Shippers' Council

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.832 ^a	.693	.691	2.13877

a. Predictors: (Constant), Employees_Job_Performance, Crisis_Management

Source: Researcher's Fieldwork, 2024

The table above shows the model summary for relations between public relations tools and combines crisis management and employees' job satisfaction of the Nigerian shippers' council. The table showed a correlation coefficient (R) of 0.832. This indicates a strong positive correlation when assessing the relationship between public relations tools and combined crisis management and employees' job satisfaction. The R Square value is 0.693, suggesting that approximately 69.3% of the variance in employees' job satisfaction and crisis management is explained by public relations tools. This is a substantial proportion, indicating a strong effect. The Adjusted R Square value is 0.691, which is very close to the R Square value. This indicates that the model is reliable and the independent variables are relevant predictors of the dependent variable. The strong correlation and high R Square value suggest that public relations tools have a significant positive impact on employees' job satisfaction and crisis management. This implies that these areas are not just individually important but also synergistic. For the Nigerian Shippers' Council and similar organisations, focusing on both public relations and crisis management is crucial.

Table 4.8: ANOVA for Relations Between Public Relations tools and Combine Crisis Management and Employees' Job Satisfaction of Nigerian Shippers' Council

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	4095.421	2	2047.710	447.651	.000 ^b
	Residual	1816.017	397	4.574		
	Total	5911.438	399			

a. Dependent Variable: Public_Relation_Tools
b. Predictors: (Constant), Employees Job Performance, Crisis Management

Source: Researcher's Fieldwork, 2024

F-value is significant at P<0.05

Table 4.8 shows the ANOVA (Analysis of Variance) table focusing on the relationship between public relations tools and a combination of crisis management and employees' job

satisfaction at the Nigerian Shippers’ Council. The model analyse the impact of public relations tools (as the dependent variable) on two predictors: employees' job performance and crisis management. The F-statistic is 447.651 with a significance value (Sig.) of 0.000 (F= 447.651, P<0.05). This is highly significant, suggesting that the model is statistically significant. The significant F-statistic implies that both employees' job performance and crisis management are important predictors of public relations tools. The model explains a substantial portion of the variance in public relations tools, indicating that focusing on improving employee job performance and effective crisis management can significantly enhance public relations outcomes. The Nigerian Shippers’ Council and similar organisations could benefit from integrating their public relations tools with strong employee performance initiatives and crisis management plans. This approach may lead to more cohesive and effective organisational strategies, with public relations not only as an external tool but also as a reflection of internal organisational health and resilience.

Table 4.9: Coefficient of Multiple Regression for Relations Between Public Relations Tools and Combine Crisis Management and Employees’ Job Satisfaction of Nigerian Shippers’ Council

Model		Coefficients ^a				
		Unstandardized Coefficients		Standardised Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	82.629	4.623		17.875	.000
	Crisis_Management	-.539	.032	-.616	16.584	.000
	Employees_Job_Performance	.298	.039	.285	7.683	.000

a. Dependent Variable: Public_Relation_Tools

Source: Researcher’s Fieldwork, 2024

Table 4.9 shows a multiple regression analysis focusing on the relationship between public relations tools (as the dependent variable) and two independent variables: crisis management and employees' job performance at the Nigerian Shippers’ Council. Coefficient (B) -0.539 for

crisis management suggests that as crisis management increases, the public relations strategy tends to decrease. Standardised Coefficients (Beta) -0.616, indicate a strong negative influence on the public relations strategy. t-value -16.584 and significance (Sig.) 0.000 for crisis management shows that this effect is statistically significant.

For employees' job performance, a Coefficient (B) of 0.298 shows a positive coefficient which indicates that as employees' job performance increases, the public relations strategy also tends to increase. Also, standardised coefficients (Beta) (0.285), suggest a positive influence on the public relations strategy. t-value (7.683) and significance (0.000), indicate that this relationship is also statistically significant.

The strong negative relationship of crisis management with public relations strategy suggests that in environments where crisis management is more prominent or necessary, there may be less emphasis or effectiveness in public relations tools. This could imply that resources and attention might be diverted from public relations to crisis management. Also, the positive relationship indicates that higher levels of employees' job performance are associated with more effective or emphasised public relations tools. This could reflect that better job performance leads to a more positive organisational environment, which in turn enhances public relations efforts. The Nigerian Shippers' Council might need to balance its focus on crisis management with its public relations tools. While managing crises is crucial, neglecting public relations could have adverse effects. Also, investing in employees' job performance could have the dual benefit of enhancing both operational efficiency and public relations outcomes.

Finally, the computed empirical value of the F-test is 447.651 which is significant at $p=0.00$. It is therefore concluded that the F-test is statistically significant. The independent variables

crisis management and employees' job satisfaction statistically and significantly predict the dependent variable public relations tools in the Nigerian Shippers' Council. This, therefore, accomplished the research aim of "investigate the relationship among public relations tools, crisis management and employees' job satisfaction in Nigerian Shippers' Council". Hence, the null hypothesis should be rejected because the test is statistically significant. Therefore, the whole regression is statistically significant.

4.3 Discussion of Findings

This research investigated the Public Relations Tools, Crisis Management, and Employees' Job Satisfaction in Nigerian Shippers' Council. In the discussion of the findings, the results of the research are shown and compared to the results of other studies to see if there are any differences or similarities. In this study, the demographic information of the respondents was analysed, five research questions were answered and three hypotheses were tested.

Results from the demographic analysis showed the predominance of male respondents in the study aligns with global trends in many industries where men often outnumber women, especially in senior roles. However, this disparity is increasingly scrutinized in contemporary literature. For instance, a study argues that greater gender diversity, particularly at senior levels, can lead to better decision-making and enhanced crisis management due to a wider range of perspectives and approaches¹. The concentration of respondents in the 36-40 age bracket suggests a mid-career workforce, which could imply a level of professional maturity and experience in dealing with workplace dynamics. This is in line with a finding that suggests that mid-career employees often demonstrate high levels of job satisfaction due to established careers and potentially greater job security².

The finding that a majority of respondents are married could suggest a more stable personal life, which some literature correlates with higher job satisfaction. This is consistent with a study that posits that marital stability often translates into workplace stability, although it is crucial to note that this is not a universal finding and can be highly contextual³. Further, the high educational level among respondents, with a majority holding at least a Bachelor's degree, supports the notion that a well-educated workforce is likely to have high expectations for their job roles and satisfaction. This result is corroborated by a study that indicated that higher educational attainment can be associated with a greater capacity for managing crises due to better access to resources and networks⁴. The representation of senior cadre employees could skew the research findings toward the experiences and attitudes of those with more authority and job control. This is in line with a finding of research that reported that employees in higher organisational positions often report higher job satisfaction, partly due to their increased autonomy and influence within the company.

Findings from research question one show that the high adoption rate of WhatsApp Group Communication aligns with the broader trend of organisations embracing social media and instant messaging for internal and external communication. This is in line with a study that found that such platforms enhance engagement by providing immediacy and interactivity, which are highly valued in today's fast-paced communication landscape³.

The adoption of Town Hall Meetings with a high rate of 92.25% echoes findings from the literature on the effectiveness of face-to-face communication in fostering trust and transparency within organisations⁷. The low adoption rate for Suggestion Boxes could be indicative of a shift towards more interactive and immediate feedback mechanisms. This observation is supported by a study that argues that traditional feedback mechanisms like

suggestion boxes are often perceived as outdated and ineffective in the digital age⁴. Similarly, the minimal use of Press Conferences may reflect a modern organisational communication trend where press conferences are reserved for major announcements or crises³.

Findings from research question two found that there is a consensus that employee job satisfaction is multifaceted and influenced by a combination of tangible and intangible factors. For example, the high adoption of tools like personalised corporate polo shirts and transportation services aligns with studies that emphasize the importance of organisational support and physical well-being in the workplace⁸. Similarly, the widespread adoption of paternity leave and sick leave supports findings that work-life balance and health-related benefits are critical to employee satisfaction⁹.

Conversely, the less adopted tools, such as town hall meetings, press releases, and suggestion boxes, might reflect a shift in employee preferences towards more direct and digital forms of communication. This observation is corroborated by research indicating that traditional forms of organisational communication are being supplanted by digital media due to its immediacy and accessibility¹⁰.

Findings from research question three showed that the extent of public relations tools deployment in crisis management of the Nigerian Shippers' Council is "Not so Deployed" (Weighted Mean = 2.32; S.D = 0.46). The limited deployment of traditional PR tools like press releases and newsletters is consistent with the evolving nature of crisis communication. A study suggested that in the digital age, organisations are increasingly turning to more direct and interactive forms of communication, like social media, for crisis management¹¹. The minimal deployment of tools like medical services, housing loans, and hazard allowances

could reflect an emerging understanding of crisis management. This is consistent with a study that argues that while employee welfare is crucial, in crises, the focus often shifts to more immediate and direct communication methods¹². The non-deployment of suggestion boxes and press conferences aligns with the findings that note a decrease in the use of traditional media channels and feedback mechanisms in favor of real-time digital communication platforms during crises.

The findings from research question four suggest that the Nigerian Shippers' Council's deployment of public relations tools in enhancing employee job satisfaction is perceived as predominantly not so deployed (Weighted Mean = 2.38; S.D = 0.53). This indicates a potential gap in the effectiveness or utilization of certain tools in influencing employee satisfaction. The reported limited deployment of communication-related tools like town hall meetings, WhatsApp group communication, and suggestion boxes. Also, the minimal deployment of certain benefits like car loans, medical services, and transportation services, as perceived by the respondents, might go against the findings of research that stresses the importance of tangible benefits in employee satisfaction which indicates that employee benefits are crucial to job satisfaction and organisational commitment¹⁴. The perception of minimal deployment of training and development tools could be concerning, as the study suggests that continuous professional development is a key driver of employee satisfaction and organisational loyalty.

Results from hypothesis one showed a strong negative correlation between public relations tools and crisis management in the Nigerian Shippers' Council. This suggests that as the effectiveness of public relations tools increases, the need for crisis management decreases, and vice versa. This is corroborated by the findings that support the idea that effective public relations tools, particularly those that are proactive, can significantly reduce the likelihood and

impact of potential crises¹⁶. This is because proactive public relations can help build a positive image and trust with stakeholders, which can mitigate the impact of a crisis. The negative correlation could also be indicative of a strategic choice in resource allocation. This suggests that organisations often have to choose between investing in proactive public relations or preparing for potential crises due to limited resources¹⁶. The findings also resonate with the perspective that crisis management and public relations are sometimes viewed as inversely related in strategy application, as discussed by a study that argues that a strong emphasis on one could lead to a diminished focus on the other.

Further, findings from hypothesis two showed that there exists a strong positive relationship between public relations tools and employees' job performance at the Nigerian Shippers' Council. This underscores the significance of effective public relations in enhancing employee performance. This relationship is consistent with the study that reported that well-designed and implemented public relations tools can positively influence an organisation's internal environment, thereby boosting employee morale, engagement, and performance and the role of strategic communication in enhancing employee engagement, which is a critical driver of job performance¹⁸. The result is also consistent with the findings that an organisation's broader tools, including public relations, play a vital role in creating a positive work environment. They found that a supportive and communicative organisational culture contributes significantly to employee job satisfaction and performance¹⁹. Also, another study highlights the correlation between internal public relations efforts and the organisational environment. They suggest that effective internal communication can lead to a more informed and motivated workforce, which in turn can enhance job performance²⁰.

Findings from hypothesis three revealed that the F-test result (447.651) with a significance level of $p=0.00$ indicates that the model is statistically significant. This suggests that the independent variables, crisis management, and employee job satisfaction, have a significant predictive power on the dependent variable, public relations tools. The coefficient for crisis management is -0.539, with a Beta value of -0.616 and a highly significant t-value of -16.584. This implies a strong negative relationship between crisis management and public relations tools, indicating that as crisis management intensifies, public relations tools tend to decrease. Conversely, the coefficient for employee job performance is 0.298, with a Beta of 0.285 and a significant t-value of 7.683. This suggests a positive relationship, indicating that as employee job performance improves, so does the effectiveness or emphasis on public relations tools. This finding is corroborated by a study that emphasises the positive impact of internal communication and public relations on employee engagement and performance. They suggest that effective public relations tools contribute to a supportive organisational environment, enhancing employee performance¹⁸.

The qualitative analysis of the interviews conducted with key personnel at the Nigerian Shippers' Council, including the Executive Secretary/CEO, top management staff, and the head of the public relations division, provides insightful perspectives on the organisation's public relations tools, crisis management, and employee job satisfaction. The interviews reflect a top-down perspective, where the emphasis is on policy formulation and organisational vision. Leaders tend to view organisational initiatives more positively as they are often shielded from day-to-day operational challenges that lower-level employees might face²¹.

Senior management typically has a more comprehensive view of the organisation, including its long-term goals and the broader impact of its tools. This holistic perspective may contribute

to their positive assessment of public relations and crisis management tools, as seen in the Systems Theory of organisational communication².

Also, high-ranking officials may exhibit a professional bias toward portraying the organisation in a positive light, especially in formal interview settings. This is aligned with impression management theory, which suggests that individuals and groups tend to present themselves in a way that is most favorable to their interests²³. Employees often focus on immediate job-related concerns and may not always appreciate the broader strategic initiatives that do not directly impact their daily work. This difference in perspective might explain why employees' responses may not be as positive as those of the top management. Their positive responses could reflect a sense of ownership and belief in the effectiveness of the tools they have helped to implement. This is consistent with the theory of cognitive dissonance, which suggests that individuals tend to justify and view favorably the decisions they are part of²⁴.

Hence, the positive responses from the leadership of the Nigerian Shippers' Council can be attributed to their strategic role, comprehensive view of the organisation, and professional inclination to present the organisation positively. This contrasts with the more operational and immediate concerns of regular employees, who might not perceive or value these broader tools in the same way.

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Chapter Five

Conclusion

This chapter presents the summary of findings, conclusions drawn from the findings, contribution to knowledge, recommendations, as well as suggestions for further studies.

5.1 Summary of Findings

The research explored the relationship between public relations tools, crisis management, and employees' job satisfaction in the Nigerian Shippers' Council. Using a quantitative research approach with a correlation survey research design Four hundred and thirty-three (433) questionnaires were distributed, out of which 400 were retrieved and validated. This results in a high response rate of 92.3%. The validity of the administered questionnaire was and the data were analysed using the Statistical Package for Social Sciences (SPSS), with, results presented in tables, frequency count, and mean scores. Based on the result obtained after the data analysis, the summary of the findings is as follows:

The majority of respondents are married which could suggest a more stable personal life, which some literature correlates with higher job satisfaction. Further, the high educational level among respondents, with a majority holding at least a Bachelor's degree, supports the notion that a well-educated workforce is likely to have high expectations for their job roles and satisfaction.

Findings from research question one show that the high adoption rate of *WhatsApp* Group Communication aligns with the broader trend of organisations embracing social media and instant messaging for internal and external communication. The low adoption rate for Suggestion Boxes could be indicative of a shift towards more interactive and immediate feedback mechanisms.

Findings from research question two found that there is a consensus that employee job satisfaction is multifaceted and influenced by a combination of tangible and intangible factors. Conversely, the less adopted tools, such as town hall meetings, press releases, and suggestion boxes, might reflect a shift in employee preferences towards more direct and digital forms of communication.

Findings from research question three showed that the extent of public relations tools deployment in crisis management of the Nigerian Shippers' Council is "Not so Deployed" (Weighted Mean = 2.32; S.D = 0.46). The limited deployment of traditional PR tools like press releases and newsletters is consistent with the evolving nature of crisis communication. Likewise, there is minimal deployment of tools like medical services, housing loans, and hazard allowances could reflect an emerging understanding of crisis management.

The findings from research question four suggest that the Nigerian Shippers' Council's deployment of public relations tools in enhancing employee job satisfaction is perceived as predominantly not so deployed (Weighted Mean = 2.38; S.D = 0.53). Also, there is minimal deployment of certain benefits like car loans, medical services, and transportation services, as perceived by the respondents.

Results from hypothesis one showed a strong negative correlation between public relations tools and crisis management in the Nigerian Shippers' Council. Further, findings from hypothesis two showed that there exists a strong positive relationship between public relations tools and employees' job performance at the Nigerian Shippers' Council. Likewise, findings from hypothesis three revealed that the F-test result (447.651) with a significance level of $p=0.00$ indicates that the model is statistically significant.

The interviews reflect a top-down perspective, where the emphasis is on policy formulation and organisational vision. Senior management typically has a more comprehensive view of the organisation, including its long-term goals and the broader impact of its tools.

Also, high-ranking officials may exhibit a professional bias toward portraying the organisation in a positive light, especially in formal interview settings. Employees often focus on immediate job-related concerns and may not always appreciate the broader strategic initiatives that do not directly impact their daily work.

The positive responses from the leadership of the Nigerian Shippers' Council can be attributed to their strategic role, comprehensive view of the organisation, and professional inclination to present the organisation positively. This contrasts with the more operational and immediate concerns of regular employees, who might not perceive or value these broader tools in the same way.

5.2 Conclusion

The research was carried out essentially to examine the relationship between public relations tools, crisis management, and employees' job satisfaction in the Nigerian Shippers' Council. The seven objectives of the study have been achieved since explicit, reliable, rigorous, and unequivocal answers have been reasonably provided to each of the four research questions and three hypotheses in the study. The conclusion has, therefore, been drawn from the study based on the research findings.

As established by this study there is a high adoption rate of WhatsApp Group Communication aligns with the broader trend of organisations embracing social media and instant messaging for internal and external communication in the Nigerian Shippers' Council. Likewise, there is a low adoption rate for Suggestion Boxes in the Nigerian Shippers' Council.

In the Nigerian Shippers' Council, there is a consensus that employee job satisfaction is multifaceted and influenced by a combination of tangible and intangible factors. Conversely, the less adopted tools, such as town hall meetings, press releases, and suggestion boxes, might reflect a shift in employee preferences towards more direct and digital forms of communication.

Findings from research question three showed that the extent of public relations tools deployment in crisis management of the Nigerian Shippers' Council are "Not so Deployed" (Weighted Mean = 2.32; S.D = 0.46). The limited deployment of traditional PR tools like press releases and newsletters is consistent with the evolving nature of crisis communication. Likewise, there is minimal deployment of tools like medical services, housing loans, and hazard allowances could reflect an emerging understanding of crisis management.

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The positive responses from the leadership of the Nigerian Shippers' Council can be attributed to their strategic role, comprehensive view of the organisation, and professional inclination to present the organisation positively. This contrasts with the more operational and immediate concerns of regular employees, who might not perceive or value these broader tools in the same way.

5.3 Recommendations

Based on the findings of this study, the following recommendations are put forward:

1. Nigerian Shippers' Council, *WhatsApp* group communication is highly adopted and effective in communication, just like the council organisations and Associations should adopt the use of *WhatsApp* group communication in relating with management and employees.
2. Nigerian Shippers' Council to promote employees' job satisfaction through Corporate polo shirts, paternity leave, sick leave, staff union, transportation services (staff buses), training/re-training, medical services outside the office (referrals), work overtime incentives, compassionate loan facilities and conducting promotion as at when due.

- Organisations and associations should adopt any of the tools above to achieve employees' job satisfaction.
3. The Nigerian Shippers' Council, shows that town hall meetings, *WhatsApp* group communication, work overtime incentives, training/re-training, car loans, medical services outside the office (referrals), transportation services (staff buses), and salary increments are adopted for crisis management. In crisis, Organisations and associations should adopt any of the tools above in managing crisis.
 4. The findings show that public relations tools currently adopted by the Nigerian Shippers' Council do not have any relationship with crisis management, that is Nigerian Shippers' Council should adopt other tools in addressing the crisis in the Council.
 5. The findings show that public relations tools currently being adopted by the Nigerian Shippers' Council do have a significant relationship with employees' job satisfaction, Nigerian Shippers' Council and other organisations should keep adopting these tools to achieve employees' job satisfaction.
 6. There is a strong positive correlation when assessing the relationship between public relations tools and combined crisis management and employees' job satisfaction, Nigerian Shippers' Council, and other organisation in achieving combined crisis management and employee job satisfaction, the public relations tools examined should be adopted.

5.4 Contribution to Knowledge

The data set gathered in this study has contributed to the body of knowledge in existing literature in the fields of crisis management, job satisfaction, and public relations. It places special emphasis on the use of public relations tools in achieving crisis management and

employee job satisfaction. While previous studies focus on only public relations tools and employees' job satisfaction or public relations tools and crisis management, this study stands out by combining the three variables. Hence, this study has enriched the literature by bridging this particular gap. It would also serve as a reference point for future researchers who might wish to investigate more on media education areas.

Furthermore, this study has validated and reinforced the relevance of various theories, namely situational crisis communication theory, crisis management model, and affect theory. The findings reinforced the assumptions of these theories.

The research instruments, specifically the questionnaire and interview guide designed and validated for this study, hold immense value for future researchers and students for future studies. From a practical standpoint, the findings of this study have given insight into the essence of public relations tools and shed more light on crisis management and employees' job satisfaction. It has also shown the relationships between the variables. The study has provided organisations and public relations agencies with useful and first-hand data for policy planning and formulation on crisis management and employees' job strategies.

5.5 Suggestions for Further Studies

The following are the suggestions for further research:

1. Research should be conducted on a comparison between two other organisations using variables such as crisis management and employees' job tools.
2. A study can be carried out using other forms of public relations tools in relationship with crisis management and employees' job tools.
3. Furthermore, a study can be carried out on other organisations using the adopting the instruments used in this study.

4. Other research instruments such as focus group discussions can be used to measure relationships between public relations tools, employees' job satisfaction, and crisis management.

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Appendix 1

Questionnaire

Bashir Alhassan Ambi-MOHAMMED
Department of Mass Communication and Media Technology,
Faculty of Communication & Information Science,
Lead City University Ibadan, Oyo state.

Dear Respondent,

I am a PhD student in the Department of Mass Communication and Media Technology, at Lead City University, Ibadan. I am carrying out a study which aims at fulfilling my PhD requirements. You have met certain selection criteria to participate in this study. Your cooperation in completing this questionnaire is central to the success of this research work. The questionnaire has been designed for you to be able to circle your response. This should enable you to complete it in the shortest possible time. Every information you provide will be treated with confidentiality. I would appreciate it if you return this questionnaire completely. Thank you for your cooperation and anticipated quick response

Section A: Demographic Data Contents

1. Sex: (a) Female [] (b) Male []
2. Age: _____
3. Marital Status _____
4. Religion _____

Section B: Public Relations Tools deployed by Nigerian Shippers' Council towards crisis management

Kindly tick as appropriate which of the below public relations tools are deployed in your organisation for crisis management, with the following options A- Adopted and NA- Not Adopted

No	Items	Adopted	Not Adopted
.	Town Hall Meetings		
.	WhatsApp Group Communication		
.	Suggestion Box		
.	Press Conference		

Press Release	
Newsletter	
Work overtime Incentives	
Training/Re-training	
Car loan	
Medical services (Clinic within the office)	
Medical Services outside the office (referrals)	
Transportation Services (Staff buses)	
Housing loan	
Salary Increment	
Productivity allowances	
Housing and Wardrobe Allowance	
Rent Loan	
Paternity Leave	
Wedding Donation	
Burial Donation	
Sick Leave	
Solemn assembly for decease staff	
Compassionate Loan Facilities	
Conducting promotion as at when due	
Rent loan	
Staff Union	
Housing loan	
Hazard allowance	
Corporate gifts for staff	
Staff sport club	
Gym facilities for staff	
End of the year appreciation party	
Accident-free bonus for the drivers	
Reward system for outstanding performance (departments, divisions, units, Zonal office and staff)	
Punctuality award	
Monthly birthday greetings	
Personalized corporate polo shirt	

Section C: Public relations tools deploy by Nigerian Shippers' Council towards employee job satisfaction

Kindly tick as appropriate which of the below public relations tools are deployed in your organisation for employee job satisfaction, with the following options A- Adopted and NA- Not Adopted

No		Adopted	Not Adopted
	Town Hall Meetings		
	WhatsApp Group Communication		
	Suggestion Box		
	Press Conference		
	Press Release		
	Newsletter		
	Work overtime Incentives		
	Training/Re-training		
	Car loan		
	Medical services (Clinic within the office)		
	Medical Services outside the office (referrals)		
	Transportation Services (Staff buses)		
	Housing loan		
	Salary Increment		
	Productivity allowances		
	Housing and Wardrobe Allowance		
	Rent Loan		
	Paternity Leave		
	Wedding Donation		
	Burial Donation		
	Sick Leave		
	Solemn assembly for decease staff		
	Compassionate Loan Facilities		
	Conducting promotion as at when due		
	Rent loan		
	Staff Union		
	Housing loan		
	Hazard allowance		
	Corporate gifts for staff		
	Staff sport club		
	Gym facilities for staff		
	End of the year appreciation party		
	Accident-free bonus for the drivers		
	Reward system for outstanding performance (departments, divisions, units, Zonal office and staff)		
	Punctuality award		
	Monthly birthday greetings		
	Personalized corporate polo shirt		

Section D: Extent of public relations tools deployment in crisis management of Nigerian Shippers' Council;

Kindly tick as appropriate which of the below, the level of public relations tools deployed in your organisation for crisis management, with the following options HD- Highly deployed, MD- Minimally Deployed, NSD- Not So Deployed, NAA- Not at All.

No.	Items	HD	MD	NSD	NAA
1	Town Hall Meetings				
2	WhatsApp Group Communication				
3	Suggestion Box				
4	Press Conference				
5	Press Release				
6	Newsletter				
7	Work overtime Incentives				
8	Training/Re-training				
9	Car loan				
10	Medical services (Clinic within the office)				
11	Medical Services outside the office (referrals)				
12	Transportation Services (Staff buses)				
13	Housing loan				
14	Salary Increment				
15	Productivity allowances				
16	Housing and Wardrobe Allowance				
17	Rent Loan				
18	Paternity Leave				
19	Wedding Donation				
20	Burial Donation				
21	Sick Leave				
22	Solemn assembly for deceased staff				
23	Loan Facilities				
24	Conducting promotion as at when due				
25	Rent loan				
26	Do you have a staff union?				
27	Is the union active to employee's demands?				
28	Hazard allowance				
29	Corporate gifts for staff				
30	Staff sport club				
31	Gym facilities for staff				
32	End of the year appreciation party				
33	Accident-free bonus for the drivers				
34	Reward system for hardworking departments, divisions, units, Zonal office and staff				
35	Punctuality award				
36	Monthly birthday greetings				
37	Personalised corporate polo shirt				

Section E: Extent of public relations tools deployment in employee job satisfaction of Nigerian Shippers' Council;

Kindly tick as appropriate which of the below, the level of public relations tools deployed in your organisation for employee job satisfaction with the following options Highly deployed, Minimally Deployed, No So Deployed, or Not at All.

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33	Accident-free bonus for the drivers				
34	Reward system for hardworking departments, divisions, units, Zonal office and staff				
35	Punctuality award				
36	Monthly birthday greetings				
37	Personalised corporate polo shirt				

Interview Guide for the Executive Secretary/Ceo, Top Management Staff, and Head of Public Relations Division of Nigerian Shippers' Council

1. What are the Public Relations Tools deployed by your organisations to manage crises?
2. In terms of employee job satisfaction, what tools are put in place in your organisation?
3. To what extent does your organisation employ these public relations tools in crisis management?
4. To what extent does your organisation employ these public relations tools in achieving employee job satisfaction?
5. How effective are these public relations tools adopted by the Council in managing crises?
6. How do these tools affect the job satisfaction of employees in your organisation?

Appendix II

Descriptive Statistics

	N	Mean	Std. Deviation
Town Hall Meetings	400	2.6675	.69869
WhatsApp Group	400	2.7500	.47229
Communication	400	1.5250	.53861
Suggestion Box	400	1.4075	.49198
Press Conference	400	1.7875	.65453
Press Release	400	1.8425	.36473
Newsletter	400	2.7300	.54114
Work overtime Incentives	400	3.4125	.56846
Training/Re-training	400	2.4325	.72923
Car loan	400	1.8725	.33395
Medical services (Clinic within the office)	400	2.6450	.51443
Medical Services outside the office (referrals)	400	3.1225	.70622
Transportation Services (Staff buses)	400	2.0175	.45576
Housing loan	400	2.6500	.49306
Salary Increment	400	2.0400	.46253
Productivity allowances	400	2.4850	.50040
Housing and Wardrobe Allowance	400	2.1675	.37389
Rent Loan	400	3.1725	.37829
Paternity Leave	400	2.1925	.39476
Wedding Donation	400	1.8125	.39080
Burial Donation	400	3.2050	.40421
Sick Leave	400	1.8775	.32827
Solemn assembly for deceased staff	400	2.9000	.56639
Loan Facilities	400	2.7825	.61330
Conducting promotion as at when due	400	1.9550	.44550
Rent loan	400	3.0050	.87858
Do you have a staff union?	400	2.9775	.37729
Is the union active to employee's demands?	400		

Hazard allowance	400	1.9725	.43268
Corporate gifts for staff	400	2.0625	.24236
Staff sport club	400	2.0700	.25547
Gym facilities for staff	400	1.8000	.45334
End of the year appreciation party	400	2.1900	.39279
Accident-free bonus for the drivers	400	2.4350	.49638
Reward system for hardworking departments, divisions, units, Zonal office and staff	400	2.6825	.46609
Punctuality award	400	2.1350	.70925
Monthly birthday greetings	400	2.1550	.36236
Personalized corporate polo shirt	400	3.1375	.34481
Valid N (listwise)	400		

Correlations

		Public_Relation_Strategy	Crisis_Management
Public_Relation_Strategy	Pearson Correlation	1	-.804**
	Sig. (2-tailed)		.000
	N	400	400
Crisis_Management	Pearson Correlation	-.804**	1
	Sig. (2-tailed)	.000	
	N	400	400

** . Correlation is significant at the 0.01 level (2-tailed).

Correlations

		Public_Relation_Strategy	Employees_Job_Performance
Public_Relation_Strategy	Pearson Correlation	1	.693**
	Sig. (2-tailed)		.000
	N	400	400
Employees_Job_Performance	Pearson Correlation	.693**	1
	Sig. (2-tailed)	.000	
	N	400	400

** . Correlation is significant at the 0.01 level (2-tailed).

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.832 ^a	.693	.691	2.13877

a. Predictors: (Constant), Employees_Job_Performance, Crisis_Management

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	4095.421	2	2047.710	447.651	.000 ^b
	Residual	1816.017	397	4.574		
	Total	5911.438	399			

a. Dependent Variable: Public_Relation_Strategy

b. Predictors: (Constant), Employees_Job_Performance, Crisis_Management

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	
	B	Std. Error	Beta			
1	(Constant)	82.629	4.623		17.875	.000
	Crisis_Management	-.539	.032	-.616	-16.584	.000
	Employees_Job_Performance	.298	.039	.285	7.683	.000

a. Dependent Variable: Public_Relation_Strategy

Bio-data

A Personal Data

Name: Bashir Alhassan **AMBI-MOHAMMED**

Address: Block 3, Flat 14B, Jubilee Housing
Estate, Ikorodu, Lagos, State.

Email address: bash_ambi@yahoo.com

Phone No: +234 8023021173

Date of Birth: 26th June, 1966

Place of Birth: Bauchi

Nationality: Nigerian

Next of Kin: Wife
Block 3, Flat 14B, Jubilee Housing
Estate, Ikorodu, Lagos, State.

B. Educational Background

1. Educational Institutions Attended with Dates

Cardiff University, Wales – UK	2011- 2012
Lagos State University	2003 – 2008
University of Maiduguri	1990 – 1995
Bauchi College of Art & Science	1989 - 1990
Remedial Studies (BACAS) Bauchi	1988 - 1989
Govt. Sec. School Shendam, P/S	1982 – 1987

Shadawanka Primary School, Bauchi 1975 – 1981

Qualification Obtained with Dates

MS.c International Transport 2010-2011

MS.c Mass. Communication 2008

B.A. Mass Communication 1995

IJMB Statement of Result. 1990

School Certificate 'O' Level 1989

WASC/GCE 'O' Level 1987

First School Leaving Certificate

C. Awards and Fellowship

Nil

D. Working Experience:

News Reporter: Bauchi State Television (BATV)
Industrial Attachment
1995.

Admin. Officer: NNPC PPMC, MOSIMI (NYSC)
1995-1996

Admin. Officer: NNPC PPM, Atlas Cove Depot
Tarkwa Bay, V/Island, Lagos
1997-1998

Public Relations Officer: Nigerian Shippers' Council,
4, Park Lane, Apapa-Lagos.
2000

Personal Assistant: The Executive Secretary/CEO,
Nigerian Shippers' Council,
4, Otunba Ayodele Soyode Lane,
(formerly Park Lane), Apapa,
Lagos Nigeria;2007-2012

Operations Officer: Complaints Unit, Nigerian
Council,(Complaints handler)

2013 – To date

MERIT AWARD:

National Youth Service Corps Certificate of Merit Ogun State, 1995-1996

E. Professional Membership:

Chartered Member; Chartered Institute of Logistics and Transport (UK) – No. 0074584,
and Nigeria

Member: Nigerian Institute of Public Relations (NIPR – 2009

Member: Institute of Corporate & Business Affairs Management, Nigeria. (2009)

F. PUBLICATIONS/ PROJECTS/ WRITE-UPS/ JOURNALS

The role of public relations in the growth of the Nigerian Shippers' Council (A thesis submitted to the Cardiff Business School, UK for fulfillment of Master in International Transport).

The historical background of the Nigerian Institute of Public Relations from 1960-2000. (a thesis submitted to the Lagos State University, School of Communication for fulfillment of Master in Mass Communication. Reporting the annulment of the June 12th 1993 Presidential Elections, a case study of two national dailies. (1) New Nigerian Newspaper and (2) Guardian Newspaper. (A thesis submitted to the University of Maiduguri, Nigeria for the award of first degree in Mass Communication. 2005

Mass Media Reporting of the Annulment of June 12, 1993 Presidential Elections.

(Case Study of two National Dailies).

New Nigeria Newspapers and

Guardian Newspapers.

Historical Background of Bauchi State Television (BATV).

Its functions, achievements, problems, and solutions.

The Code of Practice of Nigerian Public Relations in Nigeria right from inception till date.

Courses Attended

Attended different Courses both on Maritime and Public Relations, in and outside the Country

Recommendation and Certificates:

Recommendation letter for hardworking, high sense of commitment and discipline, by NNPC, Mosimi Area Office, 1996.

Recommendation letter for hardworking, by His Royal Highness, Oba of Shagamu, 1996.

Certificate of Honor, by University of Maiduguri Students' Affair Office, as welfare officer of a Hall of Residence (Murtala Mohammed Hall).

Certificate of Honor for Humanitarian Services(s), University of Maiduguri Rotaract Club.

G. Major Conferences Attended with Dates

Nil

H. Referees

Prof. Anthony Beresford

Department of Maritime and International Transport

Cardiff Business School

Cardiff University,

United Kingdom

Prof. Umaru A. Pate.

Department of Mass Communication,

Bayero University, Kano

Kano State.

Nigeria

Capt. Adamu A. Biu, (Master Mariner)

Former Executive Secretary/CEO,

Nigerian Shippers' Council,

4, Park Lane,

Apapa – Lagos.

Nigeria.

Signature

Date

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The University Compliance Certification

This is to certify that this thesis by Bashir Alhassan **AMBI-MOHAMMED** with the matric no: LCU/PG/002179 in the Department of Mass Communication and Media Technology, Faculty of Communication and Information and Information Sciences, Lead City University, Ibadan, Oyo State is in full compliance with the approved University format style.

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Date

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