

**Public Relations Tools, Crisis Management and Employees' Job Satisfaction
in Nigerian
Shippers' Council.**

**Bashir Alhassan AMBI – MOHAMMED
LCU/PG/002179**

**Being a PhD Thesis Submitted to the Department of Mass Communication &
Media Technology,
Faculty of Communication & Information Sciences, Lead City
University Ibadan, Oyo State, Nigeria**

2024

Certification

This is to certify that this study was conducted under my supervision by Bashir Alhassan AMBI - MOHAMMED with the matric no: LCU/PG/002179), for the Award of Doctor of Philosophy Degree (PhD) in Mass Communication and Media Technology, Faculty of Communication and Information Science, Lead City University, Ibadan, Nigeria and that this work has not been previously submitted.

Dr. Abigail Irele
Supervisor

Date

Dr. Yemi Oginni
Head of Department

Date

Lead City University Ibadan DO NOT COPY

Dedication

This thesis is dedicated to my family –Hajiya Maryam Bashir Ambi, my beloved children; Hajiya Zainab (Adda), Rahinat (Mama), Mohammad Lawal (Amir), and Adamu (Irfan).

Lead City University Ibadan DO NOT COPY

Acknowledgment

I extend my heartfelt gratitude to Lead City University, Ibadan, a renowned center of academic excellence, for granting me the opportunity to pursue my postgraduate studies. I am also thankful to the university's professors and lecturers for their constant support, guidance, and willingness to listen. Additionally, I appreciate the Postgraduate College Compliance Team for their meticulous efforts in ensuring the quality of this work.

To God be the glory, an indefinable amount of gratitude to God Almighty, who teaches by the pen, for teaching me the intricacies of research and equally teaching me strategies to scale through the undulating pathways. I am particularly grateful to HIM that HE has translated my hitherto imaginary dream into reality. For going through this piece with a very curious and critical mind, in an utter desire to help me produce an authentic scientific study, I am most grateful to my untiring supervisor, Dr. Bukola Irele, may God bless you and the family, Amen. I also owe it a point of duty to the assistance of all my lecturers in the department, Prof. Lukman Abioye (Dean), Prof. Lambert Ihebuzor, Prof. Taye Babaleye, Dr. Yemi Oginni (HOD), Dr. Adekunle Otunla, Dr. Bayonle Busari, Dr. Ken Umezurike, Dr. Abidemi Akintade, Dr. Anthony Amedu, Mr. Femi Jacobs, Ms. Tolu Akinlotan and Mr. Sunday Idowu. For their ceaseless words of encouragement, wisdom, and foresight towards my academic progression, it is with every respect that I doff my hat to my colleagues in the office, my brother Barr. Bala A. Saleh, Director of Legal Services, Mrs. A.V.Okam Director of Human Resources Management Services, Ahmadu Yahaya Garta, Amina Muhammed, Mr. Daniel Orume, Ojualape, Yahaya Wachiko, Hassan Aminu, Dr. Amina Kareem, Musa Muhammed, Vincent Nkocha. Complaints staff are also acknowledged. A special cream of thanks is due to the Management of the Nigerian Shippers' Council for allowing me to run the programme. I am acknowledging all my coursemates at Lead City University.

Finally, I am thankful to all my enemies and skeptics who forecasted my failure, detractors, who scored for my doomsday, and others who campaigned for my extinction along the academic process. I regret my inability to mention the names of many other friends, relatives, and well-wishers, who have helped in one way or the other towards the success of this study. However, I owe it a duty to pray to all deceased Ummah worldwide, may their soul rest in peace, amen.

However, any error in the research, grammatical, semantic or synthetic, deliberate or coincidental, tactical, technical or logistic of fact or opinion, by commission or omission as to cause ill-will or disaffection to any individual, group or organisation is regretted in no uncertain terms. I therefore welcome comments, criticisms, observations, and suggestions from appropriate quarters as to have helped me avert future shortcomings. I am grateful to humanity at large.

Abstract

Organisations and businesses are confronted with multifaceted challenges in their daily operations which can be intrapersonal or interpersonal and may threaten to undermine their operational effectiveness and reputation in the industry likewise affecting the job satisfaction employees will attend from the organisation. Organisation's inability to implement effective adequate crisis management practices can result in decreased job satisfaction among employees, leading to low morale, reduced productivity, and increased turnover rates. Therefore, this study examined the relationship between public relations tools, crisis management, and employee job satisfaction in the Nigerian Shippers' Council. The study adopted two theories; Situational Crisis Communication Theory, and Affected Theory. A model; Crises Management Model. The study adopted correlational survey research design. Purposive sampling technique was adopted where the sample size of 433 was reached using the total enumeration technique. Findings show that there is a high adoption rate of *WhatsApp* Group Communication in the Nigeria Shippers' Council. Also, there is a strong negative correlation between public relations tools and crisis management in the Nigerian Shippers' Council. Further, findings there is a strong positive relationship between public relations tools and employees' job performance at the Nigerian Shippers' Council. The Pearson correlation coefficient is -0.804, which indicates a strong negative correlation between Public Relations Tools and Crisis Management. The findings show a Pearson correlation coefficient of 0.693, indicating a strong positive correlation between Public Relations Strategy and Employees' Job satisfaction. 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. The study recommended that 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.

Keywords: Public Relations Tools, Crisis Management, and Employees' Job Satisfaction in Nigerian Shippers Council.

Word Count: 325

Table of Contents

Content	Page
Title Page	i
Certification	ii
Dedication	iii
Acknowledgment	iv
Abstract	v
Table of Contents	vi
List of Tables	vii
List of Acronyms	ix
 Chapter One: Introduction	
1.1 Background to the Study	1
1.2 Statement of the Problem	13
1.3 Aim and Objectives of the Study	14
1.4 Research Questions	15
1.4 Hypotheses	15
1.5 Significance of the Study	15
1.7 Scope of the Study	16
1.8 Limitation of the Study	16
1.9 Operational Definition of Terms	16
Endnotes	20
 Chapter Two: Literature Review	
2.1 Conceptual Review	21
2.1.1 Concept of Crisis	21

2.1.2	Crisis Management	30
2.1.3	Origin of Crisis Management	31
2.1.4	Stages of Crisis Management	34
2.1.5	Processes of Crisis Management	36
2.1.6	Importance of Crisis Management	37
2.1.7	Factors Affecting the Process of Crisis Management	39
2.1.8	Crisis Management Tools	41
2.1.9	Importance of Crisis Management Tools	47
2.1.10	Creation of Crisis Management Tools	48
2.1.11	Crisis Management Team	52
2.1.12	Government and Crisis Management	54
2.1.13	Employees	56
2.1.14	Employees' Crisis Management	58
2.1.15	Crisis Resolution Processes	60
2.1.16	Roles of Employees in Crisis Management	62
2.1.17	Employees' Crisis Management Tools	64
2.1.18	Employee Relations	68
2.1.19	Employee Relations Practices	71
2.1.20	Models of Employee Relations	74
2.1.21	Human Resource Management	77
2.1.22	Job Satisfaction	84
2.1.23	Factors that Influence Job Satisfaction	86
2.1.24	Implications of Job Satisfaction	92
2.1.25	Public Relations Tools	94
2.1.26	Importance of Public Relations Tools	96
2.1.27	Major Public Relations Tools	97
2.1.28	Public Relations Tools for Crisis Management and Employees	97

	Job Satisfaction	
2.1.29	Mechanism for Resolving Conflicts	100
2.1.30	Employee Management Complaint Processes	108
2.1.31	Five Tips for Successful Complaint Management	108
2.1.32	Concept and Nature of Shipping Business	109
2.1.33	Employees of Shipping Companies	114
2.1.34	Shipping and World Trade	116
2.1.35	Shipping and Nigerian Trade	116
2.1.36	Nigerian Shippers Council	118
2.1.37	Nigerian Shippers Council Organisations Structure	119
2.1.38	Services Provided by Nigerian Shippers Council as a Organisation	120
2.1.39	Lists of Nigerian Shippers Council Regulated Service Providers	121
2.1.40	Lists of Users of Shipping Services (Customers: Importers and Exporters)	121
2.2	Theoretical Framework	122
2.2.1	Situational Crisis Communication Theory	122
2.2.2	Crises Management Model	129
2.2.3	Affect Theory	131
2.3	Review of Empirical Studies	132
2.4	Conceptual Framework	151
2.5	Summary of Gap in Literature Reviewed	152
	Endnotes	154
 Chapter Three: Methodology		
3.1	Research Design	165
3.2	Population of the Study	165

3.3	Sample and Sampling Techniques	167
3.4	Description of the Research Instrument	167
3.5	Validity of the Research Instrument	168
3.6	Reliability of the Research Instrument	169
3.7	Method of Data Collection	170
3.8	Method of Data Analysis	170
	Endnotes	172
 Chapter Four: Results and Discussion of Findings		
4.1	Demographic Data Analysis	173
4.2.1	Presentation of Data	174
4.2.2	Presentation of Hypotheses	193
4.3	Discussion of Findings	199
	Endnotes	206
 Chapter Five: Conclusion		
5.1	Summary of Findings	208
5.2	Conclusion	210
5.3	Recommendations	212
5.4	Contribution to Knowledge	213
5.5	Suggestion for Further Studies	214
	Bibliography	216
	Appendices	228
	Bio-data	238
	The University Compliance Certification	243

List of Tables

Table	Title	Page
3.1	Instrument Response Rate	182
4.1	Frequency Distribution of Respondents (N =400)	183
4.2	Public Relations Tools Deployed by Nigerian Shippers' Council Towards Crisis Management	185
4.2	Public Relations Tools Deployed by Nigerian Shippers' Council to Promote Employees' Job Satisfaction	188
4.5	Extent of Public Relations Tools Deployment In Crisis Management of Nigerian Shippers' Council	192
4.6	Extent of Public Relations Tools Deployment on Employees' Job Satisfaction of Nigerian Shippers' Council	195
4.7	Relations Between Public Relations Tools and Crisis Management of Nigerian Shippers' Council	199
4.8	Relations Between Public Relations Tools and Employees' Job Satisfaction of Nigerian Shippers' Council	200
4.8	Model Summary for Relations Between Public Relations Tools and Combine Crisis Management and Employees' Job Satisfaction of Nigerian Shippers' Council	201
4.9	ANOVA for Relations Between Public Relations Tools and Combine Crisis Management and Employees' Job Satisfaction of Nigerian Shippers' Council	202

Lead City University Ibadan DO NOT COPY

List of Acronyms

Abbreviation

N S C: Nigerian Shippers' Council

Unctad: United Nations Conference on Trade and Development

ICD: Inland Container Depot

VTA: Vehicles Transit Areas (Formerly addressed as Trucks Transit Park)

DEW: Domestic Export Warehouse

CFS: Container Freight Stations

ERM: Employee Relations Management

UKWAL: United Kingdom West African Line

COWAC: Continental West African Lines Conference

AWAFC: American West Africa Freight Conference

FMoT: Federal Ministry of Transportation

ICT: Information and Communication Technology

ACTU: Anti-Corruption and Transparency Unit

CMT: Crisis Management Tools

OECD: Organisation for Co-operation and Development

TFA: Trade Facilitation Agreement

WTO: World Trade Organisation

SCCT: Situational Crisis Communication Theory