**CONFLICT AND CRISIS MANAGEMENT IN WORK ORGANIZATION**

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**CHAPTER ONE**

**INTRODUCTION**

**1.1 BACKGROUND TO THE STUDY**

 Conflict and Crisis emerged in the universe right from the beginning of man and has remain a reoccurring variable or decimal but not without effects.

 Man’s interaction with the environment coupled with the sophistication of the present age, survival of the fittest has become a since-quo-non. Thus, people get involved in many activities with the prime objective to satisfy their basic or primary needs (psychological and safety) and secondary need­s (social, esteem and self fulfillment).

 In the process to achieve these needs, crisis always emerge either between employees and the management of an organization.

 On the other hand, organization and groups strive to win a bigger shame of the market as to make profit than rival which will result in intensive, competition and finally to crisis. Crisis is a necessary evil with us.

 Presently, hardly is there any day without news of crisis from our media whether religion, political or individual crisis of a truth, crisis has been with us for centuries but the spate of current violet crisis in organization government and communities portent great anger and threaten the growth and stability of the mention areas and the society in general.

 This situation requires appropriate measures and structures to manage properly this level called conflict and crisis.

 This situation requires appropriate measures and structures to manage properly this level called conflict and crisis.

**1.2 STATEMENT OF PROBLEM**

 From the above background, its obvious that conflict and crisis is a negative element that is highly unwelcome.

 A crisis decelerates youth and brings instability in the polity, it brings unhealthy competition, destruction of life and property as well lost of life. This development is critical as foreign and domestic investors will be skeptical that their huge investment would be safe, fear and insecure as well as lack of trust and confidence will prevail.

 Thus, for the conformity of development, the organization to be guaranteed, the need of public relations roles in management of conflict as crisis cannot be over stated emphasized.

**1.3 OBJECTIVES OF THE STUDY**

 The nucleus objective of this research is to investigate how to manage and possibly reduce the frequency and channel conflict and crisis to a more productive activity, to promote development in the organization.

Specifically, the research objectives include:

1. To trace the causes of crisis
2. To examine the previous method that will be employed of crisis on the society.
3. To explain why there have been unsuccessful management of crisis.
4. To offer suggested solutions on how to handle crisis.

**1.4 SIGNIFICANCE OF THE STUDY**

 The study will benefit many co-operate organizations and government officials in conflict and crisis management as few work have been done on the subject. Also if will serves as a starting point for other researchers who will be interested in the subject of this research, it will also be beneficial to communities and public relations experts as more knowledge has been gained from the research.

**1.5 RESEARCH QUESTIONS**

 The research has mapped out vital research questions which need to be answered as follow:

1. Dues public relations strategies play a significance role in crisis management?
2. Do land disputes causes crisis among organization?
3. Do intolerance among ethnic groups cause crisis?
4. Do crisis among ethnic groups in the organization discourage foreign direct investment?

**1.6 RESEARCH HYPOTHESIS**

 The following hypotheses were formulated by the researcher to validate or investigate the research problem.

Hi: Government and organization in ability to create more employment opportunities do not cause crisis.

Ho: Government and organization in ability to create more employment opportunities does not cause crisis.

Hi: Crisis do discourage investment in the organization.

Ho: Crisis does discourage investment in the organization.

**1.7 SCOPE OF STUDY**

 The scope of the study covers Oredo local government area of Edo state and specifically discuss causes of conflict and crisis and the activities of corporate organization on crisis issues and the roles of crisis management on work organization.

**1.8 LIMITATION OF THE STUDY**

 This researcher faced some obstacles in the course of gathering data, among the barriers were that few works have been done on the subject matter.

Thus, few interactive existed.

 Also, the unwillingness of some respondents and government officials to provide information was another problem. Finally the financial constraints made of difficult for the researcher to reach a wider public of the time frame too short.

**1.9 DEFINITION OF TERMS**

 The meaning of key words that constitute the research problem and some key words that may be used frequently in course of this research work will be defined as sub-heading to ensure proper and easy understanding of the study.

The following salient concepts have been conceptually defined for the study.

* **Communication**: James (1990), defined communication as the channels and visual aids against enemy or unfriendly, interception for intelligence purpose.
* **Conflict**: Nasiru (2008), define conflict as a disagreement through which the parties involved perceive a threat to their needs, interests or concerns.
* **Crisis**: Nwoso (1996) defined crisis as an unstable situation of excrement danger or difficulty. Any life take on crisis proportion, if it is experienced as sudden intense unexpected, it is also emotionally.
* **Crisis** **Management**: black (1991), defined crisis management as the process by which organization deals with any major unpredictable event that threatens to harm the organization, it is responding to unforeseen circumstance with no time to plan ahead.
* **Management**: Weihrich (1994), opted management as the process of designing and maintaining an environment in which individual working together in groups efficiently accomplish selected aims through planning, organizing, staffing, leading and controlling.
* **Organization**: Damisa (2001) opted management as a social entity that has a collective goal and is linked to an external environment.
* **Public** **Relation**: Frank (2007), also defined public relations as the forms of planned communication outwards or inward between an organization and its public for the purpose of achieving specific objective concerning mutual understanding.
* **Work**: activity in which one exerts strength or faculties to do or perform something. A sustained physical or mental effort to overcome obstacles and achieve an objective or result.
* **Work** **Organization**: Continually changing to meet new demands, including the use of new technologies and workplace innovation. The way work in organized or procedures are administered can affect the level of disk to workers.

**CHAPTER TWO**

**LITERATURE REVIEW**

**2.1 SOURCES OF LITERATURE**

 The sources of literature review are basically the primary and the secondary data, they include materials gathered from libraries, textbook, published and unpublished but printed materials from places like the school libraries, state libraries, and lecture note were also consulted in some area, especially areas related to the study. All these helped in no small measure to buttress and give credence to what the researcher is analyzing in this work.

**2.2 REVIEW OF RELATED LITERATURE**

 Conflict and crisis one major force that can cause change in any organization, crisis is an envitable page in any organization history. This means there is no clear is departure of the concept of crisis in an organization. It in most cases does not connote negativism, crisis could contain dysfunctional properties that could damage the corporate image and reputation of an organization. But these dysfunctional syndrome could be change to useful function if properly managed. On the other hand conflict and crisis would have functional properties that would proper organization image to remarkable light success, and would enhanced the organization goodwill.

 Thus, crisis management is relevant on work organization or the authority concerned not only to put in place crisis detection strategies but equally devise possible mechanism for prevention, effective and efficient management as well as better ways of transforming and channeling then in a manner that will be beneficial to the organization, room this take off point well shall now offer the operational definition of what crisis is.

**2.2.1 CRISIS**

 According to Nkwocha (2009), crisis is any event, issue, occurrence or situation that will be described as a turning point for better or for worse. Crisis is also a period of heightened uncertainty that increase and demand to plan at the time in which both external and internal pressure change the goals and operational practices of organization.

 Crisis is a departure or expected and usual. In other words it is dysfunctional and is a disturbance in the normal functioning of the organization. It is wise to comment that crisis and conflict occur because it is functional and strengthening for solid change as well as organizational change of specific time.

 This is to because crisis can strengthen organization internally, that relations, among department and units could reinforce and grow for instance, challenge and competition with other organization within the industry. This may bring about unprecedented co-operation and unity that further strengthened the internal unity of the organization. It is interesting to know that conflict and crisis can empower organization. For example, a group of organization within an industry that may have been discriminated against, and could have been left out in taking part in coming together which will be healthy to these minority groups by strengthening their unity bond.

 In this direction, Salu (2004), view crisis as one of the agents and path of effective change unimaginable in organization. A crisis is come way cause something never to be the same again in a way. Various types of crisis.

 Newsam (2005) classify crisis into two broad categories namely-violent crisis and non violent crisis.

 Violent crisis this is a class of crisis which is usually immediate involving loss of lives and property and is exemplified by ethnic riots, earthquakes, storm, fire accidents among many others.

 Non violent crisis this second class of crisis as the name imply is less catastrophic and immediate but nevertheless potentially by dangerous and can be less destructive and is exemplified by disinformation misinformation, scandal, destructive, propaganda epidemics, drought and flood to mention but few (Salu, 2004).

 From the above classification of crisis we can endure that the various classes of crisis can further be grouped from the view point of whether the crisis is an acts of god or gods design, man-made or intentional human mistake, not a deliberate mistake.

 Act of good crisis are national and are ceased by natural forces such as rain, storm, earthquake among other, man-made or intentional mistake this could be cased by management, wrong decision, conflict or interest, poor among others. Not deliberate mistake could be ignorance on the management.

**2.2.3 CRISIS LIFE CYCLE**

 It is worth to note that similar to product life cycle in marketing management, crisis equally has a life cycle which starts form conception, birth, growth according to Nwosu (2006), is able to assist to forecast and prevent expected negative occurrence at earth stage of the crisis life cycle with timely and effective management watchfulness and intervention, a crisis may not progress to both the growth and maturity stages before it is aborted or terminated.

**2.2.4 CAUSES OF CRISIS**

 Nwosu (2006), outlined numerous causes of crisis to include manager corporate ego, natural mistake by managers or other workers, our founded and unfounded fears, ignorance, non preparedness, act of God occurrence, wrong decision, crisis of interest, environment waste, poor personnel management and motivation, poor communication, manufacture of substandard goods, inability to read the warning hand writing on the wall inform of signs, lack of vigilance, poor power of corporate problem detection, non existence of crisis plan, poor understanding and handling of the important stages in a crisis life cycles, existence of trigger threat adverse government policies, legal battles, community and employee dissatisfaction, sexual harassment in work place, sorting of in school sub-to tape, political and religion instability, leakage, lack of inadequate security, down signing, product, poor reputation war, mental disorder among others are the cause of crisis (Okereke, 2004, Fink 2000).

**2.2.5 ELEMENT OF CRISIS**

 There are four identified element in management relations crisis namely:

**TRIGGER**: an unexpected event from a component part of a crisis what has the possibility to heavy change the way the publics perceived the organization? A good case is when give outbreak in an organization destroy relevant documents completely and no alter native option to recover then as they were completely burnt down. This kind of incident will provoke or trigger unexpected consequences and will result to a problem or instituting a panel of enquiry.

**THREAT**: a threat is a situation where the public relations expect must be up and doing with wide open ears and eye including others sensory feature to closely follow up a trigger and be sure whether or not, it pose or can progress to a threat in the organization ever pose danger to human life, environment degradation, financial loss and corporate image damagers. This could be dangerous to any organization life.

**AN UNCONTROLLED SITUATION:** organization do have the motion or believe that crisis will always introduce difficult hand an present a shake-up of the organization environment that will make the situation beyond the control of management for a period of time.

**URGENT ATTENTION NEEDED:** truly, once the first three positions are undirected, there will be high pressure that would demand urgent attention to the matter.

 This is either to avoid damage or minimize damage to the lowest possible level. This will require fast response from the management to protect itself as well as the target public, and others who will be affected in the crisis for sure (Salu 2004).

**2.2.6 IMPORTANCE OF CRISIS AND CONFLICT**

 As oppose to some theories who postulate that crisis and conflict are generally unhealthy and dysfunctional but, Coser (2007) argued that organizations government and societies can be strengthened internally, that relations. Betweens or among employees or organization, organization management, government or regions could be maintained and reinforced and the social pathology could be reduced. In any way, there condition in this proposition which relate to circumstance existing to situation at particular stages in a crisis, example is seen in situation like war with another nation, crisis with another organization in a industry. This will bring internal strength to an organization and therefore be functional to organization.

 Also, crisis can empower organization and community this is possible, when community have an industry and been discriminated against and excluded from important matters affecting the industry by the so-called powerful leaders.

 These discriminated against will seek for equalization of powers which will be healthy for both the powerful group and the discriminated minority group at the end.

 Conflict and crisis bring pursuance of incomparable nation and organization interest, the interest centres around security, power and prestige. The theorist behind this postulation see the nation state as nation embodies concept of national sovereignty, the organization is empowered by the principle that it is an entity. Thus, the righty of non-interference by other than in exceptional circumstances. This makes it impossible and difficult for an organization to enforce constraints and sanction national or organizational behaviour in both the national and international system.

**2.2.7 CONFLICT AND CRISIS ANALYSIS**

 In analysis of conflict and crisis, it possible to move away from observation of what causes the crisis to what is the present development in the dispute. Chris Mitchell an expert in conflict analysis put forward three dimensions that people are involved in every crisis.

1. Situation
2. Behaviour
3. Attitude

 The crisis situation involves two parties whose interest or goals collide. In behaviour action ensures or seeks to deprive the other part of the goal or to eliminate the possible competition. And in the attitude or perceptions, the parties’ frustration creates or reinforces a negative attitude for competition or elimination. It is important to note that in this analysis, the organization relations export is either a mediator or negotiator. The sensitive organization relations expert mediator develops skills or breaking open a conflict situation and looking at its basic dynamics.

 This crisis transformation occurs as there is a metaphorsis is each of the three elements.

 Transforming attitude by changing and redirecting negative perceptions require a commitment to see the other will good will, to define the crisis in term of mutual respects and to maintain attitude of collaborative and cooperative intent.

 Transformation of behaviours by limiting all actions to collaborative behaviours, can interrupt the negative cycle this requires a commitment to seek non-coercive process of communication, negotiation, dispute resolution even when there has been intense provocation the commitment on both tide to act with restraint and mutual respect charges the dynamic of the negotiation from mistrust to trust.

 Transforming crisis by seeking to discover define and take away elements that are not compatible by creative design that can invent option for mutual benefit. In a negative crisis, incompatible features are see as essentially trouble some dangerous hence attitude become destructively negative and behaviour is divisive and alienting, such negative modeling of crisis is present in most people from infancy but each element can be relearned into a positive metaphor and experience

 in mutuality.

**2.2.8 METHODS OF CRISIS ANALYSIS**

 We shall discuss two approaches to crisis analysis the onion method and the mapping approach are the popular approaches are the delight of the write. Mapping Approach.

 Mapping is one of the approaches in analysis crisis situation. This approach pushes the public relations expert to represent the crisis event graphically, positioning the group involved in relation to the problematic event and in diagrams or graphic nature conveying the relation between or among then as the case may be.

 The map or diagrams are used for various to assists in fast comprehension of the crisis situation to explain more clearly form one view position, to clarify where our allies or potential, allies are placed, to investigate and evaluate what have been done and many other reasons. People with different view point may their different views together, this will result in learning from other perception and experiences.

 In summary are three steps to mapping

Step 1: define the issue in a general statement.

Step 2: name the major parties involved.

Step3: what are the needs and fears of each party involved?

Onion approach

 When time are stable, relationship good and trust equally high, then actions are strategies may likely shoot out from most basic needs party may be willing to disclose these needs to other and discuss their openly, if we trust parties involve, they may be able, through analysis and empathy, to grasp our needs even before we disclose them.

**2.3 THEORETICAL FRAMEWORK**

 The researcher use structural conflict theme as the theoretical framework for this research.

**2.3.1 STRUCTURAL CONFLICT THEORY**

 The central argument of the structural conflict theory is that conflict is build into the particular ways societies are structured and organized. The theory sees in compatible interests base on competition for resources which in most cases on ssumed to be scarce, as being responsible for social crisis according to Collier (2003) if further focuses at social problem like political an exclusion, injustice, poverty, diseases, exploitation inequity, oppression as sources of crisis. Thus, the structuralist maintain that crisis occur because of the exploitative and unjust nature of human societies and domination on one class by another. Ademola(2007). The emphasis of structural theory is thus, on how the competing interests of groups, the crisis directing into the social, economic and strength of social networks within and between ethnic groups.

 Uhotari (2001:6) the control and use of natural resources lies at the heart of the deepening crisis in the world into today that this crisis have separated dificiening with concentrative of poverty and scarcity, unemployment and deprivation in one large sector of main and over abundance and over production and other smaller section.

**2.4 SUMMARY OF LITERATURE**

 In essence, it is very correct to say that the organization will development of crisis management is management very well to bring development. The source of literature than down to the conclusion of the review related literature, which is from the introduction of crisis, definition of crisis, types of crisis, causes of crisis, negotiation. All the items mention in literature review can only be achieved through the application of the various public relations strategies which have proven to be effective therapies for combating violence world.

**CHAPTER THREE**

**RESEARCH METHODOLOGY**

 This chapter focused on the methodology used in the research project.

**3.1 RESEARCH DESIGN**

 The design of the study is the survey method, survey design is one in which a group of people or items considered to be representative of the entire group. It specifies how such data collection, because it enables the researcher to solicit for information that might not be available on the pages of the text book and also to bring successful completion of the study.

**3.2 AREA OF STUDY**

 The area of study of this research work was a case stiudy or Oredo Local Government area of Benin in Edo State.

**3.3 POPULATION OF THE STUDY**

 Population of the study is the total number of people used in the research. This population of the study was 9,010 people.

**3.4 SAMPLE SIZE DETERMINATION**

 The researcher used Yaro Yamanne’s formula is given as

n = N

1 + N (e)2

Where n = sample size

N= population

e= level of significance

I= constant

 The researcher used 5% level of significance to determine the sample size

n = N

1 + N (0.05)2

n= 9,010 (0.0025)

22.525

n= 9,010

382.99 = 383

**3.5 SAMPLE SIZE**

 The sample of the study was scientifically determined and was 383 respondents.

**3.6 RESEARCH SAMPLE AND SAMPLING TECHNIQUE**

 The researcher used simple random sampling techniques method in the selection of the sample size from the population of the study. This was to reduce bias.

**3.7 INSTRUMENT FOR DATA COLLECTION**

 The instrument used for data collection was the questionnaires which included open ended and multiple choice question or yes or no as well as true or false, true and undecided which was submitted and gained approval of the researcher superior. The content was based in the role of public relation in crisis management. Couples of these questionnaire were administered to the sampled population and collected in the same manner. The relevant variable of the study were effectively measured by the item contained in the questionnaire.

**3.8 VALIDITY OF THE INSTRUMENT**

 The researcher used a set of 20 item questions to make up a questionnaires that was administered to the respondents. The questionnaire consists of open and close ended questions with multiple options.

 The questionnaires were submitted to the supervisor for validation and reliability.

**3.9 RELIABILITY OF INSTRUMENT**

 The measuring instrument was constructed in a way that the questionnaire item were used to measure particular hypothesis and relevant variable that lends the respondents to answer the questionnaire, the result were analysed using test and retest before arriving at the score and later presented to the supervisor who approved it as being reliable.

**3.10 METHOD OF DATA COLLECTION OF INSTRUMENT**

 The researcher collected the data from the respondent’s one on one. The researcher utilized the two effective method of data collection, these are the oral interview and the questionnaire. Oral interview because of its advantages of giving more in depth information.

 However, the questionnaires were personally distributed and the researcher made the collection.

 This is to enable their option without been bias on the role of conflict and crisis and crisis management on work organization.

**3.11 METHOD OF DATA ANALYSIS**

 The researcher used chi-square test of independence to authentically, the formulated hypothesis in the research. The chi-square is given as

X2 = $∑$ (0-e)2

Where X2 = chi-square

$∑$ = summation

0= observed frequency

E= expected frequency

**CHAPTER FOUR**

**DATA ANALYSIS AND PRESENTATION**

 In this section of the research a close study was made from the referred questionnaire and the data collected were presented in simple percentage of tables.

 Analysis and interpretation were equally carried out. The questionnaire was administered to different people in various offices in the organization.

 However, this chapter deliberated and analysis of the information gathered from our respondent and judiciously checks the strength or our hypothesis.

 The researcher deemed it fit to employ simple percentage method in analyzing the collect data and chi-squared were used in testing the hypothesis.

* 1. **DISTRIBUTION AND RETURN OF QUESTIONNAIRE**

|  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| Section | No of Qst Dst | % | No of Qst Wrongly Filled | % | No of Qst presented analyzed | % | No of Qst presented analyzed | % |
| Oredo | 183 | 97.3 | 100 | 33.3 | 100 | 55 | 70 | 35 |
| Uboma | 200 | 52.7 | 200 | 66.7 | 83 | 45 | 130 | 65 |
| Total | 383 | 100 | 300 | 100 | 183 | 100 | 200 | 100 |

Source: field survey 2013

 The above table shows the distribution and return of questionnaire administered to the respondent that out 383 questionnaire administered to the respondent, that out 383 questionnaires distributed, 300 representing 78.3% were returned while 83 representing 45.8% were not returned. Out of the 300 returned, 100 representing 50% were wrongly filled and discard while 200 were presented and analyzed.

Table 4.1.2

Respondent response on sex distribution

|  |  |  |
| --- | --- | --- |
| Option | Frequency | Percentage % |
| Female | 103 | 57.5 |
| Male | 97 | `48.5 |
| Total | 200 | 100 |

Source: field survey 2013

Table 4.1.2 above reveals that 200 respondents 10.3 or 51.5% were females, while 97 or 48.5% were males.

Table 4.1.3

Marital status of the respondents

|  |  |  |
| --- | --- | --- |
| Option | Frequency | Percentage % |
| Married | 120 | 60 |
| Single | 80 | 40 |
| Total | 200 | 100 |

Source: field survey 2013

Table 4.13 above show that out of total 200 respondents, 120 or 60% were married while 80 or 40% were single.

Table 4.1.4

Occupation respondents

|  |  |  |
| --- | --- | --- |
| Response | Frequency | Percentage % |
| Civil servants | 65 | 32.5 |
| Security | 55 | 27.5 |
| Business man | 45 | 22.5 |
| Formers | 35 | 17.5 |
| Total | 200 | 100 |

Source: field survey 2013

Table 4.1.4 above deficits that out of a total 200 respondent 65 or 32.5% were civil servants which 55 or 27% were security personnel, and 45 or 22.5% were business men while 35 or 17.5% were farmers.

Table 4.1.5

Age distribution respondents

|  |  |  |
| --- | --- | --- |
| Option | Frequency | Percentage % |
| 18-30years | 65 | 32.5 |
| 13-40years | 55 | 27.5 |
| 41-50 years | 45 | 22.5 |
| 51-above | 35 | 17.5 |
| Total | 200 | 100 |

Source: field survey 2013

Table 4.1.5 above reveals out of 200 respondents 65 or 32.5% were under the age of 18-30, 55 or 27.5% were under the age of 31-40, 45 or 22.5% are under the 41-50, 35 or 17.5% were under the age of 51 and above.

Table 4.1.6

Academic qualification respondents

|  |  |  |
| --- | --- | --- |
| Response | Frequency | Percentage % |
| FLSC | 45 | 22.5 |
| SSCE | 55 | 27.5 |
| ND/NCE | 40 | 20 |
| Bsc/HND | 35 | 17.5 |
| Msc/ and Above | 25 | 12.5 |
| Total | 200 | 100 |

Source: field survey 2013

Table 4.1.6 shows the distribution of academic qualification out of the 200 respondent 45 respondents or 222.5% had FLSC while 55 respondents or 27.5% have SSCE, 85 respondents or 20 have ND/NCE 32 respondents or 17.5% have BSC/HND, while 25 respondents or 12.5% have MSc and above.

**4.2 DATA ANALYSIS**

 These are question that deal directly with the relevant for the research. Respondents, response on organization bounded by some other organization.

Table 4.1.7

Question: is your organization bounded by some other organizations.

|  |  |  |
| --- | --- | --- |
| Option | Frequency | Percentage % |
| Yes | 180 | 70 |
| No | 20 | 10 |
| Total | 200 | 100 |

Source: field survey 2013

The table 4.1.7 show that out of the 200 respondent 180 or 90% have organization bounded their organization while 20 or 10% have no organization that bounded their organizations.

Table 4.1.8

Respondent response on how organization that bounded by the organization.

Question: if yes above how many organization bounded by organization.

|  |  |  |
| --- | --- | --- |
| Response | Frequency | Percentage % |
| One | 70 | 35 |
| Two | 100 | 50 |
| More than two | 30 | 15 |
| Total  | 200 | 100 |

Source: field survey 2013

The table 4.1.8 shows deficits that out of the 200 respondents 70 or 35% of the respondents have one organization bounded have two organization bounded by their organization, 30 or 15% the responded have more than two organization bounded by their organization.

Table 4.1.9

Respondents response on the boundaries dispute bring among ethnic groups.

Question: does boundaries dispute bring crisis among ethnic groups.

|  |  |  |
| --- | --- | --- |
| Response | Frequency | Percentage % |
| True | 100 | 50 |
| False | 80 | 40 |
| Not quite true | 20 | 10 |
| Total  | 200 | 100 |

Source: field survey 2013

The table 4.1.9 above depicts that out or the 200 respondent 100 or 50% of the respondent said true, 80 or 40% of the respondent said false, while 20 or 10% of the respondent said not quite true.

Table 4.2.1

Respondent’s response on ethnic group intermarriage with other ethnic group.

Question: does your ethnic group intermarry with other ethnic group.

|  |  |  |
| --- | --- | --- |
| Response | Frequency | Percentage % |
| True | 120 | 60 |
| Not true | 50 | 25 |
| True | 30 | 15 |
| Total  | 200 | 100 |

Source: field survey 2013

The table 4.2.1 above depicts out of the 200 respondent 120 or 60% of the respondent said true, 50 0r 25% of the respondent said not true, while 30 or 15% of the respondent said not true.

Table 4.2.2

Respondent’s response on introduce among ethnic groups.

Question: intolerance among ethnic groups cause crisis among them?

|  |  |  |
| --- | --- | --- |
| Response | Frequency | Percentage % |
| Very True | 100 | 50 |
| True | 50 | 25 |
| Not veryTrue | 35 | 17.7 |
| Not true | 15 | 7.5 |
| Total | 200 | 100 |

Source: field survey 2013

The table 4.2.2 above shove that out of the 200 respondents 100 or 50% of the respondent said is very true, 50 or 25% of the respondent said is not very true and the 15 or 7.5 % the respondent said is not true.

Table 4.2.3

Respondent’s response established corporate business organization in your area.

Question: do you have established co operate business organization in your area?

|  |  |  |
| --- | --- | --- |
| Response  | Frequency | Percentage % |
| Strongly agree | 60 | 30 |
| Agree | 40 | 45 |
| Strongly disagree | 30 | 15 |
| Disagree | 20 | 10 |
| Total | 200 | 100 |

Source: field survey 2013

The table 4.2.3 above dispicits that out of the 200 respondent 60 or 30% the respondent agree, 300 or 15% of the respondent strongly disagree while 20 or 10% of the respondent disagree.

Table 4.2.4

Respondent’s response on organization employment youth.

Question: does the organization employ youth to work with them.

|  |  |  |
| --- | --- | --- |
| Option | Frequency | Percentage % |
| Yes | 110 | 55 |
| No | 90 | 45 |
| Total | 200 | 100 |

Source: field survey 2013

The table 4.2.4 above show that out of the 200 respondent 110 or 55% of the respondent said yes while 90 or 45% the respondent said no.

Table 4.2.5

Respondent’s response on organization offer of scholarship

Question: do these organization offers scholarship to thee indigence?

|  |  |  |
| --- | --- | --- |
| Response | Frequency | Percentage % |
| True | 42 | 21 |
| Not true | 128 | 64 |
| Not True | 30 | 15 |
| Total  | 200 | 100 |

Source: field survey 2013

The table 4.2.5 above reveals that out of 200 respondent 42 or 21% said that is true, the organization offer scholarship to the indigenes, 128 or 64% said not true, while 30 or 15% said not true.

Table 4.2.6

Respondents response on discourage investments.

Question: crisis in an area discourage investment for external investor?

|  |  |  |
| --- | --- | --- |
| Response  | Frequency | Percentage % |
| Strongly agree | 100 | 50 |
| Agree | 50 | 25 |
| Strongly disagree | 35 | 17.5 |
| Disagree | 1.5 | 7.5 |
| Total | 200 | 100 |

Source: field survey 2013

The table 4.2.6 above reveals that out 200 respondents 100 or 50% strongly agree that crisis in an area discourage investment eternal investors 50 or 25% agree while 35 or 17.5% disagree, 15 or strongly disagree.

Table 4.2.7

Respondent’s response unemployment among the youths.

Question: high level of unemployment among the youths cause crisis?

|  |  |  |
| --- | --- | --- |
| Response  | Frequency | Percentage % |
| Strongly agree | 110 | 55 |
| Agree | 40 | 20 |
| Strongly disagree | 35 | 17.5 |
| Disagree | 20 | 10 |
| Total | 200 | 100 |

Source: field survey 2013

The table 4.2.7 above show out of 200 respondents 110 or 55% strongly agrees, while 35 or 10% of the respondent strongly disagree, 20 or 10% the respondent disagree.

Table 4.2.8

Respondent’s response method of crisis settlement.

Question: have these methods of crisis settlement used by the government been effective?

|  |  |  |
| --- | --- | --- |
| Response | Frequency | Percentage % |
| True | 90 | 45 |
| Not true | 70 | 35 |
| Not True | 40 | 20 |
| Total  | 200 | 100 |

Source: field survey 2013

The table 4.2.8 above depicts out or 200 respondent 90 0r 45% the respondents said true 70 or 35% the respondent said not true, while 40 or 20% the respondent said not sure.

Table 4.2.9

Respondent’s response on public relations strategies.

Question: public relations strategies can be very useful in the settlement of crisis.

|  |  |  |
| --- | --- | --- |
| Response | Frequency | Percentage % |
| True | 85 | 42.5 |
| Not true | 70 | 35 |
| Not True | 45 | 22.5 |
| Total  | 200 | 100 |

Source: field survey 2013

The table 4.2.9 above show out of 200 respondent 85 or 42% of the respondent said true, 70 or 35% of the respondents said true, 70 or 35% of the respondent said not true while 45 or 22.5% of the respondent not sure

Table 4.3.1

Respondents response on public relations expects are not effective.

Question: public relative experts are not effectively and regularly used in dispute resolution?

|  |  |  |
| --- | --- | --- |
| Response  | Frequency | Percentage % |
| Strongly agree | 80 | 40 |
| Agree | 50 | 25 |
| Strongly disagree | 45 | 22.5 |
| Disagree | 25 | 12.5 |
| Total | 200 | 100 |

Source: field survey 2013

The table 4.3.1 above reveals that out of 200 respondents 80 or 40% the respondent agree, 45 or 22.5% of the respondents disagree.

**4.3. TEST OF HYPOTHESIS**

 Sample of chi-square test statistics X2 was used to determine if these existed significant different between the frequencies and the research variable. Chi-square X2 is therefore, a measure of discrepancy existing between the observed and expected frequencies.

**HYPOTHESIS ONE**

**Ho**: Government and multinational companies’ inability to create employment opportunities do not cause crisis.

H1: Government and multinational companies’ inability to create employment opportunities causes crisis.

State the test statistics

X2 = ∑ (0-e) 2

Where o= observed frequency

 E= expected frequency

 ∑= summation

State the level of significance

X= 0.05

State of degree of freedom of

= (r-1) (c-1)

(4-2)(4-2)2

Determine the critical value

X2 = 0.05 = 3.84

Computation of the test statistics hypothesis of the tested with table 4.2.7

|  |  |  |
| --- | --- | --- |
| Response  | Frequency | Percentage % |
| Strongly agree | 88 | 44 |
| Agree | 42 | 21 |
| Strongly disagree | 40 | 20 |
| Disagree | 30 | 15 |
| Total | 200 | 100 |

Source: field survey 2013

Using X2 = ∑ (0-e)2

 2

To obtain the expected frequency

= 200/4

X2 = (88-50)2 + (42-50)2

=28=1.28

X2 = 39.2

**DECISION RULE**

Reject null Hypothesis if X2 calculated is greater than the observed X2 tabulated observed or critical value 3.84 thus, the alternative hypothesis which state that government and multinational companies inability to create employment opportunities cause crisis hence the null hypothesis is rejected.

Hypothesis two

Ho: crisis does not discourage investment in the country

H1: crisis does not discourage investment in the country

State the test statistics

X2 = ∑ (0-e)2

X2 = ∑ (0-e)2

 2

Where o= observed frequency

 E= expected frequency

 ∑= summation

State the level of significance

X= 0.05

State of degree of freedom of

Df= (r-1) (c-1)

(4-2)(4-2)=2

Determine =3.84

Computation of the test statistics

hypothesis of the tested with table 4.3.1

|  |  |  |
| --- | --- | --- |
| Response  | Frequency | Percentage % |
| Strongly agree | 88 | 44 |
| Agree | 42 | 21 |
| Strongly disagree | 40 | 20 |
| Disagree | 30 | 15 |
| Total | 200 | 100 |

Source: field survey 2013

Using X2 = ∑ (0-e)2

To obtain the expected frequency

Value X2 =200 = 50

 4

X2 = (80-50)2 + (44-50)2

 50 50

= 0.18 = 6.48

**DECISION RULE**

Reject null hypothesis if X2 calculated is greater than the tabulated observation or critical value 3.84 thus the alternative hypothesis which state that, crisis do discourage investment in the country hence the null hypothesis is rejected.

**4.4 ANSWER TO RESEARCH QUESTIONS**

**Research Question One:** Does public relation strategies play a significant role in crisis management. This was tested in table 4.2.9 out of 200 respondents the total number of 85 or 42.5% of the respondent answered positive while 70 or 35 answered negatively and 45 or 22.5 answered negative, which means that public relation strategies are very useful in the settlement of crisis but public relations practitioners are not often used in the settlement of crisis.

**Research Question Two:** do land dispute cause crisis among communities? The tested table 4.1.9 shows that out 200 respondents the total numbers of 100 or 50% answered positive and 80 or 40% of the respondent answered negative, 20 or 10% answer negative meaning that land dispute is another major case of crisis among ethnic nationalities.

**Research Question Three:** crisis among ethnic groups in the country discourages foreign direct investment? This was tested in the table 4.2.6 out 200 respondent 80 or40% answered positive and 41 or 200% answered positive while 47 or 23.5% answered negative and 32 or 16% answered negatively foreign direct investment.

**4.5 DISCUSION OF FINDINGS ON THE HYPOTHESIS**

 The first hypothesis proved right, it is because government and the multinational companies can not create employment opportunities for the youth. The second hypothesis was equally right this is because crisis do include job crisis, where the people because of crisis discourage the investment in the country etc.

**CHAPTER FIVE**

**SUMMARY, CONCLUSION AND RECOMMENDATIONS**

 This chapter deals with the summary of the research recommendations and conclusion also with the suggestion for further studies.

 The researcher tried among others to review discussion and interpret the roles of the conflict and crisis management on work organization with special attention to Oredo local government area of Edo State.

**5.1 SUMMARY**

 The researcher after a careful analysis, interpretation and hypothesis testing came up with summary. It seems necessary now to the different segment of the work. In the general sense, therefore, the researcher learnt that the crisis is the most accessible and credible source of enlightening, educating and forming the people of Oredo Local Government of Edo State alone but indeed, the whole Nigeria. This is because the crisis, through its basic important of development, thereby improving the people and government on their socio-political environment.

 From the analysis gathered in this prospect, there is no doubt that the public relations is strong and play a vital role on crisis management in Edo State. Also the two hypothesis tested gave statistical support that the public relation is very relevant and plays important role in crisis even they are limited by many hindrances.

 Despite the odd, the researchers were able to arrive at specific and reliable solution to the research problem.

**5.2 DISCUSSION OF FINDINGS**

 From the stat of this study, the researcher stated that public relations have eluded the country at many times. Government and multinational companies inability to create employment opportunities causes crisis in an area. Crisis in any environment discourage investment in such country. Land dispute is a major causes of crisis among ethnic nationalities. Intolerance among ethnic group in organization and society.

 Public relation strategies are very usefull in the settlement of crisis but public relations practitioners are not often used in the settlement of crisis.

**5.3** **RECOMMENDATIONS**

 Based on the findings made by the researchers, the followings are the recommendations:

1. Boundary adjustment cuts should be established to specifically handle boundary disputes matters. This will remove that overdue delay of delivering judgement in our courts about land issues.
2. To avoid land disputes and hostilities from ethnic groups boundaries in dispute should be clearly demarcated with concrete pillars by boundary adjustment commission after proper examination.
3. Regular surveillance reported by security personnel on prominent ethnic leaders, politicians, ethnic association, youth bodies and the like and promptly actions on such reports through constitutional means will not only deduce but will eliminate crisis in Edo State.
4. The state, local government and management of multinational companies should embark on revolutionary development programme which among other will create employment opportunities and empower the people, to meet the demands of the people for a minimum of biological and social/reasonable standards of nutrition, drinking water, assess to education and health services and effective participation at all level of national activities to which the people are entitled as a matter of social policy.
5. The government should as a matter of priority make use of public relations strategies like public enlightenment campaigns, awareness programme among others to emphasis the need for tolerance and discipline among ethnic nationalities.
	1. **CONCLUSION**

 In conclusion therefore, the government and the multinational companies have major roles to play in achievement of place in the crisis area of the local government area. Hence, the role of conflict and crisis management on work organization can not be left aside, when it come to the management of crisis, as such public relations personnel should not try to spin the truth, those in authority should be made to understand the feelings of the people.

 Finally, the government, professional bodies and the philanthropist amongst other should assist in the sponsorship of these programmes and projects as this will helps this generation.

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**QUESTIONNAIRE**

 Department of public administration

 School of Business Studies

 Auchi Polytechnic, Auchi

 15the September, 2013

Dear Sir,

**REQUEST FOR THE COMPLETION OF QUETIONNAIRE**

 I am a final year’s student of public administration and management Departmetn, Auchi Polytechnic, Auchi, Edo State.

 I am carrying out a research on “The Conflict and Crisis Management on Work Organization ( a case study of Oredo Local Government Area of Edo State)”. Kindly fill this questionnaire as honesty as possible.

 Ant information given here shall be treated as confidential and utilized purely for the purpose of this research work.

Thanks for your anticipation understanding.

 Yours faithfully

**Eze Christiana Chiamaka.**

**APPENDIX**

**Instruction:** tick good ($√$) only the right option and make comments where necessary.

1. Sex

a Male ( ) b. Female ( )

2. Marital Status

a. Single ( ) b. Married ( )

3. Occupation

a. Civil servant ( ) b. Security Personnel ( ) c. Business Man ( ) d. Farmer ( )

4. Age Distribution

a. 18-30years ( ) b. 31-40years ( ) c. 41-50 years ( ) d. 51 and above ( )

5. Academic qualification

a. FLSC ( ) b. SSCE ( ) c. ND/NCE ( ) d. B.sc/HND( ) e. Msc and above ( )

6. Is your organization bounded by some other organization?

a. Yes ( ) b. No ( )

7. If yes about how many organization are bounded by your organization

a. One ( ) b. Two ( ) c. More than two ( )

8. Does boundaries dispute bring crisis among other ethnic groups?

a. True ( ) b. False ( ) c. Not sure ( )

9. does your thnic groups intermarry with other ethnic groups?

a. Very true ( ) b. Not true ( ) c. Not sure ( )

10 intolerance among ethnic groups causes crisis among them?

1. Very true ( ) b. True ( ) c. Not true ( ) d. Not very true ( )

11. Do you have established corporate business organization in your area?

a. Strongly agree ( ) b. Agree ( ) c. Strongly disagree ( ) d. Disagree ( )

12. Do these organization employ youth to work with them?

a. Yes ( ) b. No ( )

13. Do these organization offer scholarship to the indigenes?

a. Yes ( ) b. No ( )

14. Crisis in area discourages investment for external investors?

a. Strongly agree ( ) b. Agree ( ) c. strongly disagree ( ) d. Disagree ( )

15. High level of unemployment among the youth causes crisis?

a. Strongly agree ( ) b. Agree ( ) c. Strongly disagree ( ) d. Disagree ( )

16. what method have government so far employed to settle crisis among it ethnic groups

a……………………………………………………………………………………..

b……………………………………………………………………………………..

c.……………………………………………………………………………………..

17. have these methods of crisis settlement used by the government been effective?

a. True ( ) b. Not true ( ) c. Not sure ( )

18. Public relation strategies can be very useful in the settlement of crisis?

a. True ( ) b. Not true ( ) c. Not sure ( )

19. Public relation experts are not effectively and regularly used in dispute resolution

a. Strongly agree ( ) b. Agree ( ) c. strongly disagree ( ) d. Disagree ( )

20. Suggest ways that could be useful in crisis settlement.

a……………………………………………………………………………………..

b……………………………………………………………………………………..

c.……………………………………………………………………………………..

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