

# Effects of Crises Management on the Performance of Employees: Case of The University of Bamenda (UBa)

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## Abstract

This study entitled “the Effects of Crisis Management on Employee Performance at The University of Bamenda” was conducted with the aim of determining the effects of crisis management on employee performance with regards to the University of Bamenda from this research objective, four research questions were derived to guide the study. To accomplish this task, both qualitative and quantitative research approaches were used. The techniques used in analyzing qualitative data was Thematic Content Analysis while the descriptive statistics was used to analyze the quantitative data. The SPSS (Statistics Package for Social Science) software version 23.0 was used to analyze quantitative data collected. A sample of 100 respondents were selected in this study using the random sampling technique. The sources of data collection used includes; the primary and the secondary sources. After analyzing the data, the results show that the crisis management strategies have a positive effect on the performance of employees. A unit increase in the crisis management strategies will increase the performance of employees by 0.856, significant at 1 percent. Also, the crisis situation has a negative effect on the performance of employees. A unit increase in the crisis situation will decrease the performance of employees by 0.225, significant at 1 percent. It was equally observed that, a unit increase in Effective crisis management will increase the performance of employees by 0.516, significant at 1 percent. Finally, the crisis management challenges have a negative effect on the performance of employees. A unit increase in the crisis management challenges will decrease the performance of employees by 0.406, insignificant. In spite of the above results, this research still has a lot of setbacks coming from the methodology used, time, respondents and geographical limitations. From this conclusion, this study hopes to recommend the need for training for crisis preparedness and combine governmental and private efforts to reach appropriate solutions to mitigate the crises faced by Cameroonian institutions.

**Keywords:** crisis, management, employee, performance, university, Bamenda

## 1. Introduction

As an institution operating in today’s society, it would at one time or the other witness instability in which the impacts of event(s) threaten its operations, survivals or reputation. According to Macfarlane (2010), the strength of such an institution to successfully manage such crisis is what differentiate an organization from another that permits such horrible state to dampen its strategic. Crisis management is therefore seen as a strategy of an organization consists of pre-planned, rapid response capability supported by a leadership and communications capacity in an integrated fashion to enable effective recovery and protecting an organization’s reputation (Dominic Cockram, 2012). Looking at Perrow (2004), a crisis is thus a critical situation that can have severe negative impacts to the organization.

### 1.1 Background History of The University of Bamenda

The University of Bamenda (UBa) is a distinctive anglo-saxon university with future international reputation for higher standards of achievements and innovations in all areas of professionalism, arts, sciences and technology. The history of The University of Bamenda is inextricably linked to that of the Cameroon College of Arts, Science and Technology (CCAAT) and Ecole Normale Supérieure Annex (ENSAB) Bambili. The University of Bamenda germinated out of a local initiative hatched in 1962 following reforms in the Educational Policy of West Cameroon. The university opened in 2011 as the second English language university in Cameroon, the University of Buea having been the only one up till then. It began with the Higher Teachers Training College and the Higher Technical Teachers Training College as the only faculties.

Its critical agenda is to pursue personal and collegial excellence in teaching, training, research and outreach in the spirit of the Anglo-Saxon tradition without sacrificing the advantages of cultural dialogue.

The University of Bamenda play an increasingly important role in economic and social development as the lone state university in the north west region of Cameroon. However, institutions under the university are encountering challenges such as, Anglophone crisis, COVID-19 crisis, misunderstandings amongst staff, premature resignation from some staff, a smaller number of staff, low salaries, inadequate funding, low research output, inadequate facilities among others. Due to the challenges, this keeps their work force under constant pressure to retain productivity and keep the image and performance of the organization high. Thus, it is important for management to employ crisis management so as to mitigate and/or prepare for a crisis situation.

Based on the above challenges, this article aims to examine the effects of crisis management on the employee's productivity using The University of Bamenda as a case study and to provide answers to these questions; What is the relationship between Employee performance and crisis management? What are the causes of crisis in an organization? What are the challenges to effective crisis management in an organization? What are the crisis management strategies available to an organization?

## **2. Literature Review**

### *2.1 Conceptual Review*

In this section of the study, the main concepts of the study will be discussed. The study has two main concepts; crises management and employee performance.

#### **2.1.1 The Concept of Crises Management**

The concept of crisis is used in many studies in the wrong place and is confused with many other concepts.

At the individual level there is an emotional crisis or a financial crisis and at the level of one country there is the economic crisis and the constitutional crisis. From the previous discussion it is difficult to find a definition that is accurate and clear. Any attempt to define the concept of the crisis has many problems, because this term is subjected to individual and heterogeneous use, but this does not prevent us from identifying the most important linguistic meanings of the term (Crisis). The linguistic meanings of the term crisis varied according to different jurisdictions. Charles McClelland (1972) defines crisis as particular type of expression in the nature of the relationship between the parties of the conflict and this shift is attributed to the nature of the mutual acts between them when the crisis is escalated on the acts of armament due to the use of force or threat, but in the case of reduced severity of the crisis, the rate of acts of armistice begins to decline and replaced by attacks Speeches (e.g., protests) to cover each party's concessions. The crisis, according to Bieber, is a turning point in unstable situations that can lead to undesirable results if the parties concerned are unwilling or unable to contain or mitigate their risks. In summary, the crisis means a threat and a foreseeable or unexpected threat to the goals, values, beliefs and property of individuals, organizations and States that limit the decision-making process.

### **Types of Crises and Its Features**

#### **(1) Types of Crisis**

Comb's (1999) posited that during the crisis management process, it is important to identify types of crises, in that different crisis necessitate the use of different crisis management strategies. Lerbinger (1997), argues that potential crisis is enormous, but crisis can be clustered. He later identified categories and types of crises as:

- a. Natural disaster
- b. Technological crisis
- c. Confrontation
- d. Malevolence
- e. Organizational misdeeds
- f. Workplace violence
- g. Rumors.

## **(2) Characteristics of Crises**

By nature of a crisis situation, the characteristics of crisis are observed to pose the major challenges to effective crisis management. Crisis is characterized by the following:

- 1) Element of surprise
- 2) Insufficient Information
- 3) Escalating flow of events
- 4) Perceived or real loss of control
- 5) State of stress and anxiety
- 6) No immediate obvious solutions

## **Strategies to Crisis Management**

This comprises of the ways by which a crisis situation can be resolved, they are suitable for the spirit of the times and compatible with its variables and the most important of these methods are:

- ✓ Group work strategy
- ✓ Changing Path Strategy
- ✓ Reserve Mobilization strategy
- ✓ The democratic participation strategy to deal with crises
- ✓ The containment strategy
- ✓ Escalation of the crisis
- ✓ Crisis Exhausting strategy
- ✓ The fragmentation of crises

## **The Dimensions of Crisis**

Here, we would look at a crisis situation from two perspectives as follows:

- a) The Problem: A kind of sudden, unforeseen change that requires an effective mix of management planning, containment and management skills.
- b) Conflict: It involves conflict of interests or will of two or more parties, and requires special skills for conflict management and negotiation.

## **Techniques of Effective Crisis Management**

Effective crisis management occurs when an organization employs skillful planning and a proactive response to avert a crisis entirely, limit its severity and duration, or turn it into an opportunity.

### **Crisis Management Planning**

No corporation looks forward to facing a situation that causes significant description to their business, especially one that stimulates extensive media coverage. Crisis management planning deals with providing the best response to a crisis (Coombs;2007).

#### **(1) Contingency Planning**

Preparing contingency plans in advance, as part of a crisis management plan, is the first step to ensuring an organization is appropriately prepared for a crisis. Crisis management teams rehearse a crisis plan by developing a simulated scenario to use as a drill.

#### **(2) Business Continuity Planning**

When a crisis will undoubtedly cause a significant disruption to an organization, a business continuity plan can help minimize the disruption.

## **Role of Apologies in Crisis Management**

There has been a debate about the role of apologies in crisis management and some argue that apology opens an organization up for possible legal consequences. However, some evidence indicates that compensation and sympathy, two less expensive strategies, are as effective as an apology in shaping people's perceptions of the organization; taking responsibility for the crisis because these strategies focus on the victim's needs. The sympathy response expresses concern for victims while compensation offers victims something to offset the suffering.

### 2.1.2 The Employees Performance

Performance is: the conduct of a person, to achieve a specific goal, it may be satisfying a particular need or solving a problem or planning a project. Within the institution or organization, performance could be defined as the valuable outputs generated by the system in the form of goods and services.

#### 2.1.2.1 Factors Affecting Performance

Al-Salami (2005) sees two main factors that have a significant impact on performance. These two factors can be summarized as follows:

- 1) Technical factors: represented in technological progress, raw materials, organizational structure of work, methods and methods of work.
- 2) Human factors: The ability to perform the actual work, including knowledge, education and experience, in addition to training, skill and personal ability, as well as the desire to work, which is determined through physical working conditions, social working conditions and the needs and desires of individuals.

There are other factors that contribute to improving the efficiency of the organization and improving the level of performance of its members through the development and activation of the role of employees in the organization, including:

- 1) Incentives and Participation in Decision-Making and Training.
- 2) Leadership
- 3) Employee Training and Development Programs.
- 4) Motivation
- 5) Work Place Environment

#### 2.1.2.2 Measures for Employee Performance

Measuring employee performance will differ across roles and departments, but generally, it can be measured by:

- 1) Speed and efficiency
- 2) Quality and depth
- 3) Trust and consistency

The specifics of these metrics will differ depending on the specific job function. All employees (and their supervisors) should be aligned on the goals and expectations that underpin each metric. By establishing clear objectives and timelines for achieving them, each employee should understand exactly what is expected of them.

### 2.1.3 Conceptual Framework

The dependent and independent variables of the study could be determined from the following study model:

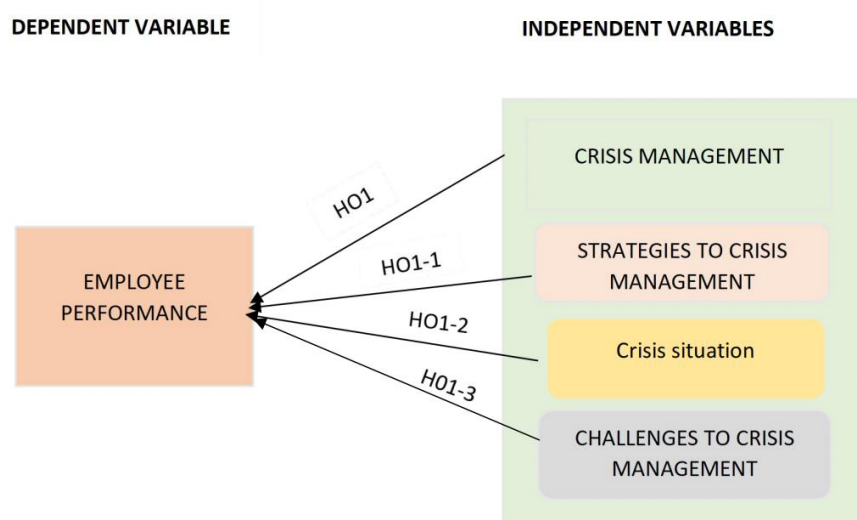


Figure 1.

## 2.2 Theoretical Frame Work

Different theories have been used to underpin studies on Crisis management which includes

### 2.2.1 Structural—Functional Systems Theory

Providing information to an organization in a time of crisis is critical to effective crisis management. Structural functional systems theory addresses the intricacies of information networks and levels of command making up organizational communication. Rancer and Womack (1997) posited that the structural—functional theory identifies information flow in organizations as “networks” made up of members and links. Information in organizations flow in patterns called networks.

In crisis management, this theory explains how organizational communication relies on a structure made up of networks for information to flow and a hierarchy of people who manage the process.

This theory though significant fails to state that under unforeseen circumstances routine processes may become obsolete and coordination difficult as such disrupting the flow of information.

### 2.2.2 Stakeholder Theory of Crisis Management

In 2009, Alpaslan, Mitroff, and Sandy Green published a theory that focused on the role of stakeholders in crisis management. They argued for including stakeholders in crisis preparations and responses—not because of their power or influence on financial value, but due to factors such as potential for injury. Crises can reorder the importance of a stakeholder group, and managers who understand stakeholder theory consider and incorporate the needs and values of a range of stakeholders, Alpaslan, Mitroff, and Green said.

### 2.2.3 Resilience Theory and Business Continuity Planning

Resilience theory, which has its roots in child psychology, holds that having one or more protective factors can help individuals survive adversity with less harm. In business, resilience theory helped give rise to business continuity planning, which seeks to make companies more resistant to failure.

According to researcher Patrice Buzzanell, resilience theory outlines five elements that businesses can cultivate to strengthen their ability to bounce back: crafting normality, affirming identity anchors, making use of communication networks, putting alternative logic to work, and emphasizing positive feelings while downplaying negative ones.

## 2.3 Empirical Review

### Previous studies include:

**Manning Study (2004)** entitled “Strategic Management of Crises in Small and Medium Businesses,” aimed to analyze what strategies small and medium businesses actually adopt when confronted with a major crisis such as a fire, flood or similar catastrophe, and determine what factors proved vital to the survival of the business. The study found that the owners and managers of small and medium businesses rated the development of a Crisis Management Model as a crucial management tool to assist them to fight for the survival of their business following a crisis. Even those owners that found that the business, for whatever reason, could not be saved, needed to develop a modified plan that strategically addressed the owners’ withdrawal from the enterprise. The study recommended testing of the Crisis Management Model for Small and Medium Enterprises needs further research.

**Alihmad study (2009)** entitled “Analyzing the Effect of Business Crisis Management Strategies on Organizational Performance of Palestinian Companies,” aimed to identify the impact of crises management strategies on the performance (marketing and finance) of Palestinian companies where the financial data during 2000-2009 were used. The study was based on a null hypothesis that states “there is no statistically significant impact at  $\alpha \leq 0.05$  of crises management on organizational performance of Palestinian companies.” The study adopted the analytical descriptive approach, and concluded that the strategies of crises management have no impact on the organizational performance (marketing and finance.) the most important recommendation of the study is to establish a specialized department for crises management in the organization.

**Mohammad study (2011)** entitled “Crises Management Strategy: A Conceptual Framework from Islamic Perspective,” aimed to identify the strategies of crises management from Islamic perspective, using documentary descriptive approach based on related previous studies and books. The researcher tackled the new concept of crisis, its characteristics, phases and effects. The study concluded that dealing with crises requires bypassing the traditional solution ways to follow more innovative ways. Also the study found that some crises accompany the main crisis such as Media crises, psychological crises, and technical crises. The researcher recommended the need to provide experts of the crisis beforehand, in order to build the necessary trust relations and make a decisive decision.

**Bernstein study (2012)** entitled “Crisis Management and Sports in the Age of Social Media: A Case Study

Analysis of the Tiger Woods Scandal,” focused on crisis management strategies and their application to the American professional golfer Tiger Woods scandal. The results of the study have demonstrated that Mortification Strategy was the most used strategy in the crisis as it is based on admitting of mistakes and asking forgiveness which conveys treatment, repentance and correction. The crisis management team has succeeded through this strategy to avoid talking about the scandal and to make the fans to discuss the level of the player in golf.

#### *2.4 The Research Gap*

Most studies carried out on crisis management are not done in Cameroon like that of Alihmad study (2009), that was done in Palestinian. In previous studies, crisis management has been assessed from a point neglecting the challenges faced in preventing and managing a crisis situation by management and no specific of Anglophone crisis and The University of Bamenda. This study therefore sheds light on the crisis management due to the Anglophone crisis situation in the Northwest leading to some companies leaving the country and the educational system hit badly. In previous studies, crisis management has been assessed from a point neglecting the challenges faced in preventing and managing a crisis situation by management. This study sheds lighter on not just the strategies for crisis management, but it assesses the challenges faced and how such mile stones could be made beneficial. This study is therefore going to cover a geographical and time gap given that, this study is first to be done in 2023.

### **3. Research Methodology**

This research adopted a mixed methods and descriptive statistics research design. This design was used because the researcher had to collect data from the employees of The University of Bamenda through a survey questionnaire and the hypothesis will be tested using linear regression analysis. For this study, we consider a sample size of 100 persons both male and female ranging from 20yrs to 50yrs and above. They are all active staffs of UBa. The technique of the sampling employed in the data collection is mainly random sampling. Data were collected from both primary and secondary sources. The Data collected will be analyze using both statistical and descriptive methods (Excel and Statistical Package for Social Sciences, SPSS 23.0) to produce valid results that can be generalized. The correlation method is used since there are two independent variables and the variables will be measured based on the following hypothesis:

Ho1: Crisis management does not have any significant effect on employee performance.

Ho1-1: crisis management strategies have no effect on institutions performance in particular on employee's performance

Ho1-2: the crisis situation has no significant effects on employee performance

Ho1-3 Management challenges to effective crisis management is not a function of poor performance.

#### *3.1 Definition of Variables*

Yt = Employee productivity (dependent variable)

X1t = Effective Crisis Management (independent variable)

X1-1t = Strategies to Crisis Management (independent variable)

X1-2t = Crisis Situation (independent variable)

X1-3t = Challenges to Crisis Management (independent variable)

#### *3.2 Econometric Specification and Model Specification*

This section brings to light econometrics analysis use to establish the relationship between the various Crisis Management attributes on employee's performance. The model can be specified as follows;

$$Y_t = \beta_0 + \beta_1 X_{1t} + \beta_2 X_{2t} + \beta_3 X_{3t} + \mu_t \text{ for population}$$

$$y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 \text{ for sample}$$

Where, Yt = Employee productivity (dependent variable), X1t = Effective Crisis Management (independent variable), X2t = Strategies to Crisis Management (independent variable), X3t = Challenges to Crisis Management (independent variable),  $\beta_1$ ,  $\beta_2$  and  $\beta_3$  = coefficient of the independent variables and  $\mu$  = Error term or stochastic term.

### **4. Presentation and Discussion of Findings**

This part will be focused on the analysis of data collected from the field. The analysis will be done using the simple descriptive statistics. In this respect, frequencies, percentages and tables will be used. The analysis will begin with demographic information. Thereafter, analysis of questionnaires will be done objectively.

#### *4.1 Analysis of Demographic Data*

This section shows a clear distribution of the sample by respondent's gender, age, level of education and longevity in the organization.

Table 1. Distribution According to Gender

<b>Gender</b>		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	12	40.0	40.0	40.0
	Female	18	60.0	60.0	100.0
	Total	30	100.0	100.0	

Source: Fieldwork, 2023 (calculated values SPSS 23.0)

The findings show that 40 percent of the respondents were males while a majority of 60 percent were females.

Table 2. Distribution According to Age Range

<b>Age</b>		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Below 20	1	3.3	3.3	3.3
	20-29	7	23.3	23.3	26.7
	30-39	2	6.7	6.7	33.3
	40-49	16	53.3	53.3	86.7
	Above 50	4	13.3	13.3	100.0
	Total	30	100.0	100.0	

Source: Fieldwork, 2023 (calculated values SPSS 23.0)

Table 2 shows that 3.3 percent of the respondents were of age group below 20 years, 23.3 percent were of the age group 20 to 29 years, 6.7 percent were of age group 30 to 39, 53.3 percent of the respondents were of age group 40 to 49, and 13.3 percent of the respondents were of age 50 years plus. This shows a majority of the respondents were of age 40 to 49 years old.

Table 3. Distribution According to Level of Education

<b>Education</b>		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Advanced level	8	26.7	27.6	27.6
	HND	4	13.3	13.8	41.4
	Bachelor's Degree Level	3	10.0	10.3	51.7
	Master's Degree	5	16.7	17.2	69.0
	PhD	9	30.0	31.0	100.0
	Total	29	96.7	100.0	
Missing	System	1	3.3		
Total		30	100.0		

Source: Fieldwork, 2023 (calculated values SPSS 23.0)

The findings reveal that 27.6 percent were advanced level holders, 13.8 percent were HND holders, 10.3 percent were bachelor degree holders, 17.2 percent were Master degree holders, 31.0 percent were PhD holders. The results show that PhD holders constituted a majority of the sampled respondents.

Table 4. Distribution According to Longevity in Service

Longevity		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less than 2 years	16	53.3	53.3	53.3
	2-5 years	10	33.3	33.3	86.7
	More than 10 years	4	13.3	13.3	100.0
	Total	30	100.0	100.0	

Source: Fieldwork, 2023 (calculated values SPSS 23.0)

The longevity of the respondents show that 53.3 percent were less than 2 years in the institution, 33.3 were between 2 to 5 years in the institution, and 13.3 percent were more than 10 years old in the institution.

Table 5. Distribution According to Position Occupied in the Institution

Position		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Administrative Staff	4	13.3	13.3	13.3
	Teaching Staff	14	46.7	46.7	60.0
	Support Staff	8	26.7	26.7	86.7
	Other Employee	4	13.3	13.3	100.0
	Total	30	100.0	100.0	

Source: Fieldwork, 2023 (calculated values SPSS 23.0)

The findings for the position of staff show that 13.3 percent were administrative staff, 46.7 percent were teaching staff, 26.7 percent were support staff, and 13.3 percent were other employees of the institution.

#### 4.2 Analysis of Data According to Objectives

Here, analysis and interpretation of data will be done objectively.

Table 6. Main research objective: Descriptive Statistics for Effective crisis management on performance

	N	Minimum	Maximum	Mean	Std. Deviation
Placement of strategies and plans have greatly improved the performance of the institution	30	2.00	5.00	3.9667	.92786
Developing a strategy and maintaining it was easy	30	1.00	5.00	4.2000	1.15669
Strategies enacted upon where effective in sustaining the institution	30	1.00	5.00	4.2000	1.15669
Top management coordinates with all levels in a crisis situation	30	1.00	5.00	4.0333	1.12903
Valid N (listwise)	30				

Source: Fieldwork, 2023 (calculated values SPSS 23.0)

The results show that the average of those who indicated that Placement of strategies and plans have greatly improved the performance of the institution is 3.9, the average of those who indicated that Developing a strategy and maintaining it was easy is 4.2, the average of those who indicated that Strategies enacted upon where effective in sustaining the institution is 4.2, the average of those who indicated that Top management coordinates with all levels in a crisis situation is 4.0. We see that some of the average values are greater than 4 showing that some respondents strongly agreed on the statements made while a considerable share agreed given that some



average values are less than 4.

**Specific research objective one:** Examine crisis management strategy and its effects on employee performance.

Table 7. Descriptive Statistics for Crisis Management Strategies

	N	Minimum	Maximum	Mean	Std. Deviation
Crisis management strategies are put in place prior to the occurrence of a crisis	30	1.00	5.00	3.1333	1.65536
Strategies are developed/enacted during the crisis scenario only	30	1.00	5.00	3.8333	1.08543
There is use of more than one crisis management strategy	30	1.00	5.00	3.5000	1.10641
All levels are involved in the development of a strategic plan	30	1.00	5.00	3.9333	1.25762
Valid N (listwise)	30				

Source: Fieldwork, 2023 (calculated values SPSS 23.0)

We note from the table that the average of those who indicate that Crisis management strategies are put in place prior to the occurrence of a crisis is 3.1, the average of those who indicated that Strategies are developed/enacted during the crisis scenario only is 3.8, the average of those who indicated that there is use of more than one crisis management strategy is 3.5, and the average of those who indicated that all levels are involved in the development of a strategic plan is 3.9. The results show that all average values are greater than 3 indicating that a considerable share of the respondents agreed with the statements made on crisis management strategies before the crisis.

**Specific research objective two:** Examine ways in which management can avoid and/or make productive or beneficial a crisis situation

Table 8. Descriptive Statistics for Crisis Situation

	N	Minimum	Maximum	Mean	Std. Deviation
The prevailing health and political crisis have destabilized the functioning of the institution	30	2.00	5.00	4.0667	1.01483
Management has been able to curb the crisis situation and make it beneficial for the institution	30	1.00	5.00	2.9333	1.52978
Losses have been greater than gains	30	1.00	5.00	3.1333	1.47936
A crisis situation is not necessarily a loss but an opportunity	30	1.00	5.00	3.6333	1.27261
Administration has so far handled the crisis situation diligently and has been able to avoid any arising internal crisis	30	2.00	5.00	4.1667	.79148
Strategies outlined where effectively acted upon	30	2.00	5.00	3.9000	.88474
Valid N (listwise)	30				

Source: Fieldwork, 2023 (calculated values SPSS 23.0)

The average of those who indicated that The prevailing health and political crisis have destabilized the functioning of the institution is 4.06, the average of those who indicated that Management has been able to curb

the crisis situation and make it beneficial for the institution is 2.9, the average of those who indicated that Losses have been greater than gains is 3.1, the average of those who indicated that A crisis situation is not necessarily a loss but an opportunity is 3.6, the average of those who claimed that Administration has so far handled the crisis situation diligently and has been able to avoid any arising internal crisis is 4.1, and the average of those who indicated that Strategies outlined where effectively acted upon is 3.9. we see that some of the average values are greater than 4 showing that some respondents strongly agreed on the statements made while a considerable share agreed given that some average values are less than 4.

**Specific research objective three:** Analyze the management challenges to effective crisis management strategy on performance

Table 9. Descriptive Statistics for Management challenges to effective crisis management

	N	Minimum	Maximum	Mean	Std. Deviation
Proactive measures where difficult to incorporate	30	2.00	5.00	4.2667	.86834
Control mechanisms where easy to adopt	30	2.00	5.00	4.1667	.91287
Valid N (listwise)	30				

Source: Fieldwork, 2023 (calculated values SPSS 23.0)

Statistics suggest that the average of those who indicated that Proactive measures where difficult to incorporate is 4.2, the average of those who indicated that control mechanisms where easy to adopt is 4.1. This shows that a majority of the respondents agreed on the statements made.

Table 10. Descriptive Statistics for Performance

	N	Minimum	Maximum	Mean	Std. Deviation
Employees performance remained unaffected by the crisis situation	30	1.00	5.00	3.9333	1.17248
Strategies put in place brought about techniques that improved the quality of service	30	2.00	5.00	4.1333	1.07425
The institution has witnessed substantial employee growth and development despite the crisis situation	30	1.00	5.00	4.2333	1.04000
Crisis management strategies where effective in curbing the effects on employee performance as an organizational performance during a crisis situation	30	1.00	5.00	4.1000	1.21343
Valid N (list wise)	30				

Source: Fieldwork, 2023 (calculated values SPSS 23.0)

The average of those who indicated that Employees performance remained unaffected by the crisis situation is 3.9, the average of those who indicated that Strategies put in place brought about techniques that improved the quality of service is 4.1, the average of those who indicated that The institution has witnessed substantial growth despite the crisis situation is 4.2, the average of those who indicated that Crisis management strategies where effective in curbing the effects on employee performance as a function of organizational performance during a crisis situation is 4.1.

Table 11. Descriptive Statistics for constructed variables by sum of scores

	Mean	Std. Deviation	N
EP	16.4000	3.99655	30
CMS	14.4000	3.47007	30
CS	17.9333	4.71193	30
ECM	16.2667	3.25823	30
MC	12.4667	2.35962	30

Source: Fieldwork, 2023 (calculated values SPSS 23.0)

The average sum of score for employee performance (EP) is 14.4, the average sum of score for crisis management strategies before the crisis is 14.4, the average sum of score for crisis situation is 17.9, the average sum of score for effective crisis management is 16.2, and the average sum of score for management challenges is 12.4. The average score for crisis situation is highest indicating the stronger power of the crisis situation compared to the crisis management practices.

Table 12. Correlations

		EP	CMS	CS	ECM	MC
EP	Pearson Correlation	1	.732**	-.798**	.820**	-.795**
	Sig. (2-tailed)		.000	.000	.000	.000
	N	30	30	30	30	30
CMS	Pearson Correlation	.732**	1	.885**	.661**	.709**
	Sig. (2-tailed)	.000		.000	.000	.000
	N	30	30	30	30	30
CS	Pearson Correlation	-.798**	.885**	1	.715**	.788**
	Sig. (2-tailed)	.000	.000		.000	.000
	N	30	30	30	30	30
ECM	Pearson Correlation	.820**	.661**	.715**	1	.741**
	Sig. (2-tailed)	.000	.000	.000		.000
	N	30	30	30	30	30
MC	Pearson Correlation	-.795**	.709**	.788**	.741**	1
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	30	30	30	30	30

Source: Fieldwork, 2023 (calculated values SPSS)

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

The correlation coefficients show that crisis management strategies has a correlation of 0.732 showing that there is a strong positive relationship between crisis management strategies and employee performance, crisis situation has a correlation coefficient of -0.798 showing that the crisis situation has a strong negative significant at 1 percent relationship with employee performance, effective crisis management has a correlation of 0.820 showing that there is a 1 percent significant strong positive relationship between effective crisis management and employee performance, and management challenges has a correlation coefficient of -0.795 indicating that there is a 1 percent significant negative relationship between crisis management challenges with employee performance.

Table 13. Model Summary<sup>b</sup>

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.885 <sup>a</sup>	.783	.748	2.00542	2.009

Source: Fieldwork, 2023 (calculated values SPSS)

a. Predictors: (Constant), MC, CMS, ECM, CS

b. Dependent Variable: EP

The adjusted R square of 0.748 indicates that 74.8 percent of variations in employee performance is as a result of the different explanatory variables included in the model of the study. The Durbin-Watson statistics of 2.009 indicates no traces of the problem of autocorrelation in the regression model estimated.

Table 14. ANOVA<sup>a</sup>

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	362.657	4	90.664	22.544	.000 <sup>b</sup>
	Residual	100.543	25	4.022		
	Total	463.200	29			

Source: Fieldwork, 2023 (calculated values SPSS)

a. Dependent Variable: EP

b. Predictors: (Constant), MC, CMS, ECM, CS

The F statistics of 22.544 with a p value of 0.000 indicates that the model of crisis and employee performance estimated is significant globally at 1 percent and therefore 99 percent reliable for some policy recommendations.

Table 15. Coefficients<sup>a</sup>

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	-1.897	2.193		-.865	.395		
	CMS	.856	.232	.048	4.240	.000	.215	1.660
	CS	-.225	.197	-.265	-3.140	.000	.161	1.230
	ECM	.516	.180	.421	2.867	.008	.403	1.484
	MC	-.406	.281	-.240	-1.444	.161	.315	1.175

Source: Fieldwork, 2023 (calculated values SPSS)

a. Dependent Variable: EP

The regression results show that the crisis management strategies have a positive effect on the performance of employees. A unit increase in the crisis management strategies will increase the performance of employees by 0.856, significant at 1 percent. We therefore reject the null hypothesis and conclude that crisis management strategies significantly affect the performance of employees.

The crisis situation has a negative effect on the performance of employees. A unit increase in the crisis situation will decrease the performance of employees by 0.225, significant at 1 percent. We therefore reject the null hypothesis and conclude that crisis situation significantly affects the performance of employees.

Effective crisis management have a positive effect on the performance of employees. A unit increase in Effective crisis management will increase the performance of employees by 0.516, significant at 1 percent. We therefore reject the null hypothesis and conclude that Effective crisis management significantly affects the performance of

employees.

The crisis management challenges have a negative effect on the performance of employees. A unit increase in the crisis management challenges will decrease the performance of employees by 0.406, insignificant. We therefore fail to reject the null hypothesis and conclude that crisis management challenges do not significantly affects the performance of employees. All the collinearity statistics, that is the Variance Inflation Factor (VIF) test statistics are less than 2.5 showing that their average value is less than 2.5 indicating the absence of collinearity issues in the regression model.

Table 16. Residuals Statistics

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	9.2096	21.2578	16.4000	3.53630	30
Residual	-3.75660	7.19553	.00000	1.86199	30
Std. Predicted Value	-2.033	1.374	.000	1.000	30
Std. Residual	-1.873	3.588	.000	.928	30

Source: Fieldwork, 2023 (calculated values SPSS)

a. Dependent Variable: EP

The predicted residuals show no traces of abnormality.

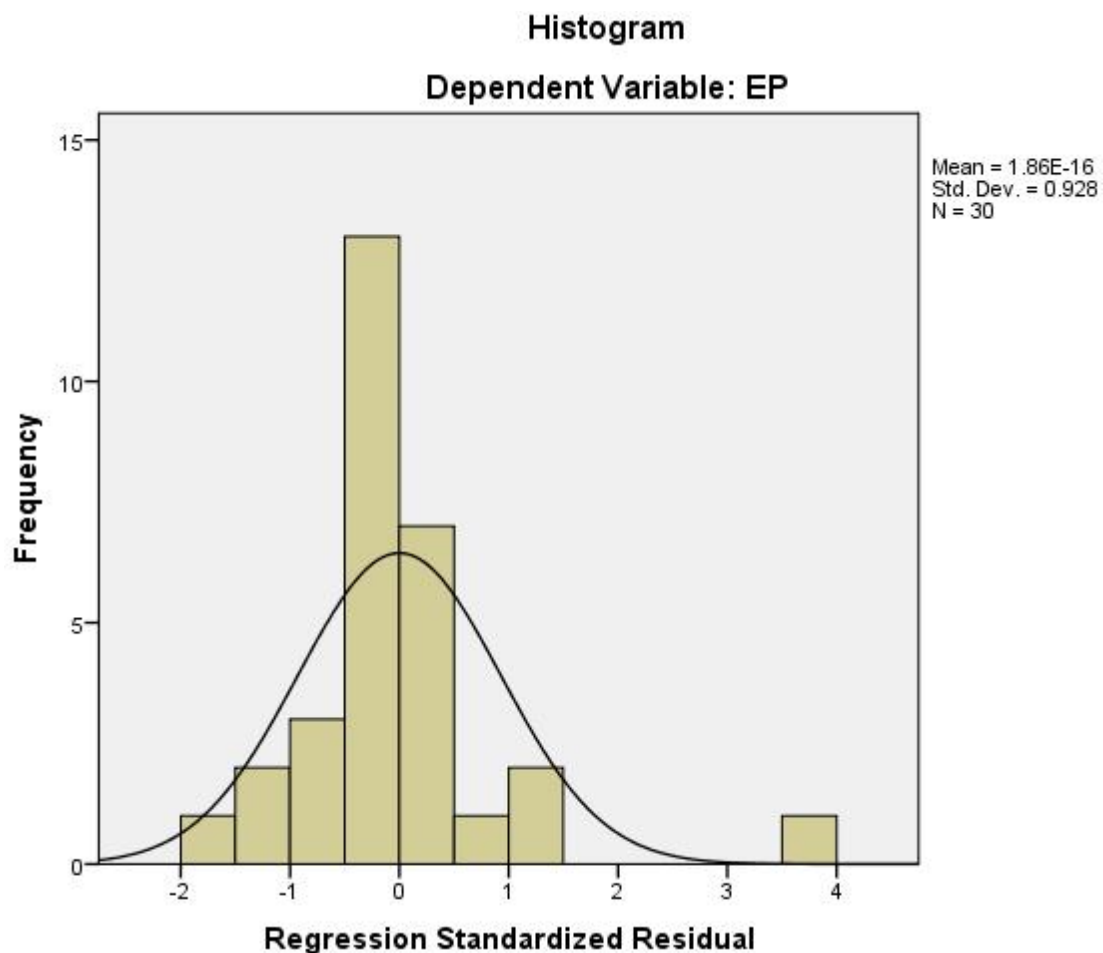


Figure 2.

The figure above shows that the mean is 1.86 with a standard deviation of 0.928 showing that the variable is normally distributed.

### 4.3 Discussion of Results

The findings from this study agree with that of Manning (2004) who studied Strategic Management of Crises in Small and Medium Businesses, aimed to analyze what strategies small and medium businesses actually adopt when confronted with a major crisis such as a fire, flood or similar catastrophe, and determine what factors proved vital to the survival of the business. The study was based upon on a null hypothesis stating “there is no statistically significant impact at  $\alpha \leq 0.05$  of Strategic Management of Crises on in Small and Medium Businesses as it adopted the descriptive analytical approach.” The study found that the owners and managers of small and medium businesses rated the development of a Crisis Management Model as a crucial management tool to assist them to fight for the survival of their business following a crisis. Even those owners that found that the business, for whatever reason, could not be saved, needed to develop a modified plan that strategically addressed the owners’ withdrawal from the enterprise. The study recommended testing of the Crisis Management Model for Small and Medium Enterprises needs further research.

The results from this study also agree with that of Alihmad (2009) who analyzed the Effect of Business Crisis Management Strategies on Organizational Performance of Palestinian Companies. The study was based on a null hypothesis that states “there is no statistically significant impact at  $\alpha \leq 0.05$  of crises management on organizational performance of Palestinian companies.” The study adopted the analytical descriptive approach, and concluded that the strategies of crises management have no impact on the organizational performance (marketing and finance). The most important recommendation of the study is to establish a specialized department for crises management in the organization.

The study agrees with Mohammad (2011) who identify the strategies of crises management from Islamic perspective, using documentary descriptive approach based on related previous studies and books. The researcher tackled the new concept of crisis, its characteristics, phases and effects. The study concluded that dealing with crises requires bypassing the traditional solution ways to follow more innovative ways. Also the study found that some crises accompany the main crisis such as Media crises, psychological crises, and technical crises. The researcher recommended the need to provide experts of the crisis beforehand, in order to build the necessary trust relations and make a decisive decision.

This study also agrees with Fahad Alnagi (2012) who identify the effect of modern crises management strategies on marketing performance for the human pharmaceutical industrial companies in Amman Metropolitan Area. The study depends on a null hypothesis that says “there is a statistically significant impact at  $\alpha = 0.05$  of crisis management strategies and performance management.” The study was based on analytical descriptive approach. The most important conclusion of the study is the new strategies of crisis management have an impact on marketing performance. In the end of the study the researcher makes a group of recommendations the most prominent is that there should be a specialized section is pharmaceutical human industrial companies in Amman Greater municipality that cares about crisis management.

## 5. Conclusion and Recommendation

### 5.1 Summary of Findings

Summary of findings of this study will be based on the research objectives as analyzed above.

- ❖ With respect to the main research objective “to determine the Effects of crisis management on employee performance,” the findings from the analysis in chapter four above reveal that crisis management affects employee performance significantly in the University of Bamenda with a correlation coefficient of 0.820 showing that there is a 1 percent significant strong positive relationship between effective crisis management and employee performance.
- ❖ The first specific objective “to examine crisis management strategy and its effects on employee performance of the university of Bamenda,” the findings show that crisis management strategies have significant positive effects on employee’s performance in the UBa, with a correlation coefficient of 0.732 showing that there is a strong positive relationship between crisis management strategies and employees’ performance.
- ❖ Considering the secondly specific objective “to examine ways in which management can avoid and/or make productive or beneficial a crisis situation,” it is observed from the findings that, an increase in factors surrounding the crisis situation have significant negative effects on the performance of the staffs of UBa as it has a correlation coefficient of -0.798.
- ❖ The last specific objective “to analyze the management challenges to effective crisis management strategy on performance” results from the findings equally indicate that challenges faced by management have a negative impact on the performance of the employees of the University of Bamenda.

### 5.2 Conclusion

Conclusively, the survival and growth of any business organization depend on its people because a considerable proportion of the value of an organization is determined not just by the recruitment and training policies adopted by the organization but also by the way in which the structure and culture of the organization allows strategic human resources development. Although this task is a very difficult one to accomplish, a first and necessary step towards a remarkable success in this area begins with a good knowledge of what the employees need in terms of career development. This enables the organization to adapt its capacities and capabilities to channeling all its available resources towards meeting these needs in their various forms.

Crisis management methods of a business or in an organization are called crisis management plan. The credibility and reputation of organizations is heavily influenced by the perception of their responses during crisis situations. The organization and communication involved in responding to a crisis in a timely fashion makes for a challenge in businesses. There must be open and consistent communication throughout the hierarchy to contribute to a successful crisis communication process. The related terms emergency management and business continuity management focus respectively on the prompt but short lined “first aid” type of response (e.g., putting the fire out) and the longer-term recovery and restoration phases (e.g., moving operations to another site). 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 totally mitigate the chances of catastrophes occurring.

### 5.3 Recommendations of the Study

Based on the results reached by this study, the researchers recommend the followings:

- 1) Combine governmental and private efforts to reach appropriate solutions to mitigate the crises faced by Cameroonian institutions.
- 2) Provide a center for the preparation of leaders and managers of companies, and equip them with the necessary capabilities to deal with crises.
- 3) Increase interest in conducting studies and scientific research, and specialized field studies in the field of crisis management.
- 4) Risk analysis should incorporate testing as an integral aspect of planning for any occurrence. In this respect, it is necessary the HR unit to simulate crises to evaluate the proficiency of communication channels.
- 5) Develop successful policies and strategies that contribute to crisis management, in cooperation with large companies and institutions that have extensive experience in this field.
- 6) Courses and training programs for managers, managers and heads of corporate departments should be developed. Constant improvements should be based on continuous practice, where drills are conducted to measure progress.
- 7) Crisis preparedness should entail determining how information is relayed to employees, especially those serving in designated crisis management groups.
- 8) Dependence on strategic planning to avoid crises in companies. The organization should ensure crisis plans are made available to the team of personnel tasked with managing the crisis.
- 9) The results of this study should be circulated to the University of Bamenda and related sectors.

### 5.4 Suggestions for Future Studies

Future research should be directed towards understanding the effectiveness of corporate change in terms of mitigating eminent crises using a repository of current information and previous strategies. Moreover, future studies should investigate how companies can utilize Big Data to mitigate crisis before they become destructive physically. Concerning the issue of challenges faced by management, future research should unravel how effective information channels and agile technology can help institutions and companies neutralize a looming catastrophe before it becomes uncontrollable. In addition, future research should investigate the way early warning technology can be bolstered to ensure accuracy of detection and the right response based on how the crisis situation is interpreted.

Ultimately, future research should concentrate more on finding diagnostic capabilities that not only display accurate precision, but also incorporate intuitive capabilities to help the risk management personnel rein in on the exact spot and neutralize the anomaly.

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