Crisis Management and Conflict Resolution Strategies in Business Organizations in Rivers State

Dr. Joy Amesi   Prof. W.A. Amaewhule

Both of Business Education Department, Faculty of Technical & Science Education, Rivers State University of Science & Technology, P.M.B. 5080 Port-Harcourt, Rivers State, Nigeria

Abstract

The study examined crisis management and conflict resolution strategies in business organizations in Rivers State. Two research questions were posed to guide the study and one hypothesis was formulated and tested at 0.05 level of significance. The entire population of 7,610 was not studied by the researchers and so sample/sampling techniques was considered necessary. Data for this study were collected by means of questionnaire developed by the researchers and titled "Crisis Management and Conflict Resolution Strategy in Business Organizations in Rivers State (CMACRSBORS)". Sample for the study was 50 percent of the total population, given a total of 3,805 as sample size. A total of 3,200 academic and non-academic staff who returned their instrument amounting to 84 percent return rate were studied. The questionnaire adopted a modified four point Likert scale of strongly agreed to strongly disagree. Validity was done by 25 academic and non-academic staff, other than those used for the study and a reliability co-efficient of 0.78 was obtained. Mean rating and standard deviation was used to analyse the research questions while Z-test was used to test the hypothesis. Findings revealed that crisis and conflict affects business organizations in Rivers State as compromise, dominance and suppression, mobilization of members, restructuring the organization and so on are solutions to crisis management and conflict resolution strategies in business organizations. Recommendations made amongst others were that managers and administrators should try as not to be autocratic but should be neutral in handling crisis or conflict issues in business organizations and university administrators should be able to handle issues that arise in business organizations constructively and objectively as the consequences of crisis or conflict in business organizations may be very severe.

Keywords: Crisis, Management, Conflict, Resolution, Strategies, Business Organizations, Rivers State,

Introduction

Crisis in business organizations results to the arousal of two or more strong motives that cannot be solved together. This type of situation is termed an approach-avoidance crisis. Organizationally, crisis exists when the reduction of one motivating incentive involves an increase in another, so that a new adjustment is demanded. According to Amesi (Forthcoming), crisis are not all equally severe. Crisis are often unconscious, in the sense that the person cannot clearly identify the source of his or her distress. The common saying on daily affairs is all about one issue or the other, some may say, is this what life is all about, others how can we avoid this, some other life is all about nothing? This statement as we know reflects crisis or conflict as long as one has dealings with individuals in organization. Organizational crisis is a disagreement between two or more organizational members or groups arising from the fact that they must share resources or work activities and or from the fact that they have different status, goals, values, or perceptions. Organizational members or subunits in disagreement attempt to have their own cause or point of view prevail over that of others (Akpomi, 2011).

The word crisis could be seen as an unstable or crucial time or state of affairs in which a decisive change is impending especially one with the distinct possibility of a highly undesirable outcome. Crisis could also be seen as a situation that has reached a critical phase (the environmental juncture). Crisis is also regarded as a critical moment or turning point in the life of an individual, administrators (management), deans, and head of departments or even life history of a person in which a decisive change is most expedient to avert an impending doom. The functionality of an organizational members is dependent on its ability to manage crisis. The strength of an organizational management is determinant by its ability to manage employees' crisis effectively. Crisis management and conflict resolution is a major tool that clearly measures the extent an individual has grown in experience, knowledge and understanding. The resultant effect of ill-managed crisis can be very disastrous as it directly affects human emotions. Mismanagement of crisis always cause calamity, as it is often said that when crisis is mismanaged, calamity sets in (Amesi, 2014).

Management

Management can be defined from diverse perspectives example process, organization theory, administration, leadership, entrepreneurial, planning and so on. Management is defined here on the basis of leadership perspective. Management as it relate to leadership, is the process of achieving the objective of organizations by organising the activities of organizational members. Here a manager is a leader. Leadership is the process of organizing group activities towards goal-setting and goal attainment. Leaders work through people in order to accomplish objectives. In managerial leadership, the motivation of group members is taken very serious. According to Onwuchekwa (2009), the leader manager plays an implementation role in an organization and this role puts a premium on the

ability to communicate with effective skill, to identify the potentials in people and to motivate them to exercise this potential to the fullest. So, management from a leadership perspective is defined as getting things done through people.

Business Organizations

Business organizations is seen from diverse perspective example as rational systems, natural systems and as open systems which to some stand for organization. According to Onwuchekwa, (2009b), when business organizations are visualized as open systems, it means that they are subjected to the influence of the environment. When business organizations are subject to the influence of the environment, it means that the organization responds to the unit of action toward the demand of the environment. Also, the structural components as the department are subject to the influence of the environment. When business organizations are visualize as a system, it means that the parts of the organization are interrelated and the situation in organizations are temporary, because when the environment of an organization changes, the structural arrangement also change (Amesi, 2010). By environment it means those institutions, governmental agencies, individuals, credit institutions, independent press and so on, which in one way or the other perform functional services for a particular organization but are not subject to the control of the organization (Amesi & Akpomi, 2014). A system is a set of elements that are interrelated and are working toward common objective. A system can be closed or open. However, no system is completely closed. An open system is the one that is exchanging resources with the environment of the system. A closed system is one that doesn't exchange resources with the environment. From the researchers' perspective, business organization as a system is a coalition of shifted interest groups that develop goals by negotiation, the structure of the coalition, its activities and its outcomes are strongly influenced by environmental factors.

Conflict in Business Organizations

According to Onwuchekwa (2009) and Amesi (2014b), there are two major views about conflict in business organizations. One is the traditional view about conflict and the interactionlist view on organizational conflict. The traditional view is that conflict that proves that things are not working well within the organization. Conflict is a negative sign, managers or administrators must try to eliminate conflict when they emerge as traditional conflicts are viewed as unnecessary and harmful to business organizations. The interactionalist conflict is that conflict that is inevitable in business organizations. A conflict is a disagreement among individuals as a result of differences in their perceptions, positions, status, authority, scarce economic resource which they will share among themselves and so on. Organization is the associations of two or more individual who are working together towards a common purpose. Within organizations there are both positions and jobs. People occupying these positions and jobs do not see things the same way nor do they communicate effectively and so cannot understand themselves very well. So in organizations there are conflict which have both positive and negative impact. This is why it is necessary to manage organizational conflict so that it must be kept at a level where it will not result in disorganizing the activities of an organization thereby resulting in not allowing effective attainment of organizational objectives (Okwuanaso & Nwazor, 2000).

Types of Conflict in Business Organizations

According to Onwuchekwa (2009b) and Amesi (2014b), there are five types of conflict within organizations. These are:

Conflict within the Individual: Most individuals working in business organizations are not normal due to diverse individual problems within themselves and these personal problems can lead to individual conflict which can hinder these employees or organizational members from carrying out their normal responsibilities within their respective organizations. It is necessary for a good manager or supervisor to identify some of these individuals and advise them to seek the help of guidance and counselling unit.

Conflict between Individuals within an Organization: This situation is rampant within the academic institutions system and are caused by falsehood among departmental heads/deans, nepotism, differences in perceptions, programme co-ordinators, sectionalism, alliances among staff, role conflict and so on. Conflict among individuals have serious negative impact on the commitment to organizational objectives and general performance of a focal organization.

Conflict between Individual and Groups: This type of situation can be found in various unions within an organizational system, example academic staff union, non-academic staff union, students unions, political parties and their respective committee. Some members of these groups do not meet group norms and the level of expected solidarity. This normally result in group trying to impose some sanctions on their opposed members. This situation usually affects the organization negatively as conflict emerge.

Conflict between Groups in the Same Organization: When groups within an organization are in a situation of conflict example, Academic Staff Union and Non-Academic Staff Union, Academic Staff Union and the Administration (Management), this situation affects the social structure of the organization and the consequences may be severe if management fails to handle it constructively and objectively. This is the typical conflict situation that interest the researchers and it is the focus of this article.

Conflict between Organizations: This is an inter-organizational conflict which results from competitive

relationships, social responsibility issues and so on, this type of conflict can have functional and dysfunctional effects for the market segment or scarcity where the organizations are located.

Causes or Sources of Conflict in Business Organizations

According to Onwuchekwa (2009) the causes or sources of organizational conflict are diverse and many. However the following causes of organizational conflict are identified:

Interdependence Nature of Work Activities: In business organizations, there are interdependencies of work activities example, there are some departments or units in organization that others cannot do without them and as such depend on these departments or units. Example of such departments or units in academic organizations are the personnel, registry, bursary, admissions, examination and record unit and so on, they have the organizations wide responsibilities in terms of their organizational functions, so there is high level of work interdependence in business organization. These interdependence are sources of organizational conflict irrespective of the fact that policies about operational behaviour may be defined.

Erratic Individuals (Behaviour of Some Employers): The erratic behaviour of some employers (managers and administrators) can lead to conflict in an organization. Some managers are not well trained on how to manage interpersonal relationships, so their manner of response to others may be erratic and this situation can result to conflict among employees in business organizations.

Ambiguous Definition of Work Activities (Organizational Ambiguities): There are certain ambiguities that are created in organizational functioning which are difficult for employees to understand and clarify their respective positions. In academic organizations (institutions), the relationship between the academic staff and non-academic staff unions are not well understood. The non-academic staff has two labour organizations for both senior and junior employees so, when they go on strike serious ambiguities are created.

Scarce Resources to be Shared: This as a source of conflict in organization result when there are unlimited scarce resources to be shared within the organization. Organizational resources are not enough and as such must be shared among the units and departments in the organization.

Ambiguities in Organizational Communication: Ambiguities in communication create serious problems and misunderstanding and these situations can lead to serious organizational conflict.

Differences in Goals: Organizations have common objectives and every person in the organization is expected to be working towards one objective. This is not true in Nigeria especially in government owned organizations example academic institutions, workers do not come to work at same time and do not start working at same time. This is as a result of divergent goals which they pursue irrespective of the demands of their employment contract. When employees, administrators, leaders, and so on, pursue their private goals it may be the source of organizational conflict in business organizations.

Differences in Values and Perception: Goals are finalistic in nature and they are influenced by values. What one values influence ones goal attainment behaviour, this is because our values influence our attitudes and behaviour toward the pursuit for goal attainment. The multiplicity of values and perceptions of organizational employees can lead to conflict within organization.

Consequences of Conflict in Business Organization

According to Amesi (2014) and Onwuchekwa (2009), the following are the consequences of conflict in business organizations

Rise of Leaders: This occurs when new leaders emerge to help their members to win in the conflict. The new leaders here are the ones that are ready to resist the opposing group, they are also seen as ones that have the resources and are knowledgeable about the crisis and they also assumed as those who are fearless.

Distorted Perception: This occurs when people do not reason properly or perceive things clearly during group conflict or crisis. This is as a result of group cohesion or solidarity. Most people who are honest, straightforward, outspoken or objective may distort their perception. Distortion in perception tends to keep the two group far away from settlement and hypocrisy is usually the dominant behaviour.

Increased Cohesion: This occurs when two groups are in conflict, the members of each of the group may be forced to forget their internal differences and reconcile to face a common enemy. This can be observed in faculties and various departments as the case may be.

Selection of Strong Representations: This occurs when groups in conflict are to find ways of settling their differences or the conflict either through a mediator or arbitration, group members select strong representatives or hard-liners. These are strong representative who will be unyielding. This kind of situation may create statement in settlement.

Development of 'Blind Spot': When groups develop blind spot, about the areas of mutual benefits or interest, they deliberately ignore them and do not see their blind spots. In business organizations, people may decide to be separate instead of uniting together to fight a common goal, after many issues or years, they may decide to build a new organization as a basis for their blind spot which they ignored.

Increase in Negative Stereotypes: Stereotyping occurs when we generalize either positively or negatively about a group because of a single fact we know about the group. In conflict situation, every positive things about a group

are usually forgotten and everything about the group becomes negative. The groups in conflict continue to see each other negatively continuously and not positively.

Managing Organizational Conflicts

There are several ways to manage organizational crisis and conflict but notable among them according to Onwuchekwa (2009), are conflict stimulation method and conflict reduction method.

Conflict Stimulation Methods: This method is used in business organizations where the level of conflict for improvement of performance is lacking. Such organizations lack innovative skills, creativity and low standard of competition and performance among staff. In these type of organizations conflict can be stimulated at the level where it can improve performance. Conflict stimulation methods includes:

Bringing in Outsiders: This is a way to stimulate conflict in a group or in business organizations. A non-staff who may not be used to the way an organization is functioning may be brought in as to discover faults, opportunities and aim at innovation which may change the existing climate and this situation may stimulate conflict. It is necessary to state that a non-staff in an organization may be there to either stimulate conflict or manage conflict it all lies on the management staff of the organization to be guided appropriately as to insure that the non-staff brought in to the organization does not cause more harm than good in the organization.

Encouraging Competition: When organizational members are in a competitive relation by writing literature for lectures, teaching outreach programmes for more economic incentives, getting more paid courses for special programmes like sandwich programme, conflict is always stimulated because of scarce resources which they must share among themselves. Differences in status, authority and goals play important role in the stimulation of conflict among organizational members.

Restructuring the Organization: Organizational design is a process of restructuring the organizational structure to suit strategies, environment, technologies, people and so on. When an organization is restructured the positions may change and people may not like their new positions and this situation can lead to crisis and conflict within the organization.

Selecting Appropriate Managers: In order to select appropriate managers who can stimulate conflict, we must aim at selecting skilled, knowledgeable and innovative managers who will be objective in their responsibilities where the selected managers (Vice Chancellor, Deans, Directors and Heads of Department) are authoritative and hard-liners, conflict may escalate to unmanageable levels. This situation may affect organization performance.

Conflict Reduction Methods: This method aim at reducing the conflict but not eliminating the conflict within the organization. Researchers like Onwuchekwa proved that the only way to reduce conflict in an organization is to set super-ordinate goals for members in the organization and to unite the members among common enemy.

Strategies (Methods) of Conflict Resolution in Business Organizations

The word resolution connotes different meaning from different opinions and views. Resolution here is seen as a formal expression of opinion, will, or intent voted by an official body or assemble or group. Strategy can be seen as a careful plan or method or the art of devising or employing plans or stratagems toward achieving a goal or success (Amesi & Akpomi 2013). Conflict resolution strategy or methods deal directly with the individual in a conflict. According to Onwuchekwa (2009); Amesi (2010) and Akpomi & Amesi (2013) there are three major strategies or methods of conflict resolution. These includes:

Compromise: This is one way of resolving conflicts in business organizations. In compromise, the management tries to find a middle position that is acceptable to the two parties in conflict. In compromise, it is necessary to state that all are not given to one party rather you win some and loose some. The parties in conflict may not be frustrated after settlement by compromise. In business organizations, conflict may not be to the interest of the management, since it may affect the extent of the attainment of organizational objectives. To the authors, the following are strategies for compromise- separation, arbitration, settlement by chance, resort to rules and bribing (this is by making one party to accept some compensation as exchange for ending the conflict). It is necessary to state that in compromise the matter or conflict is usually resolved, but the conflicting groups may not be satisfied.

Integrative Problem Solving: In this strategy, inter group are converted into a joint problem-solving situation that can be dealt with through problem solving techniques. The major issue here is that the groups in conflict working in the same organization try to exchange ideas and information and find an integrative solution among themselves hence, they are working towards same purpose in the same organization. The following are strategies for integrative problem solving- mutual agreement (consensus), confrontation and use of super-ordinate goals.

Dominance and Suppression: This strategy is often used by autocratic managers (administrators or managers) or by people in higher positions on people in lower position. They take total control of the conflict and decide how it will be resolved irrespective of the feelings of the people or employees in conflict. Dominance and suppression have two things in common whereby they repress conflict rather than settle it by forcing it underground and they create win or lose situation in which the looser is forced to give away to higher authority or greater power usually winds up disappointed and hostile nature set in. According to Akpomi & Amesi (2013), the strategies for dominance and suppression are- avoidance, forcing, smoothing and majority rule. In majority rule, the conflict can be settled by voting and if the majority wins, the conflict is settled. However, the two parties must accept

voting as a means of settling their conflict. In smoothing, the managers/administrators/management is a peace maker, a diplomat and talks to the offended to forget about the case for his or her own sake. He does not want the matter to continue for the interest of the organization. The offended may accept the situation out of difficulty if the matter is suppressed or repressed. It is important to state that these conflict resolution strategies offer better solutions to managing business organizations conflict since they are good at eliminating them.

Other conflict resolution strategies are restructuring the organization which will affect the positions of those in conflict or a special grievance committee set-up to handle the conflict. Others are special groups within the organization like committee, liaison, and individuals and so on, can be setup purely to deal with conflict situations. It is in this regard that this paper focused on crisis management and conflict resolution strategies in business organizations.

Purpose

The aim of this study is to:

1. Ascertain how crisis management and conflict affects business organizations and
2. Determine the solution to crisis management and conflict in business organisations.

Research Questions

Two basic questions were answered here

1. How does crisis management and conflict affects business organizations in Rivers State?
2. How can the solutions to crisis management and conflict Resolution in business organizations be determined?

Hypothesis

Only one hypothesis is used for testing of hypothesis

1. There is no significant difference in the mean rating of the respondents on crisis management and conflict resolution and its solutions as it affects business organizations.

Method

The study area was in Rivers State of Nigeria. According to Amesi, Akpomi & Okwuanaso (2014) and Koko (2015), business organizations includes all organisations that are into business and those for academic purposes (academic institutions). To this, the researchers decided to concentrate on few academic institutions in Rivers State namely University of Port Harcourt, Rivers State University of Education, Rivers State University of Science and Technology, College of Arts & Science, Rivers State Polytechnic and Federal College of Education (Technical) Omoku. The study used an inferential statistics with survey research design. The population of the study was 9,127 made up of academic and non-academic staff of the institutions above. Details of the population is shown in the table below. The entire population was not studied by the researchers and sample/sampling techniques was considered necessary. The sample for the study was 50 percent of the total population, given a total of 3,805 as sample size. Data for this study were collected by means of questionnaire developed by the researchers and titled "Crisis Management and Conflict Resolution Strategy in Business Organizations in Rivers State" (CMACRSBORS). The CMACRSBORS has two parts "A" and "B". Part A sought information on the selected personal background of the respondents, and it contained four items. Part B sought information on the view of academic and non-academic staff regarding the topic of study and was broken into two as each contained seven question items. The questionnaire adopted a four point scale which was as follows: High Extent (HE = 4 points); Moderate Extent (ME = 3 points); Low Extent (LE = 2 points) and No Extent (NE = 1 point). The researchers and three research assistants trained by the researchers personally distributed 3,805 copies of the questionnaire to the respondents, with accompanying letters of appeal. In all, 3,200 copies of the instrument sent out were retrieved, which amounts to 84 percent return rate. The initial copy of the questionnaire was face and content validity, validated by 25 academic and non-academic staff other than those used for the study. Test-retest method was used to test the reliability of the items and a reliability coefficient of 0.78 was obtained. Mean and standard deviation was used to analyse the research questions while Z-test was used to test the hypothesis.

Table 1:   Population Distribution

S/N	Academic Organizations	Academic Staff	Non-Academic Staff	Total
1	University of Port Harcourt	1443	1,501	2,944
2	Rivers State University of Sci. & Technology	636	731	1,361
3	Rivers State University of Education	516	731	1,247
4	College of Arts & Science	307	335	642
5	Rivers State Polytechnic	331	490	821
6	Federal College of Education (Tech.) Omoku	280	315	595
	Total =	**3,513**	**4,097**	**7,610**

Source: Field Survey, 2015.

Results

The results obtained from the respondents is shown below:

Research Question 1: How does crisis management and conflict affects business organizations in Rivers State?

Table 2: How Crisis Management and Conflict Affects Business Organizations in Rivers State.

N = 3,200

S/n	Items on Crisis Mgt. & Conflict	SA	A	DA	SDA	Mean	S.D	Remarks
1.	Disagreement among individuals as a result of differences in perception	800	750	1000	650	2.53	1.07	Agreed
2.	Not allowing effective attainment of organizational objectives	900	1000	850	450	2.73	1.02	Agreed
3.	Hinders employees or organizational responsibilities within the organization	1200	900	600	500	2.88	1.08	Agreed
4.	Negative impact on commitment to organisational objectives and performance	950	800	1000	450	2.70	1.04	Agreed
5.	Imposing sanctions on the opposed members	1600	1000	400	200	3.25	0.90	Agreed
6.	Social structure of the organization is affected and consequences are very severe.	1200	1100	400	500	2.94	1.06	Agreed
7.	Functional and dysfunctional effects on the market segment or scarcity where the organization is located.	750	1300	1000	150	2.83	0.84	Agreed
	Total Mean/S.D =					**19.86**	**7.01**	
	Grand Mean/S.D =					**2.84**	**1.00**	

Source: Field Survey, 2015.

Table 2 which is for research question one shows that the respondents considered all the items in the table as ways crisis management and conflict affects business organizations in Rivers State. This was based on the responses from the respondents as all the items in the e table were all accepted as agreed by their mean responses. Item five in the table gave the highest mean of 3.25 with standard deviation of 0.90, this was followed by items six, three and seven with mean of 2.94. 2.88 and 2.83 and standard deviation of 1.06. 1.08 and 0.84 respectively. Item two and four in the table gave a mean of 2.73 and 2.70 with standard deviation of 1.02 and 1.04. The last but not the least in the table was item one with 2.53 as mean and standard deviation of 1.07. A critical analysis of the responses of the respondents shows that crisis management and conflict affects business organizations in Rivers State as all items in the table were all agreed with grand mean and standard deviation of 2.84 and 1.00.

Research Question 2: How can the solutions to crisis management and conflict resolution in business organizations be determined?

Table 3: Solutions to Crisis Management and Conflict Resolution in Business Organizations

N = 3,200

S/n	Items on Solutions to Crisis Mgt. & Conflict Resolution in Bus. Organs.	SA	A	DA	SDA	Mean	S.D	Remarks
1.	Compromise	1500	1200	300	200	3.25	0.87	Agreed
2.	Integrative problem solving	900	1000	800	500	2.72	1.04	Agreed
3.	Dominance and suppression	1200	1100	700	200	3.03	0.92	Agreed
4.	Restructuring the organization	1000	1200	600	400	2.88	0.99	Agreed
5.	Setting up special grievance committee	800	1400	700	300	2.84	0.91	Agreed
6.	Mobilization of members	1100	1300	300	500	2.94	1.03	Agreed
7.	Individuals working as liaison officers	700	1200	800	500	2.66	0.99	Agreed
	Total Mean/S.D =					**20.32**	**6.75**	
	Grand Mean/S.D =					**2.90**	**0.96**	

Source: Field Survey, 2015.

Table 3 which is for research question 2, proved that the respondents agreed that all the items in the table are solutions to crisis management and conflict resolution in business organizations in Rivers State. This was as a result of the responses of the respondents as item one in the table gave the highest mean of 3.25 and standard deviation of 0.87, this was followed by item three with mean of 3.03 and standard deviation of 0.92, followed by item six with mean of 2.94 and standard deviation of 1.03. Items four, five, two and seven gave mean of 2.88, 2.84, 2.72 and 2.66 and standard deviation of 0.99, 0.91, 1.04 and 0.99 respectively. Analysis in the table revealed that compromise, dominance and suppression, mobilization of members, restructuring the organization and so on are solutions to crisis management and conflict resolution in business organizations. The grand mean of 2.90 and standard deviation of 0.96 attested to the analysis.

Table 4: Z-test of Difference between academic and non-academic staff on Crisis Management and Conflict resolution and its Solutions as it affects Business Organizations

N = 3,200

Respondents	Mean	S.D	Num.	Df	Std. Error	Z-Cal	Z-Crit.	Decision
	19.86	7.01	3200	3198	0.24	1.92	1.645	Accepted
	20.32	6.75						

Source: Field Survey, 2015.

Table 4 which is for Z-test proved that the calculated Z-ratio is 1.645 while the Z-critical or table value is 1.92. Since the calculated Z-value exceeds the Z-ratio, the researchers accept the null hypothesis in favour of the alternative hypothesis at 3,198 degree of freedom and 0.05 level of significance. Based on the above decision, the researchers concludes that there is no significant difference in the mean rating of the respondents on crisis management and conflict resolution and its solutions as it affects business organizations in Rivers State.

Discussion

The discussion is done according to the findings from each research question. Findings for research question one proved that crisis and conflict affects business organizations in Rivers State. This finding is in agreement with the view of Onwuchekwa (2009) who viewed that crisis and conflict must be kept at levels where they will not result in disorganizing the activities of business organizations. In line with Onwuchekwa's view, Amesi (2014) portrayed that crisis and conflict is a major tool that clearly measures the extent an individual has grown in experience, knowledge and understanding. The researchers build on the views of Onwuchekwa and Amesi that crisis and conflict are very destructive and affects the structure of business organizations and as such, should be eliminated.

Findings from research question 2 revealed that the solutions to crisis management and conflict resolution comes from compromise, dominance and suppression, restructuring the organizations, mobilization of members, setting up grievance committee and so on. In agreement to this finding, Okwuanaso & Nwazor (2004); Onwuchekwa (2009), Amesi (2010) and Akpomi & Amesi (2013) viewed that the methods or strategies for conflict resolution in business organizations includes compromise, integrative problem solving, dominance and suppression, restructuring the organizations and setting up committee members to deal with the crisis and conflict situations. The researchers build on the view of the authors that compromise- separation, arbitration, settlement by chance, resort to rules and restructuring of organizational members are major tools for crisis and conflict resolution in the sense that they are the only way that individuals, managers (Deans, Directors and Heads of Department) and administrators (Vice Chancellors) will use to avert crisis and conflict in business organizations. It is necessary to state that crisis and conflict exist so long as organizational members exist in every organization but one major thing is that the strength of an organizational member is dependent on his or her ability to manage crisis and conflict effectively as conflict can only be reduced in an organization by setting super-ordinate goals for the members and by uniting the members among common enemy.

Conclusion

Crisis and conflict exist in business organizations through or between group, which may either be management team, union groups, work group or even within the department or faculty as the case may be. One fundamental issue of intergroup conflict or conflict between groups in the same organization is that they are very destructive and affects the social structure of the organization. The existence of crisis and conflict between groups in the same organization could lead to several negative consequences. This is because crisis or conflict as a phenomenon cannot be eliminated completely as it is said to be endemic in all human organizations.

Recommendations

Based on the findings of the study and conclusion, the following recommendations were put forward by the researchers:

1. Managers and administrators should try as not to suppress conflicts but should manage them and keep them at levels where they can be functional for organizational performance. This is because some aspects of conflict are functional for organizational performance through creativity and innovation.
2. University administrators should be able to handle issues that arise in business organizations constructively and objectively. This is because the consequences of crisis or conflict in business organizations may be very severe.
3. Managers of business organizations at all levels need to identify appropriate conflict resolution strategy at work to enable them reduce crisis and conflict to a manageable proportion.
4. Managers and administrators should try as not to be autocratic but should be neutral in handling crisis or

conflict issues in business organizations.

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