

Exigency Management Strategies and Employee Performance in Selected Manufacturing Firms in Akwa Ibom State

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ABSTRACT

*This study focused on the relationship between exigency management strategies and employee performance in selected Manufacturing firms in Akwa Ibom State. The main objective of this study was to ascertain the relationship between exigency management dimensions of exigency signal detection and exigency planning and employee performance in selected Manufacturing firms in Akwa Ibom State. In line with the research objective was the research questions and hypothesis. Survey research design was adopted for the study and a sample size of 275 respondents was drawn from the population using Taro Yamane's technique. The major instrument for data collection was a structured questionnaire administered to the respondent using stratified sampling techniques. Data collected were analyzed using simple percentage and Pearson Product Moment Correlation. Results showed a significant positive relationship between each of the four dimensions of between exigency signal detection ($R_{x2} = 0.747^{**}$; $n = 258$; $p = 0.000$) and exigency planning ($R_{x3} = 0.770^{**}$; $n = 258$; $p = 0.000$) and employee performance in selected manufacturing firms in Akwa Ibom State. It was concluded that exigency signal detection, and exigency planning, are interpersonal dimensions that can influence employee performance of manufacturing firms in Akwa Ibom State, Nigeria. Based on the finding, it was recommended that manufacturing firms in Akwa Ibom State should establish clear protocols for escalating potential exigency signals and should also ensure cross-departmental collaboration so that weak signals are not overlooked.*

Keyword: Exigency Management Strategies, Exigency Signal Detection, Exigency Planning and Employee Performance

1. Introduction

As an organization 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 (2022), an organization's ability to effectively handle a crisis sets it apart from others that allow a terrible situation to undermine its plans. Therefore, exigency management is viewed as an organizational strategy that combines leadership and communications skills with a pre-planned, quick response capability to enable effective recovery and safeguard an organization's brand (Dominic Cockram, 2021). Looking at Perrow (2004), exigency is thus a critical situation that can have severe negative impacts to the organization.

Organizations have witnessed persistent and reoccurring crisis situations over the years, these crises manifest both in the internal and external environment of the organizations. No organization can operate without the occurrence of unexpected or unplanned business disruptions. An organization's survival depends on how adequately crisis situations are managed. Crisis management according to Sullivan (2023) involves identifying crisis planning, response, confronting, and resolution. Exigency can strike any company at any time and it does not discriminate based on a company's size or notoriety and hits when a company least expects it. Crisis comes in many forms like strikes, layoffs, allegation of misconduct, products recalls, and threats from employees, equipment explosions, and government policies. Some of these crises have the potential to damage the reputation of a company.

Exigency management strategies are essential for organizations to navigate unexpected and disruptive events effectively. These strategies involve proactive planning, clear communication, and swift responses to mitigate the adverse effects of crises on operations and reputation. The implementation of comprehensive crisis management plans is crucial not only for organizational resilience but also for maintaining and enhancing employee performance.

During exigency, employees often experience heightened stress and uncertainty, which can significantly impact their productivity and morale. Effective crisis management provides clear guidance, support, and communication, helping to reduce anxiety and confusion among the workforce. By establishing well-defined roles and responsibilities, crisis management strategies empower employees to act decisively and confidently in the face of adversity (Sullivan 2023).

Moreover, ongoing training and preparedness activities ensure that employees are equipped with the necessary skills and knowledge to handle crises efficiently. This preparedness fosters a culture of resilience and adaptability, enabling employees to maintain high performance levels despite challenging circumstances. Crisis in manufacturing companies can internally spring from major equipment malfunction, misuse of chemical products, severe weather on business, strikes, fund mismanagement, and product recalls. While external forms could arise from government policies, misinformation, licensing, disputes with local officials, extortion, threats, business protests, labor problems, and investigative reports contact.

1.2 Statement of the Problems

Despite the critical importance of exigency management strategies in safeguarding organizational stability, many organizations face challenges in effectively implementing these strategies, which can adversely impact employee performance. A primary issue is the lack of

crisis signal detection, crisis planning, crisis containment, crisis recovery, and crisis learning, leaving organizations and their employees ill-equipped to respond to crises efficiently. This inadequacy often results in heightened stress, confusion, and decreased morale among employees. Another significant problem is poor communication during crises. Inconsistent or unclear messaging from leadership can lead to misinformation, eroding trust and confidence among the workforce. Employees may feel uncertain about their roles and responsibilities, leading to delays and inefficiencies in crisis response.

Moreover, insufficient training and lack of regular drills hinder employees' ability to act competently during emergencies. Without the necessary skills and knowledge, employees are less likely to perform effectively under pressure, exacerbating the negative impact of the crisis on organizational operations. Additionally, the absence of a culture that promotes resilience and adaptability can further diminish employee performance. When employees are not encouraged to develop these traits, they may struggle to cope with the rapid changes and uncertainties that crises bring. Addressing these issues this study is focusing on the relationship between crisis management strategies and employee performance in selected Manufacturing firms in Akwa Ibom State.

1.3 Objectives of the Study

The main objective of the study was to examine the relationship between exigency management strategies and employee performance in selected Manufacturing firms in Akwa Ibom State. The specific objectives include to;

- i. to ascertain the relationship between exigency signal detection and employee performance in selected manufacturing firms in Akwa Ibom State.
- ii. to examine the relationship between exigency planning and employee performance in selected manufacturing firms in Akwa Ibom State.

1.4 Research Questions

The following questions were formulated;

- i. What is the relationship between exigency signal detection and employee performance in selected manufacturing firms in Akwa Ibom State?
- ii. To what extent does exigency planning relate to employee performance in selected manufacturing firms in Akwa Ibom State?

1.5 Research Hypothesis

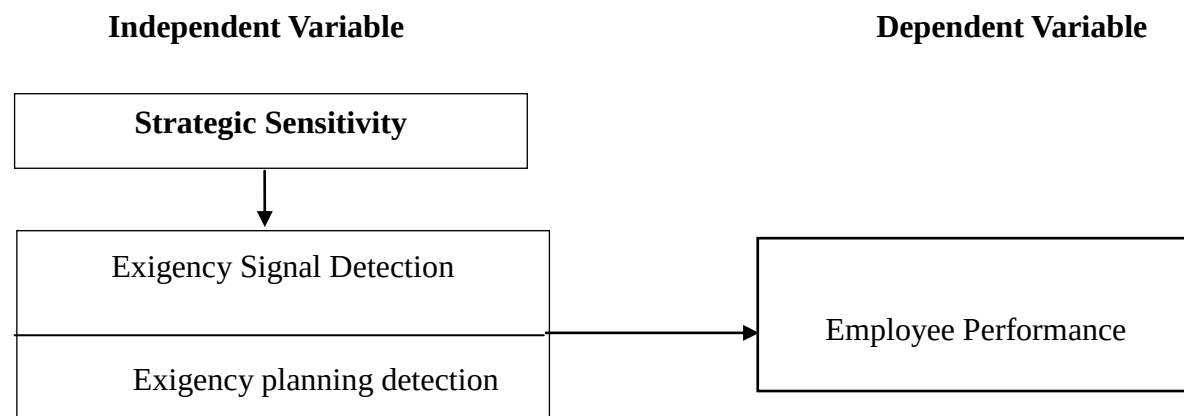
H₀₁: There is no significant relationship between exigency signal detection and employee performance in selected manufacturing firms in Akwa Ibom State.

H₀₂: There is no significant relationship between exigency planning detection and employee performance in selected manufacturing firms in Akwa Ibom State.

2. REVIEW OF RELATED LITERATURE

2.1 Conceptual Review

The conceptual review covers the concept of exigency management strategies with two dimensions as it relates to the concept of employee performance as depicted in the diagram below.



Source: Model by the Researcher, (2025).

2.1.1 Concept of Crisis Management Strategies

Exigency management is a critical discipline that has evolved significantly over the past several decades, driven by the increasing complexity of organizational environments and the growing impact of crises on businesses, governments, and communities (Saadouli and Al-Khanbashi, 2021). The concept originated in the field of public relations and has since expanded to encompass a wide range of practices aimed at preparing for, responding to, and recovering from unexpected and potentially catastrophic events.

Historically, the need for structured exigency management became evident with incidents such as natural disasters, industrial accidents, and corporate scandals. As organizations grew in size and scope, the potential for crises that could threaten their stability and reputation increased. High-profile events, like the Tylenol poisoning incident in 1982 and the BP oil spill in 2010, highlighted the importance of a coordinated and strategic approach to crisis management. These events underscored the necessity for organizations to be not only reactive but also proactive in identifying risks and developing comprehensive crisis management plans.

Exigency management encompasses a wide array of activities, including risk assessment, crisis communication, business continuity planning, and stakeholder engagement (Alariki and Al-Abed, 2021). It is an interdisciplinary field, drawing from public relations, management, communication studies, and psychology, among others. The rise of digital media has further transformed crisis management, as organizations must now contend with the rapid spread of information (and misinformation) and the heightened expectations of transparency and accountability from the public. Crisis management is not merely about responding to emergencies; it is about building resilience and ensuring that organizations can withstand and recover from disruptions. In an era where reputational damage can occur in real-time and crises can quickly escalate to global proportions, the ability to manage crises effectively has become a fundamental aspect of organizational leadership and governance.

Exigency management is the process by which an organization deals with any major unpredictable event that threatens to harm an organization, its stakeholders, or the general public (Alariki and Al-Abed, 2021). Three elements are common to most definitions of crisis. These elements are: a threat to the organization, the element of surprise and a short decision time. Crisis management is also the process companies or organizations use to respond to short term and immediate shocks, such as accidents, disasters, catastrophes, and injuries (Osman, 2020). Its process involves identifying a crisis planning as a response to the crisis,

confronting, and resolving the crisis. Henderson (2000) identified a step-by-step solution to crisis which provides guidance to emergency response team and leaders of the company to respond to an actual crisis event. In general, the theory of crisis management should entail how to respond to an emergency, for example, what are the priorities, what are the actions to be taken first, and how to return to normal operations.

Exigency management has been acting as a provision of preplanning of organizational performance and rapid response by acting towards leadership. Information management has been facing crisis in the market due to bad informatics (Christensen et al., 2016). This has been creating critical situation in protecting the organization's reputation. Managing crisis is also geared towards enhancing performance through early threat exposure, mitigation and product life cycle control (Christensen et al., 2016). Essentially, managing crisis is a phrase employed to rational and methodical way of establishing the context, determining, evaluating, treating, checking and relaying threat relating to any procedure in a manner that enables firms to reduce losses and enhance prospects (Crandall, Parnell, & Spillan, 2013). Crisis management enhances not just the value of firms, but may also diminish financial distress (Jundt et al., 2015). The purpose of crisis management is to realize the understanding by all stakeholders and arrangement around what the threats really are and how to control the crisis (Bundy et al., 2016).

According to Mehr and Jahanian (2016), exigency management is a procedure considered when mitigating a exigency with the aim of lessening the negative effect that the crisis can have on the company and stakeholders alike. Since crisis management is a process, it can be clustered into pre-crisis, response mechanism to the crisis and post-crisis. In addition, Bujak and Topolski (2015) defined crisis management as a three-fold process utilized in preventing a conflict from happening or trying to scale down its impact. Williams et al. (2017) pointed out that crisis management is the activity for developing and executing a business strategy that can be adopted easily when facing a crisis. Occurrences that qualify as crises include natural calamities, terror attacks, power outages, violence, and cybercrimes among others. Bundy et al. (2016) suggested that crisis management is the utilization of methods aimed at helping the organization deal with unexpected events that can affect the smooth running of the organization. Based on the author, a crisis may happen due to unforeseeable outcomes of some event that could be seen as prospective threat.

2.1.2 Dimensions of Crisis Management

Exigency detection

Exigency detection refers to the process of identifying and recognizing potential crises before they fully develop or escalate. This is crucial in various fields, including public health, environmental management, cybersecurity, and corporate management. The primary objective of crisis detection is to mitigate risks and prevent small issues from becoming large-scale emergencies. Exigency detection relies on a combination of real-time data analysis, early warning systems, and predictive modeling. These tools can help organizations and governments to foresee possible crises by monitoring key indicators and signals. The process often involves analyzing patterns in data that might indicate an impending crisis, such as sudden spikes in disease cases, unusual financial market fluctuations, or rapid changes in public sentiment on social media.

Effective exigency detection enables timely decision-making and proactive response measures, thereby reducing the potential impact of the crisis. It also involves a multi-disciplinary approach, integrating knowledge from various fields to understand complex

systems and anticipate where and when a crisis might occur. By detecting crises early, organizations can mobilize resources, inform stakeholders, and implement strategies to manage or avert the crisis, ensuring stability and safety.

Exigency planning:

Exigency planning is a strategic process aimed at preparing organizations, governments, and communities to effectively respond to potential crises. This planning involves developing structured approaches and protocols that can be swiftly activated when a crisis occurs, with the goal of minimizing damage, protecting lives, and ensuring continuity of operations. Crisis planning encompasses anticipating possible threats, assessing vulnerabilities, and establishing response strategies that can be implemented efficiently.

2.1.3 Key components of crisis planning include:

1. **Risk Assessment:** Identifying potential crisis scenarios that could affect the organization or community, ranging from natural disasters and cyber-attacks to public health emergencies and financial crises. This step involves evaluating the likelihood and potential impact of each scenario.
2. **Crisis Management Team:** Forming a dedicated team responsible for managing crises. This team typically includes members from different departments or areas of expertise, ensuring a well-rounded approach to crisis management.
3. **Communication Plan:** Developing a clear communication strategy to ensure accurate and timely information is disseminated to all stakeholders, including employees, customers, the media, and the public. Effective communication is crucial for maintaining trust and providing guidance during a crisis.
4. **Emergency Response Procedures:** Outlining specific actions to be taken in response to various types of crises. This includes evacuation plans, emergency contacts, and procedures for safeguarding assets and data.

2.1.4 Concept of Employee Performance

According to Sharma, Sharma and Agarwal (2016), productivity and success of business establishments is a function of employee's performance. In this context, the efficiency of employee's is important to a company's growth (Sharma et al., 2016). As an outcome, it is important to establish a clear and analytical method to assessing the contribution of a person to the progress of organizations to recognize their strengths and deficiencies and the possible management vulnerabilities that impede excellent results (Sharma et al., 2016). Getting good perspectives into each employee's success level profoundly allows to assess an acceptable plan of action to follow throughout the crisis. Iqbal et al. (2015) defined employee's performance as the execution of well-defined responsibilities, meeting timelines, employee competency, and the proficiency of undertaking tasks. The authors continued to suggest that different companies require sound leadership approaches that stimulate the employee's performance. In a bid to examine how leadership impact performance, a study by Iqbal et al. (2015) researched a company that manufacture tractors and established how it grapples with issue of employee's performance. Essentially, the inability to innovate was also seen as the reason some companies fail to meet set targets, which leads to low productivity.

Employee performance is a fundamental aspect of organizational success, encompassing how well individuals fulfill their job responsibilities and contribute to the

achievement of organizational goals. It is a multi-faceted concept that goes beyond simply completing tasks, encompassing the quality, efficiency, and effectiveness with which those tasks are performed. High levels of employee performance are essential for organizational productivity, innovation, and competitiveness in today's rapidly changing business environment. Employee performance refers to how well an individual fulfills their job responsibilities and contributes to the goals and objectives of their organization (Ekanem, 2023). It is a multi-dimensional concept that encompasses various aspects of work behavior and outcomes, reflecting the efficiency, effectiveness, and quality of an employee's work. Employee performance is a critical factor that directly influences organizational success, as high-performing employees contribute to increased productivity, better customer service, innovation, and overall competitive advantage.

Employee performance refers to the quality and quantity that are attained by individual employees or group of employees after completing a given task (Atatsi, Stoffers, and Kil, 2019). Employee performance is the real behaviour expressed by everyone as work achievement produced by employee appropriate to their role in the organization. This means that employee performance as a concept could be defined in different ways and that is depending on the different stages and complexities of the job (Damle, 2012). Employee performance mainly depends on perception, values and attitudes.

2.2 Theoretical Framework

2.2.1 Stakeholder Theory of Crisis Management by Edward Freeman (1984)

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. The Stakeholder Theory of Crisis Management has a significant impact on employee performance, especially during and after a crisis. By focusing on the needs, concerns, and well-being of employees as key stakeholders, organizations can foster an environment that supports employee engagement, morale, and productivity, which are crucial for effective crisis response and recovery.

The Stakeholder Theory of Crisis Management emphasizes the importance of considering and addressing the needs, concerns, and impacts on all relevant stakeholders during a crisis. This theory is rooted in the broader stakeholder theory in business ethics, which argues that organizations should be accountable not only to shareholders but also to all parties that are affected by the organization's actions. In the context of crisis management, this approach ensures that the interests and well-being of various stakeholder groups are integrated into crisis planning, response, and recovery efforts.

Here's how the relationship between the Stakeholder Theory of Crisis Management and employee performance can be understood: Enhancing

Employee Engagement and Commitment: Involvement in Decision-Making: When employees feel that their voices are heard and their concerns are taken into account during a crisis, their sense of belonging and commitment to the organization increases. The Stakeholder Theory encourages management to actively involve employees in crisis-related decision-making processes, leading to higher levels of engagement.

Trust and Loyalty: Transparent and honest communication with employees during a crisis helps build trust. When employees trust that their organization values their well-being and is committed to addressing their concerns, their loyalty and commitment to the organization are reinforced. This trust can motivate employees to go above and beyond in their roles, even in challenging situations. Improving Morale and Reducing Stress: Support Systems: Applying Stakeholder Theory means prioritizing the emotional and psychological well-being of employees during a crisis. Providing access to counseling services, stress management programs, and other support mechanisms can help maintain employee morale. High morale is linked to better performance, as employees are more likely to stay motivated and focused when they feel supported. Clear Communication: One of the core tenets of Stakeholder Theory in crisis management is clear, consistent communication. Keeping employees informed about the status of the crisis, the organization's response plans, and any changes that may affect their work reduces uncertainty and anxiety. Lower stress levels contribute to improved employee performance and decision-making.

Empowerment and Ownership: Empowering Employees: Involving employees in crisis management and giving them a sense of ownership over their roles can lead to greater accountability and proactiveness. When employees feel empowered to contribute to crisis solutions, they are more likely to take initiative, offer innovative ideas, and perform their duties effectively. Skill development: Crisis situations often require employees to develop new skills or adapt to new roles. The Stakeholder Theory supports providing employees with the necessary training and resources, which not only helps in managing the crisis but also enhances employees' skills and confidence. This skill enhancement can lead to better performance both during and after the crisis.

Fostering a Positive Organizational Culture: Ethical Leadership: Organizations that adopt a stakeholder-focused approach during crises demonstrate ethical leadership. This commitment to ethical behavior and responsibility can inspire employees to act ethically and with integrity. A positive organizational culture, reinforced by ethical leadership, promotes a supportive and collaborative work environment that boosts employee performance. Alignment with Organizational Values: When employees see that the organization's crisis response aligns with its stated values (e.g., caring for people, integrity, responsibility), it strengthens their identification with the organization. This alignment can increase job satisfaction and motivation, positively affecting performance.

2.3 Empirical Review

Kamwiyo, and Ganu (2024) studied on does strategic leadership impact organizational performance outcomes mediated by crisis management practices in faith-based health institutions in Malawi. The paper aims to identify the links between strategic leadership practices, crisis management and organizational performance. Specifically, the paper will examine the characteristics of the top management team, their decision-making process and skills, and how they influence crisis management practices and organizational performance. All data were gathered by means of a methodical review of the literature. Based on the COVID-19 circumstance, it was observed that crisis management was difficult in many firms. The gap that was discovered during the COVID-19 timeframe served as the basis for the paper. This study is a component of the ongoing main research project. Top management makes decisions and presents them to staff members in strategic leadership. A crisis is an unwelcome event that could occur in an organization and affect the organization negatively or positively. In healthcare crisis management must be effective from the onset to achieve organizational performance outcomes. Therefore, strategic leadership will enhance crisis management to achieve organizational performance outcomes. Strategic leadership has been

identified to have been critical in crisis management because it is visionary. The findings of this literature review identified that organizations must train employees to become strategic leaders because strategic leaders are visionary. Crisis management training should be conducted and have crisis management committees in place

Manning's (2023) study 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's (2020) study 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's (2019) study 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's (2021) study entitled "Crisis Management and Sports in the Age of Social Media: A Case Stud 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.

3. METHODOLOGY

This section basically describe the set of methods, procedures, and strategies that was employed in gathering the data as well as how the data was processed to arrive at the conclusion.

3.1 Research Design

The study adopted descriptive survey research design. Descriptive, seek to find out the existing situation of a particular phenomenon of concern. In this case, the opinion of respondents regarding crisis management and employee performance was sorted out. The rationale for using the descriptive survey was to help in telling what the situation is in a systematic manner; it involves collection of accurate data for the purpose of determining the current nature of the subject of study.

3.2 Population of the Study

The total population for this study comprises of eight hundred and eighty (880) management staff of all units in the selected manufacturing firms in Akwa Ibom State.

Population of the Study

	Respondents	No of staff
1	Champion Brewery Plc.	278
2	Eastwchase Aluminum Products Ltd.	98
3	Victradeam Manufacturing Venture	81
4	Jubilee syringe Manufacturing Co. Ltd	221
5	Roywood Nigeria limited	106
6	Alphastar Paints & Industries Ltd	96
	Total	880

Source: **Field Survey 2025.**

3.3 Determination of Sample Size

Since the population size for the study was known, sample size for the study was determined using Taro Yamane's formula at 5% level of tolerable error. The formula is given as;

$$\text{Formula } n = \frac{N}{1 + N(e)^2}$$

N = population
n = sample size
e = error term

From the formula above, the sample size is given as:

$$\begin{aligned} n &= 880 / 1 + 880(0.05)^2 \\ n &= 880 / 1 + 880 (0.0025) \\ n &= 880 / 1 + 2.2) \\ n &= 880 / 3.2 = 275 \\ n &= 275 \end{aligned}$$

3.4 Method of Data Analysis

To determine the significant relationship that exists between the independent variable (X_1 = Exigency Signal Detection -ESD; and X_2 = Exigency Planning Detection- EPD; and the Dependent Variable (Y = Employee performance-EP), the Pearson Product Moment Correlation analysis (PPMC) 'R' is used. This enable the researcher to predict if there exists any relationship between the dependent variable (Y) and the independent variables(X). All hypotheses were tested at 0.05 level of significance.

4. Analysis and Discussion of Findings

Analysis of Research Questions and Responses

The analyses in this section are done as per the research questions and hypotheses formulated for this study. They analysis is to ascertain the highest positive response rate to the questions on the questionnaire.

Tables 4.1: Responses on exigency signal detection and employee performance

Exigency Signal Detection	S.A	A	UD	SD	D
Employees are trained to recognize and report early signs of a crisis.	51 (19.8)	115 (44.6)	19 (7.3)	58 (22.5)	15 (5.8)
The organization uses data analytics and monitoring tools to identify emerging threats.	14 (5.4)	173 (67.1)	14 (5.4)	42 (16.2)	15 (5.8)
The leadership proactively assesses risks based on internal and external signals.	63 (24.4)	151 (58.5)	10 (3.8)	19 (7.3)	15 (5.8)
Regular risk assessments are conducted to detect possible crises.	152 (58.9)	73 (28.3)	6 (2.3)	21 (8.1)	6 (2.3)

Source: Field Survey, (2025)

For the question on employees are trained to recognize and report early signs of a crisis, Table 4.1 showed that 166 respondents, representing 19.8% agreed on decreases downtime. While 7.3% of respondents were undecided, 73 respondents representing 28.3% disagreed respectively.

For the question on the organization uses data analytics and monitoring tools to identify emerging threats, 187 respondents representing 72.5% agreed that the company had extend asset lifetime. While 5.4% were undecided on whether this practically took place at the company, 57 respondents representing 22% disagreed.

When respondents were asked on the leadership proactively assesses risks based on internal and external signals, 214 respondents representing 82.9% agreed that this applied to the company. While 3.8% were undecided, 34 respondents representing 13.1% disagreed.

Responding to the question regular risk assessments are conducted to detect possible crises, 225 respondents representing 87.2% of respondents agreed that reduce service interruption to them were well defined. While 2.3% respondents were undecided, 27 respondents representing 10.4% of respondents disagreed.

Tables 4.2: Responses on exigency planning detection and employee performance

Exigency planning detection	SA	A	UD	SD	D
our organization has a formal crisis management plan in place.	63 (24.4)	151 (58.5)	10 (3.8)	19 (7.3)	15 (5.8)
The crisis management plan is reviewed and updated regularly.	152 (58.9)	73 (28.3)	6 (2.3)	21 (8.1)	6 (2.3)
Key personnel are aware of their roles and responsibilities during a crisis.	51 (19.8)	115 (44.6)	19 (7.3)	58 (22.5)	15 (5.8)
our organization conducts risk assessments to anticipate potential crises	14 (5.4)	173 (67.1)	14 (5.4)	42 (16.2)	15 (5.8)

Source: Field Survey, (2025).

For the question on our organization has a formal crisis management plan in place. Table 4.2 showed that, when respondents were asked on Lubrication checklist, 214 respondents representing 82.9% agreed that this applied to the company. While 3.8% were undecided, 34 respondents representing 13.1% disagreed.

When respondents were asked if the crisis management plan is reviewed and updated regularly, 225 respondents representing 87.2% of respondents agreed that detail inspection checklist to them were well defined. While 2.3% respondents were undecided, 27 respondents representing 10.4% of respondents disagreed.

For the question on key personnel are aware of their roles and responsibilities during a crisis, shows that 166 respondents, representing 19.8% agreed on decreases downtime. While 7.3% of respondents were undecided, 73 respondents representing 28.3% disagreed respectively.

For the question on whether organization conducts risk assessments to anticipate potential crises 72.5% agreed that the company had predictive maintenance diagnostics such as vibration analysis, oil sample analysis and infrared heat monitor. While 5.4% were undecided on whether this practically took place at the company, 57 respondents representing 22% disagreed.

4.1.2: Test of Hypothesis

Tables 4.3 Pearson Product Moment Correlations Analysis

		Exigency signal detection	Exigency planning	Exigency containment	Exigency recovery	Employee performance
Exigency signal detection	Pearson Correlation	1				
	Sig. (2-tailed)					
	N	258				
Exigency planning	Pearson Correlation	.799**	1			
	Sig. (2-tailed)	.000				
	N	258	258			
Exigency containment	Pearson Correlation	.825**	.869**	1		
	Sig. (2-tailed)	.000	.000			
	N	258	258	258		
Exigency recovery ion	Pearson Correlation	.725**	.803**	.796**	1	
	Sig. (2-tailed)	.000	.000	.000		
	N	258	258	258	258	
Employee performance	Pearson Correlation	.742**	.747**	.770**	.685**	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000
	N	258	258	258	258	258

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

Source: Field Survey Data, (2025).

Test of Hypothesis One (H_{01})

There is no significant relationship between exigency signal detection and employee performance in selected manufacturing firms in Akwa Ibom State. From the analysis, the correlation coefficient (R) for the first hypothesis (H_{01}) was $R_{x_1} = 0.742$, suggesting a strong positive correlation between exigency signal detection and employee performance. The result was statistically significant ($R_{x_1} = 0.741$; $n = 258$; $p = 0.000$). Based on this, it is safe to assume that exigency signal detection will influence employee performance. Since the p-value is less than $0.05 (p = 0.000 < 0.05)$, the null hypothesis is rejected and the alternative hypothesis is accepted. Therefore, there is a significant relationship between exigency signal detection and employee performance in selected manufacturing firms in Akwa Ibom State.

Test of Hypothesis Two (H_{02}): There is no significant relationship between exigency planning detection and employee performance in selected manufacturing firms in Akwa Ibom State.

From the analysis, the correlation coefficient (R) for the second hypothesis (H_{02}) was $R_{x_2} = 0.747$, suggesting a strong positive correlation between exigency planning detection and employee performance. The result was statistically significant ($R_{x_2} = 0.747^{**}$; $n = 258$; $p = 0.000$). Based on this, it is safe to assume that crisis planning detection with the employee in the organization will influence performance. Since the p-value is less than $0.05 (p = 0.000 < 0.05)$, the null hypothesis is rejected and the alternative hypothesis is accepted. Therefore, there is a significant relationship between exigency planning detection and employee performance in selected manufacturing firms in Akwa Ibom State.

4.2 Discussion of the Findings

The study showed a significant positive relationship between each of the four dimensions of knowledge management (exigency signal detection and crisis planning) and employee performance in the selected manufacturing firms in Akwa Ibom State. The result of first hypothesis testing shows that there is a significant positive relationship between crisis signal detection and employee performance with a correlation coefficient of $R_{x_1} = 0.742$. This

finding is in agreement with the work of Cruz (2011) carried out a research on the relationship between knowledge acquisition and competitiveness of professional service firm in California. The qualitative research method was used. Three focus groups were used with interview including, managers, knowledge workers and a combination of the two. Based on the findings, five categories of behavior were identified as a result of knowledge acquisition. They are; spiritual essence of business, openness and believability, whole brain learning, ethical responsibility and connectivity. Advancement of knowledge management through encouragement and support of knowledge acquisition in organization has a positive impact on organization and the success of the organization creates a value to the well being of its shareholders.

The result of the second hypothesis demonstrates that crisis planning detection significantly influences employee performance with a correlation coefficient of $R_{x_2} = 0.747$. The result is in agreement with previous studies done by Ohioyenoba and Obadan (2014) conducted a research on crisis management in small and medium scale enterprise in Benin City. They compared knowledge sharing in two companies in hospitality business. Knowledge internalization, knowledge sharing method, and barriers to knowledge sharing were examined. Stratified sampling technique was adopted. Questionnaires and personal observation were also used with a sample size of 67. The method of data analysis was a descriptive statistics. The findings showed that there were differences and similarities between the two companies. Discovery and innovation were recommended as a means of eliminating barriers to knowledge sharing and recruiting more educated and experienced employees to improve knowledge sharing.

Conclusion

Base on the findings, the following conclusions were drawn;

From the study conducted, it is concluded that crisis signal detection, crisis planning, crisis containment, and crisis recovery are interpersonal dimensions that can influence performance of manufacturing firms in Akwa Ibom State, Nigeria. The empirical results of the study clearly underscore the following:

- i. There is a significant relationship between crisis signal detection and employee performance in selected manufacturing firms in Akwa Ibom State.
- ii. There is a significant relationship between crisis planning and employee performance in selected manufacturing firms in Akwa Ibom State

Recommendations

- i. It was recommended that manufacturing firms in Akwa Ibom State should establish clear protocols for escalating potential crisis signals and should also ensure cross-departmental collaboration so that weak signals are not overlooked.
- ii. It was recommended that manufacturing firms should create a formal crisis management plan (CMP) outlining roles, responsibilities, and response strategies. They should Ensure cross-functional representation from key departments (HR, IT, Finance, PR, Legal, Operations).

Contribution to Knowledge

Exigency management has emerged as a critical field of study within organizational management, business continuity, and risk mitigation. Over the years, extensive research has been conducted on how organizations anticipate, respond to, and recover from crises, contributing significantly to the broader body of knowledge in management sciences, psychology, and leadership studies. One of the key contributions of crisis management

research is its role in enhancing organizational resilience. Studies have provided insights into proactive crisis planning, real-time response strategies, and post-crisis recovery frameworks, helping organizations minimize disruptions and maintain stability in uncertain environments. Furthermore, crisis management has advanced knowledge in leadership effectiveness, demonstrating how different leadership styles (e.g., transformational, servant, or adaptive leadership) influence organizational crisis responses and employee performance.

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