Crisis Management in Sport and Sport Development in Nigeria

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ABSTRACT

From time to time sport organizations witness violence and
non-violence either internally or externally which posed a big
obstacle to effective sport management around the globe;
which its impact could induce severe consequences or even
disaster if wrong strategic move are devised. The issue of
how sport organizations can develop and maintain good
performance when faced with crisis situations has largely
remained unexplored. This paper, therefore, review concept
of crisis, sport crisis, crisis management and sport
development. The paper also discussed causes and effects of
crisis on the operation of sport organizations, types of crisis
management strategies and models were reviewed. The paper
further examine sport development in Nigeria and its
correlation to crisis management in sport, since crisis
management form the bedrock of peaceful co-existence
between employers and employees in sport organizations and
even the society at large, the paper recommends that
management of sport organizations should be pro-active in
their crisis management plans in order to identify and resolve
issues and handle them adequately among sport teams, clubs
that are capable of destroying sport programmes in the
country.

INTRODUCTION

Over the years, aggressive actions and behaviors exhibited in an organization posted a lot of challenges and threat to operation of such organization as a result of failure to identify and resolve issues or problems among the group concerned. Failure to address such matters may later be generated into crisis which is capable of destroying the organizations reputation. Crisis is therefore seen as a situation that disrupts normal business operation and has an uncertain and a potentially negative outcome; crisis is an incident with potential probability to halt individuals, damage organization's capital and reputation (Ali *et al,* 2014). Saka, (2014) posited that crisis is an unstable time or state of affairs in which a decisive change is impending.

In any organization the impact of crisis on organizational performance like sport cannot be overemphasized, it affects everything that organization stand for. The objectives of crisis management in sports according to Hessert (1998) are to identify the crises that could affect an organization early, apply the major processes of crisis management, identify the preventive measures and adopt proactive approach. According to Oberine and Ries (2000), and Reid (2002), the objectives also include to reduce the incidence and impact on individuals and organizations such as soccer clubs in Nigeria. The attention of management on crisis management in any organization helps to meet the challenges for its effective performance and development.

Sport crisis is described as behaviors exhibited by athletes, official, spectators and fans which cause harm that occur outside of the rules of sport and is unrelated to the competitive objectives of the sport. It is also a negative aggressive behavior which can result to harm, injury or death as well as damage to property not in accordance with the rules of sport (Ugwueze, 2010). Crisis management is seen as a process of predicting and preventing from prevalence of crisis, coping and intervening in crisis and purifying after the occurrence of problem (Ali et al, 2014). Crisis management also view to mean as the provision of organization's pre-planned, rapid response capability supported by a leadership, information management and communication capability in an intergraded fashion to ease fast decision making and thereby allowing for effective protection of an organization and survival. Crisis management is a term often used to describe the way which crisis is handled in an organization. It is the management and coordination of administrator's response to an incident that threatens to harm or has harmed people, structures, ability to operate or

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reputation (Saka, 2014). The inability of sport managers and other policymakers to resolve crisis that emanate from both within and outside organization may have negative effect on its development. Sport development is conceptualized as a process of continuous improvement of sport structures, performances and programme in order to increase a condition which is conducive to physical fitness for all and the effective functioning of self-actualization. It also covers all dimensions of a sport programmes including the performance participants, sport facilities, and equipment, finding and funds as well as personal (Lawal, 2014).

Since crisis is bound to exist in an organization, what matter most is the management; and crisis must be managed according to the specific situation be it social, economic, cultural and or violence and nonviolence. Sport organization is not an exception and ignoring this important matter and not planning to cope with probable crisis may have negative effect on sport development in Nigeria.

Types of Crisis

The types of crisis experienced by soccer clubs are numerous including violent and non-violent crises. Wenn (2013) identified the violent crises to include soccer violence, accidents and severe injuries to players and officials as well as terrorism in soccer arena. Main (2015) enumerated non-violent crises to include boycott of matches, strikes by players and officials for non-payment of salaries, allowances and match bonuses, scandals such as sexual harassment of players and officials. Oyewusi (2011) added other forms of non-violent crises among soccer clubs to include bribery and corruption, racism, match fixing, disinformation whereby false information is given intentionally in order to hide the truth and confuse people, and misinformation in which incorrect information is given to distort the fact. Ogujiofor (2010) also identified disruptive propaganda, costly mistakes by officials and players as well as protests and demonstrations by players and or officials.

No Violence (2013) reported on the violent incident resulting to accidents and severe injuries to participants in a match been Jasper United and Enugu Rangers in Onitsha on 11 December, 2000 and Enyimba Football Club (F.C.) and Jasper United fans also in Onitsha on 8 May, 2001 Globacom Premier Soccer League, Apu (2013) reported on many incidents of crises such as boycott of matches, match fixing, demonstrations and crowd violence that left two fans dead and many others injured in the match between Akwa United and Enyimba International F.C. of Aba on 27 March, 2007. Solaja (2017) reported on match fixing in

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which the Vice Chairman of Rangers International F.C. of Enugu, Mr. Ray Nnaji alleged a gang-up against his club which led to match fixing and protest in the 2007 Nigerian Premier League.

Crisis during sport meets exposes both organizers and other participants to various kinds of risks. Ukwayi (2014) observed that sport crisis exposes participants to the risk of accidents, injuries, discomfort, disabilities and damage to property and sometimes death. Oyewusi (2011) indicated that apart from the destruction of human lives and property. Main (2015) expressed that some soccer crisis such as violence and terrorism can frighten sport managers to the point of not being fair, firm and friendly.

It might be because of the above consequences that Wenn (2013) reported that in 1985, the Sports and Recreation Ministers' Council (SRMC) meeting held in Australia declared excessive violent-behaviour in club soccer and other forms of sports crises generally unacceptable. The ministers, therefore, recommended that strategies and intervention models should be developed to prevent or reduce both violent and non-violent crises on and off the playing field.

Causes of sport crisis:

Saka (2014) & Ali et al (2014) posited that the major causes of crisis in most organizations starts from a minor issues that organization overlook to resolve on time. They also itemize some of the conditions leading to the occurrence of crisis to include: Failure to resolve problems through customary method; Crisis can also arise from failure to even identify issues that border on the warfare of workers in an organization. When issues or problems are not adequately handled during a sport meets. Poor officiating by the officiating officials is another major causes when the governing body of the sport association fail to intervene as at when due. Crisis can also prompt into an organization when the fundamental human rights of workers are abused. Such situation may bring conflict and if not well addressed and the result can trigger to crisis etc. The causes of crisis in an organization or other establishments are numerous. Fink (2016) enumerated various causes of crisis as individual or co-operate ego, natural mistakes by managers or other workers, ignorance, non-preparedness, wrong or faulty decision-making and conflict of interest. Ugwueze (2010) had stated other causes of crisis to include, inability to diagnose co-operate problems, non-existence of a crisis plan, poor understanding and handling of the key stages in a crisis as well as poor crisis recovery. Lesly

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(2011) is of the view that employee's dissatisfaction, sexual harassment in workplace, poor personnel management and motivation; poor communication and inability to notice early warning signs can lead to crisis.

Leonard (2013) crisis revealed that most occurrences of sport crises emanate from players, officials, coaches, fans, and spectators. The parents, sport managers and mass media also contribute to what he describes as an epidemic of crises in sport. Other causes include the nature of the game, broad social divisions, carry-over of international enmity, home team syndrome, professional nature and low scoring level in sport (Vanplew, (2017); Leonard, (2013) and Wenn (2013). The other factors are incompetent and biased officiating, the quest to win at all cost (Anyanwu, 2011), poorly designed facilities, excessive consumption of alcohol during competition, measuring performance with only winning, use of unregistered or non-bonafide players, fans interception and climatic factors, (Mohammed 2013), Ukwayi (2014) and Agbanusi (2010). Oyewusi (2011) identified other causes of violent-crisis as bribery and corruption, intentional infliction of injury on an opponent, and use of derogatory language among players and officials. Non-payment of salaries, allowances, and match bonuses to players and officials might also lead to violent-crisis.

Riches (2010) identified a hardcore people in England, who see fighting as an internal part of going to a match, who are led by proven fighters, frequently with local gang connections and a record of crisis especially violence, outside the sporting context. He stressed that these people are sometimes associated with extreme racist and right wing group.

Broad social divisions based on religion; culture and race also influence sport (Ugwueze, 2010). On his part, Layman (2010) had observed that the tendency to favour a particular team on the basis of tribe, race, colour or geographical location is always there in sport. He explained that because of partisanship and vested interest, some officials throw the rules of the game to the wind and openly display their partial interest to the disregard of the opponent team, fans and spectators thereby exposing the game to crisis.

Vamplew (2017) reported that there is a carry-over of local, national and international enmity into sport. He expressed that this development not only leads to crisis but also holds back sport development. In Nigeria, teams like, Kwara United, IICC shooting stars of Ibadan and many others enjoyed fanatical support in their home bases (Mohammed, 1998). This type of

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support in Mohammed's view can result in hostile outburst because the fans see success and failure of their team as personal success or failure.

Ukwayi (2014) reported that in soccer matches, some players or teams are so desperate to win and more so at all cost that they offer inducements to the officials to buy them over for favor or to allow them cheat. When this happens, officiating becomes partial in favor of the team that offered bribe or inducement and this may result to crisis. Poorly designed facilities with inadequate seating capacities leads to crowding, frustration and crisis during club soccer matches. The technical crew is responsible to ensure that facilities, equipment and materials used for competition meet standards (Napravnik, 2013). According to Napravnik, allowing players to wear dangerous boots or other materials as well as the use of torn goal nets during competition can result to misunderstanding and crisis.

When young male spectators engage in excessive consumption of alcohol during soccer competition it might lead to soccer crisis, Main (2015) stated that young spectators' misbehavior during sports competition is widely recognized as highly related to alcohol consumption and drug use. Again, club soccer crisis can occur from emotional disorganization, which may be caused by immediate or remote factors. Anyanwu (2011) perceived that the anger from memory of hostile treatment meted on her citizens or team in a foreign or away match can be vented on a visiting team in a home match. He cited an example with the case of a violent incident in the Nigeria – Ghana soccer match of February 1973 in Lagos.

Use of performance enhancing drugs is currently associated with club soccer crisis. Federation Internationale de Football Association (FIFA) according to Napravnik (2013) has embarked on measures whereby players are randomly picked and tested for drugs after matches to discourage the use of drugs. Commer (2012) indicated that the use of drugs by players and athletes endanger aggressiveness and crisis. This is because under the influence, the users deliberately engage in rough and foul play on opponents, thereby inflicting injuries on them. This might infuriate supporters or fans and they may invade the pitch to carry out revenge themselves causing confusion and this may result to crisis (Greraghty, 2014).

Today, winning is the yard-stick for measuring how well a club performs. Performance is measured in terms of wins and losses and not necessarily whether a term played well or not. When winning alone is over-emphasized, Anyanwu (2011) stressed that the zeal to stain it

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precipitates some undesirable practices which negates some of the cherished values and attributes of competitive sports. Again, many clubs in an attempt to win at all cost in a match, go beyond the rules to field unregistered or non-bonafide players (Mohammed, 2013). When the opposing team, fans or spectators dictate this, it might result to misunderstanding and clashes leading to crisis.

Climate factors such as lightning, stormy weather etc can interfere with the normal play in club soccer. Agbamusi (2010) explained that these factors could give undue advantage to a team against its opponent. This might trigger off complaints, protests or aggression leading to crisis. Despite the increased incidents, causes, and consequences of soccer crisis as well the need for crisis management, remarkable attempt has not been made to priorities crisis management in sports or club soccer operations, (Obeime and Ries, 2010), even in Nigeria Ukwayi (2014) reported that in Nigeria, no remarkable plans and preparations are made in advance for soccer crisis among sports team. He cited an example to indicate an absence of a crisis management plan or preparation for sports teams in Nigeria with the Green Eagle's strong defender Mr. Godwin Odiye. He reported that Mr. Odiye lost his football career through a mistake he made by scoring against his country, Nigeria. According to him, this turned into a serious crisis. Mr. Odiye also received serious battering by both the media and the general public thereby destroying his reputation, credibility and confidence, leading to the loss of his football career. Ukwayi believed that with a good plan and response strategies, the crisis could have been prevented. However, if it had eventually occurred, the player and his team would have responded adequately to the crisis thereby preventing the consequences. Crisis management is therefore needed to address these dangerous and difficult situations and possibly prevent soccer crisis before it occurs among soccer clubs in Nigeria.

Crisis Management

Crisis management is one of the areas of management in which public relations has staked out a special interest and developed real expertise in sports. Fink (2010) described crisis management as a new discipline in public relations management and likened it to risk or emergency management. White (2012) stated that a crisis, emergency or disaster is usually a very public event, and the performance of an organization caught in crisis is subject to immediate scrutiny as it tries to deal with the many consequences of the crisis situation. He stressed that the organizations performances at such a time would be remembered. In some cases, memories of how poorly it managed or responded might sooner or later, contribute to

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driving the organization out of existence. Crisis management is therefore defined by Nwosu (2011) as an act of taking appropriate measures to prevent a crisis before it occurs as well as control it will when it eventually occurs. O'beirne and Ries (2010) defined it as a process of implementing strategies to counter the negative effects of an event or action that could damage the well-being or reputation of an individual or an organization. The individual or organization referred to above could be a player, official or a soccer club in South-Eastern States of Nigeria. Crisis management is necessitated by the threat of crisis to the interest and existence of an organization. This necessitates the organization to deal quickly with it in order to minimize its consequences.

In time of crisis in sports, Reid (2012) stated that public relations contribute to helping to maintain the athlete or team's reputation throughout the period of the crisis. In his view, this is partly achieved by the way the sports organization responds and is seen to respond to public and special group interests. By implication, public relations, therefore, plays a central role in crisis management in sports generally and specifically in a soccer club.

Types of Crisis Management in sport

During the crisis management process, it is important to identify types of crisis in that different crisis. Saka (2014) observed that crisis necessitate the use of different crisis strategies, potential crisis are enormous, and clustered. He identified categories and types of crisis to include: natural crisis, technological crisis, confrontation, malevolence, organizational misdeeds, workplace violence and rumors.

Natural Crisis: include typically natural disasters as "act of God" such as earthquake, volcanic eruptions, storms and droughts that threatens to life environment itself, e.g. India ocean earthquake in 2004.

Technological crisis: are caused by human application of science and technology. Technological inevitable occurs when technology becomes complex and when something goes wrong in the system as whole. Some technological crisis occur when human error or natural forces cause disruption in normal routine of such technology. e.g. People tend to assign blame for technological disaster because it is subject to human manipulation but no one is held for natural disasters.

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Confrontation Crisis: This occurs when discontented individuals or group fight various interest groups to win acceptance of their demands and expectations. E.g. resisting or disobeying police, boycott matches for non-payment of match allowances.

Crisis of malevolence: occur when opponents or miscreants individuals use criminal means or other extreme tactics for the purpose of hostility or anger toward or seeking gain from a company, country or economic system, with the aim of destabilizing or destroying, malicious rumors, terrorism and espionage. Eg the Niger Delta crisis and Bokoharam in Northern Nigeria that affected all spheres of life including sport.

Workplace violence: This occurs when employee or former employee commits violence against another employee on organizational grounds. In sport, it can be one player committing violence against another player from another club or within.

Rumors: Crisis occurs as a result of false information about any organization or its products creating crisis to hurt the organization's reputation. For example, a football club that is labeled to be violence through rumor has no fans and spectators.

Crisis of organizational misdeeds: This is when management takes actions it knows will harm or place stakeholders at risk for harm without adequate precautions. For example in sports organization instead of using proficiency to place athletes salaries, the organization decided to place athletes on their academic qualifications, knowing too well that majority of those athletes are either school dropouts or holders of West African School certificate examination (WASCE).

Crisis management in sports

Crisis management role in dealing with sports crises, according to Reid (2012), can be viewed from three perspectives. Firstly, it is an anticipatory practice and can assist sports organization in crisis planning. In this case, effort is made by the team to predict and prepare for possible crisis. Secondly, it is an important part of the overall sports management task at time of crisis. Finally, it has a contribution to make in dealing with the aftermath of the crisis. Successful sports managers, administrators and coaches according to Kreltner (2015) are those ones who anticipate and adjust to changing circumstances rather than being passively swept along or caught unprepared. Hessert (2009) indicated that sports managers, administrators, coaches and therapists may be held personally liable if sports crisis is handled

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improperly and if there is failure to act when action is clearly called for in order to ensure safety.

O'beirne and Ries (2010) described crisis management in sports as a process in which strategies are implemented to counter the negative effects of an event or action that can damage the well-being or reputation of an individual athlete, team or sports organization. They stressed that the need for crisis management arises in sports because of the great danger, difficulty or negative situations in sports. These include severe injuries on the athletes or officials, scandal of sexual harassment by officials, racism and violence (Hessert, 2009); Reid, (2012) and O'beirne and Ries, (2010). Club soccer is an aspect of sports that could be affected by crisis or the great danger, difficult or negative situations, during club soccer programmes or competitions.

Methods of Crisis Management

Saka (2014) defined organization crisis as "any emotionally charged situation that once it comes, public invites negative stakeholder reaction and thereby has the potential to threaten the financial well being, reputation or survival of the firm or some portion, therefore". He classified organization's crisis into two primary types;

Sudden crisis: Is any crisis that occurs without warning and is beyond an institution control. Sudden crisis are most often situation for which the institution and its leadership are not blamed.

Smoldering crisis: Both sudden crisis and smoldering crisis begins as minor internal issues, but due to manager's negligence develop to crisis status. These are situations when leaders are blamed for the crisis and its subsequent effect on the institution in question. Saka categorized five phases of crisis that require specific crisis leadership competencies. Each phase contains an obstacle that a leader needs to overcome in order to improve the operation of an organization.

Signal Detection Stage: is a stage in crisis that leaders should, but do not always sense early warning signal (red flags) that suggest the possibility of a crisis. Detection stages of a crisis include: sense making-represents an attempt to create order and make sense, retrospectively, or perspective taking- the ability to consider another person's or groups point of view.

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Preparation and prevention stage: at this stage, the crisis handlers should begin to prepare for or averting the crisis that had been foreshadowed in the signal detection stage. Organizations such as Red Cross should prepare for and prevent the escalation of crisis events.

Containment and damage control stage: The goal at this stage is to limit the reputational, financial, safety and other threats to firm are survival. Crisis handlers work diligently at this stage to bring the crisis to an end as quickly as possible to limit the negative publicity to the organization and more into the business recovery stage.

Business Recovery Stage: At this stage crisis handlers engage in continuity planning, determining the people, financial and technology resources needed to keep the organization running and to actively pursue organizational resilience.

Learning stage: At this stage in the wake of a crisis, organizational decision makers adopts a learning orientation and use prior experience to develop new routines and behaviors that ultimately change the way the organization operates. Good leaders recognize this and are purposeful and skillful in finding the learning opportunities inherent in every situation.

Crisis management method are also called crisis management plan-which consist of methods used to respond to both the reality and perception of crisis, establishing metrics to define what scenarios constitute a crisis and should consequently trigger the necessary response mechanism and communication that occurs within the response of emergency management scenarios. The creditability and reputation of organization is heavily influenced by the perception of their responses, communication process during crisis situations.

Crisis management strategies

Crisis management is the strategic or logical planning for a crisis which removes some of risk; thereby allowing the organization to operate more freely and with less damage from the negative occurrence.

Jamie (2003) identified the following crisis management strategies for effective operation of any given organizations thus, organization should:

1. Have a current and tested crisis communications and crisis management plan; this will enable the organization to communicate with the media and its other publics.

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2. Have a strong relationship with the media to carry them through the crisis. The media can sometimes be the organization's most beneficial ally during crisis.

3. Have a pertinent materials and documents ready, have a knowledgeable spoke person to address the media, show concern and action and instead of reacting, being pro-active.

4. Even with a sound plan in place, unexpected things do occur; therefore best defense is to stay on your toes.

5. Have a good strong relationship with the public. During a crisis, it does not always matter what the facts are, but what the public think the facts are. The public may give an organization the benefit of the doubt if that organization has a strong relationship with them.

6. Have a backup facility and a backup copy of information in a different, safer location. By having an emergency box containing all the data for a crisis, a potentially disastrous situation could be prevented or limited in nature.

7. The publication practitioners should have environmental scanning to identify strategic publics and trends within the organization's industry. Once issues and publics are identified, strategic plan can be put into action to prevent situation or crisis from occurring (this is referred to as issues management).

8. Security plan is another strategy to avert crisis, this is achieved through surveillance, supervision and guarding, good lightens, cameras, access control, scheduling, barriers, entry checking door control, alarm etc to ensure a total security before, during and after the crisis.

Saka (2014) posited that, tacking crisis is an organization goes beyond developing crisis management plan; it has to do with crafting effective strategy via informing, communicating, peaceful dialogue and other approach to resolving organizational crisis in order to enhance overall performance.

Crisis Management Models

Jamie (2003) identified Grunig and Hunt's four models of public relation performed by organizations and individual in crisis management these include:

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Mode 1 Press Agency/Publicity Model:

The main purpose here is to get the production or organization's name out to the public whether the information is positive, negative, true or false. In this model, information is transferred one-way from the public relation practitioner to the audience without a feedback from audience.

Mode 2 public information model:

This model also involves the one-way transfer of information as model one. It's reporting of information is done mainly in a formalistic style. Organizations that primarily produced press release participate in the model.

Mode 3; the two-way Asymmetrical Model:

The model is also called scientific persuasion model, it was social science theory and research to persuade audience to accept the organizations point of view. There is feedback in this model done through survey and polls in which organizations find out what the audience thinks or feels about the organization and then uses the information to push its agenda.

Mode 4; Two-way symmetrical model:

It is also called the mutual understanding models and is the basis of excellent public relations programmes. The aim of this model is to achieve dialogue. In this model, organization uses feedback from the audience in its decision making, ultimately given the audience power within the organization.

According to Jamie, organizations that execute mode 4 are considered to be practicing excellent public relation that can manage crisis in an organization. Practitioners of mode one or two are called practitioners of craft public relations, while those that practice mode 3 and 4 are called public relation professionals because public relations professions see their role as having a strategic purpose for an organization to manage crisis and build relationships with strategies public that limit the autonomy of the organization.

Effects of crisis in sport organizations

Jamiel (2003) informed that the end result of crisis has a negative impact on individual involved, organization and general public thus:

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It disrupts the natural order of things in an organization. Damage the reputation of organization's product and name. Crisis may result to harm, fight, disagreement among the employers and employees. Most crises in sport arena may lead to injury, accident, permanent disability, discomfort to individual involved, damage to life and properties. Damage the standard of the products as well as frighten administrators/sports official to the point of not being fair, firm and friendly etc.

Sport Development in Nigeria

Sport development refers to the gradual increase, attainment and advancement of sport from low level strata to a higher level or strata which require variables like sport policy, sport personnel, sport funding, sport programme, sport facilities and sponsorship. The extent to what these variables are met shall no doubt affects the effectiveness of any sport development.

Lawal (2014) maintained that sport growth and development can be measured in two ways: vertically and horizontally: Vertically by identifying increase in the number of new sports a country has participated in over the years. Horizontally by determining the level of frequency of competition in sport within a given period, sport could also be measured from the number of success achieved in national and international sports competition. These successes have direct bearing with the indices of sport development.

In Nigeria, our history shows that government has almost single handedly shouldered the responsibility for sport development especially when it comes to provision of sport facilities, programme, personnel and participation in continental or global competition with minimal private sector participation.

In the area of sport development in Nigeria, the Federal Government has made tremendous efforts toward the development of sport in the country, in most cases substantial resources, both humans and materials have been invested in a wide range of activities intended to bring about a strong base for a meaningful sport development. An objective observation of the government and people of Nigeria for sport development are yet far from being realized either as a result of the fact that Nigeria has no structure in place to develop and train its coaches apart from the occasional CAF and FIFA short term coaching courses, the National Institution of Sports (NIS) that trains coaches in the country is a pitable sight. The NIS is merely going through a motion of training coaches, starved of funds and lacking quality

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personnel, facilities and the latest tools and equipment, its programs have become a case of garbage in garbage out (Lawal 2014).

The major reason which tended to slow down our sport development efforts have been traced to major broad areas, these are management and funding. The lifespan of minister or chairman appointed to oversee sport affairs. The period is not enough to even plan for effective sport development because of nature and manner sport is managed by nonprofessionals; sport should be run by the professional people who know the area very well. Our level of development dictates that only government is in a position to fund sport because there is minimal private sector participation, however, in recent times, support have begin to receive sport from private sectors.

Correlation between crisis management and sport development

We all know that a desirable level of conflict is necessary in organizations sometimes in order to faster creativity, produce thoughts and new ideas, but if conflict becomes unbalanced, the organization including sport will face crisis. Considering the characteristics of crisis and its organization effect no meaningful development can exist along with crisis; what every administrative competencies an organization may have on ground when negative aggressive behavior that can result to harm, injury, death as well as damage to property operates in a sport organization every individual in organization including the executive run for their dear life.

The correlation here is that for an organization to survive back after crisis it's required the use of effective crisis management strategies by its administrators to ensure a conducive atmosphere for its operation since crisis a singular act that is capable of threatening the operation of organization. The implication is that an organization that practice crisis management model, strategies, in their day to day running of the administration will have stronger relationships with their publics, thereby having less damage when a crisis does occur.

Ali et al (2014) posited that crisis has four phases just like the biological life cycle. The crisis life cycle passes through the same sequence as a biological life cycle: birth, growth, maturity and death- while crisis lifecycle includes:

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Issue management**:** this involved scanning the environment for crisis affecting employee, spectators which affect the organization. Planning prevention**:** require that a productive policy need to be set into motion. The crisis: this involved the organization response to the crisis. This is an attempt to prevent negative publicity. This is done by directing the massagers to the affected stakeholders. The fourth cycle of crisis is the post crisis**:** here the organization needs to monitor its multiple publics (fans, spectators, athletes, officials) and the issue until the crisis has subsided completely. Therefore, for sport to develop in Nigeria we need a conducive atmosphere free of crisis.

CONCLUSION

The crisis life cycle passes through the same sequence as a biological life cycle, birth, growth, maturity and death with proper intervention or management, crisis that is capable of threatening sport development can be aborted; never grow to maturity or anything in between. Crisis is movement of great damage, a difficult situation, a turning point that may result in either better condition or worse. In an organization, crisis can breach normal operation or natural order of things. |Since it has the capacity to destroy the reputation of an organization, administrators should, therefore, plan and adopt strategies for managing it.

RECOMMENDATIONS

1.   There must be open and consistent communication throughout the hierarchy to contribute to a successful crisis communication process.

2.   Sport organization should conduct research to determine its public's attitudes towards issues or situation. With this knowledge, the organization can better devise a curse action.

3.   Management of sport organizations should ensure that there is adequate provision of security at sport venue; taking measures that will guarantee and ensure security of life and property at sport venue.

4.   There should be continue education of athletes, officials and spectators on discipline and tolerance at sport venues and also imbibe the spirit of sportsmanship and fair play.

5.   There should be training and retraining of officials Eg. Referees to ensure competence in officiating that will minimize complain that are capable of leading to crisis etc.

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