

The Public Relations as a Management Function and the Challenges to Effective Internal Public Relations at the Kerio Valley Development Authority in Kenya

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Abstract

The role of public relations in any organization is to identify the key publics, both internal and external, with whom the organization must operate effectively, and alongside this, to strategically develop and maintain a relationship with these publics for the benefit of both the organization and the identified publics. A typical organization like KVDA is faced with a myriad of critical publics with whom it must communicate effectively. It must be sensitive to their needs and concerns, communicating with each other in a timely and effective manner. While management must always speak with one voice, its inflection, its delivery and its emphasis should be sensitive to each public. The study focused on the internal publics of KVDA because it has been observed that unless the internal publics have a favourable image of the organization, the external publics cannot be expected to be in favour of the organization. Specifically, the study sought to establish whether or not the public relations office at the KVDA is considered a function of management and ascertain some of the challenges faced by the PR as well as suggest ways of overcoming those problems. Data was collected through use of questionnaires and which were administered on the non-management employees of KVDA. Face-to-face interviews were used to collect data from management staff of KVDA. The above methods of data collection were supplemented by use of document review and observation schedule. The total number of employees at KVDA was 660; participants for the study were drawn from six departments in KVDA. Stratified random sampling was used to select respondents for the study. A total of 150 respondents were selected. Qualitative data was analyzed through the use of content analysis. Quantitative data was analyzed through use of SPSS-WINDOWS 7 computer program. From the study findings, the public relations office at KVDA is not considered a management function at the KVDA and this has contributed to the poor internal Public relations. This means that if the management starts including the PRO in all its meetings and allowing the PR practitioner to be involved in decision-making there will be an improvement in the internal Public relations of the organization. The problems that the PR office is facing have contributed to the poor internal public relations. If the problems are solved then the public relations office will be more active and this will lead to improved Internal PR. The management should recognize the important role that the public relations office plays in creating good internal PR and include the PRO in all decision-making meetings in the organization.

Keywords: Public Relations, Management Function, Challenges, Effective Internal Public Relations, Kerio Valley Development Authority, Kenya

1. Introduction

While a lot of people seem to have a good idea about public relations, few seem to agree on one definition. American historian Robert Heilbroner (as cited in Cutlip & Center, 1978) describes the field as “a brotherhood of some 100,000 whose common bond is its profession and whose common woe is that no two of them can ever quite agree on what the profession is.” Basically, Heilbroner (ibid.) is right, although there have been serious efforts to come up with a suitable definition. One of the most ambitious searches for a universal definition was that commissioned in 1975 by the Foundation of Public Relations Research and Education. Sixty Public Relations leaders participated in the study, which analyzed 472 different definitions and offered the following definition:

Public relations is a distinctive management function which helps to establish and maintain mutual lines of communications, understanding, acceptance and cooperation between the organization and its publics; involves the management of problems or issues; helps management to keep informed on and responsive to public opinion; defines and emphasizes the responsibility of management to serve the public interest; helps management keep abreast of and effectively utilize change, serving as an early warning system to help anticipate trends; and uses research and sound ethical communication techniques as its principal tools (Harlow, 1976).

According to the British Institute of Public Relations, “Public relations is a deliberate, planned, and sustained effort to establish and maintain mutual understanding between an organization and its publics” (Jethwaney &

Sarkar, 2000).

From the above definition, the following conclusions can be drawn about PR:

(a) It is “*the planned and sustained effort*”, meaning that PR is organized as a campaign or programme and is a continuous activity; it is not haphazard.

(b) Its purpose is “to establish and maintain mutual understanding”, that is, to ensure that the organization is understood by others. This mutual understanding is thus between an organization and its *publics*, since many publics groups of people are involved.

According to Jefkins (1992), PR consists of all forms of planned communication outwards and inwards, between an organization and its publics for the purpose of achieving specific objectives concerning mutual understanding. The first part of this definition tidies up the IPR version and specifies that the purpose is not merely mutual understanding but achievement of specific objectives. These objectives often involve solving communication problems, e.g. converting negative attitudes into positive attitudes, that is, effecting change. Thus in the case of KVDA there was need to establish the extent to which the organization was involved in solving internal communication problems through effective internal Public Relations.

The management by objectives is applied to PR. When there are objectives, results can be measured against them, making PR a tangible activity. This challenges the false idea that PR is intangible. If a PR programme is mounted to achieve a declared objective the results can be observed or measured. If necessary, marketing research techniques can be used to test the degree of success or failure of a PR campaign.

Following the World Assembly of Public Relations Associations in Mexico City in August 1978, this statement was accepted:

Public relations practice is the art and social science of analyzing trends, predicting their consequences, counseling organizational leaders, and implementing planned programs of action which will serve both the organization's and the public's interest (Jefkins, 1992).

The specialty of this international definition lies in the beginning and the end:

(a) The Mexican statement speaks of 'analyzing trends', which implies the application of research techniques before planning a PR programme.

(b) The definition embraces the public affairs and social science aspects of an organization that is its responsibility to the public interest. An organization is judged by its behaviour. Public relations is about goodwill and reputation.

The British Institute of Public relations defines Public relations as “...the deliberate, planned and sustained effort to establish and maintain mutual understanding between an organization and its publics” (Wilcox *et al.*, 1989, p. 5).

Kotler (1982, p. 381) sees Public relations as going far beyond the publicity support for marketing. He sees it as the management function, which “evaluates public attitudes, identifies the policies and procedures of an individual or organization with the public interest, and executes a program of action to earn public understanding and acceptance.” Cutlip *et al.* (2000) defines Public relations as “...the management function that identifies, establishes and maintains mutually beneficial relationships between organizations and the various publics on whom its success or failure depends” (p. 4).

Although not very explicit in the British Institute of Public relations definition, all the other definitions identify public relations as a management function. This is an essential aspect in that without the active engagement of the executive management, the programme in any organization cannot be developed successfully (Steinberg, 1975, p. 155). Moreover, viewing the Public relations practitioner as part of the management allows him to participate, at the managerial level, in the information policies of an organization while carrying out the other public relations strategies and tasks.

Similarly all definitions, “the British Institute of Public relations included, share the second important aspect of Public relations: its role of identifying the key publics both internal and external with whom the organization must operate effectively, and alongside this, to strategically develop and maintain a relationship with these publics for the benefit of both the organization and the identified publics.

All the above definitions of Public relations observe that organizations and their respective publics need to have mutually beneficial relations and that this relationship determines the success or failure of the organizations. What all this means is that the public relations practitioner must be able to gauge both the external and internal publics' attitudes and opinions about the organization by monitoring the interchange of information between them and the organization.

According to Cantor (1984, p. 2), Public relations is what a corporation communicates about itself explicitly, as well as what it communicates in the products and services it produces, in the way it operates its factories and offices, in the way it deals with its employees, and in the way it perceives and deals with issues that affect it and the society as a whole.

While it is unlikely that a generally accepted definition of public relations will soon or perhaps never be agreed upon, the attempts mentioned here provide some idea of the scope of the practice.

1.1 The Publics of Public Relations

Black (1976) says that under modern conditions no government, industry, company or organization of any kind can operate successfully without the cooperation of its publics. But who are the publics of an organization? According to Seitel (1980), the term public relations is a misnomer. Public relations or “relations with the publics” would be more to the point. Practitioners must communicate with many publics beyond the ‘general’ public each having its own special needs and requiring different kind of communications.

Dewey (1927) suggests that a public arises when a group of people: (a) face a similar indeterminate situation, (b) recognize what is indeterminate-problematic in that situation, and (c) organize to do something about the problem. Grunig (1978) says that the above framework can be used to define three stages in the evolution of a public:

- (a) *Latent Publics*, when a group is in an indeterminate situation but does not recognize that it has a problem
- (b) *Aware publics*, when the group recognizes the problem.
- (c) *Active publics*, when the group organizes to do something about the problem.

This three-stage approach to defining publics may help practitioners design communications strategies to respond to each level of the evolutionary process. In relation to KVDA, the PRO can use the above stages to design strategies to communicate to the internal publics.

Seitel (1980) says that Publics may also be classified into several overlapping categories:

1. *Internal and external*: Internal are in the organization: supervisors, clerks, managers, stockholders, and board of directors. External publics are not necessarily connected with groups: the press, government, community and suppliers.
2. *Primary, secondary, and marginal*: Primary publics can most help -or hinder- the organization's efforts. Secondary publics are less important and marginal least important of all.
3. *Traditional and future*: Employees and current customers are traditional publics, while students and potential customers are future ones. No organization can afford to become complacent in dealing with its changing publics. Today, a firm's publics range from women to minorities to senior citizens to homosexuals. Each would be important to the future success of the organization.
4. *Proponents, opponents and uncommitted*: An institution must deal differently with those who support it and those who oppose it.

For supporters, communications that reinforce beliefs may be in order, but changing the opinions of sceptics calls for strong, persuasive communications. From the above observations, it can be noted that the typical organization like KVDA is faced with a myriad of critical publics with whom it must communicate effectively. It must be sensitive to their needs and concerns, communicating with each other in a timely and effective manner. While management must always speak with one voice, its inflection, its delivery and its emphasis should be sensitive to each public. The study focused on the internal publics of KVDA because it has been observed that unless the internal publics have a favourable image of the organization the external publics cannot be expected to be in favour of the organization.

1.2 Public Relations as a Management Function

According to Seitel (1980), the “flip side” of the coin is interpreting the public to management. It means what the public really thinks about the firm and letting management to know. Seitel adds that the public relations department can counsel management. It can advice management. It can even exhort management to action.

According to Grunig and Hunt (as cited in Jethwaney & Sarkar, 2000), PR is the management function which evaluates public attitudes, identifies the policies and procedures of an individual or an organization with the public interest, and plans and executes a program of action to earn public understanding and acceptance. According to this definition, Grunig and Hunt (ibid.) recognize the management function of public relations.

White and Mazur (1995) say that in helping the company to think about what to say about itself, public relations can help it clarify what it is actually about. Thinking about what can be said helps to make sense of how it works in reality. This can provide a valuable check on the quality of management decisions and actions of management.

The International Association of Business Communicators’ (IABC) (1987) study of excellence in public relations and communication management found that effective practitioners are those who are part of the dominant coalition in any organization-the group of people who are able to give direction to the organization. This stresses the need for public relations staff to have a direct reporting relationship with the most senior level management.

According to Reginald Watts, Deputy Chairman of Citigate in London, very few people are able to achieve board level status. Headhunters, quoted in an article he wrote for *PR Week* (1994), suggests that “most chairmen do not see PR as a suitable business background when they appoint new nonexecutive directors.” Headhunter further suggests that appointment of a public relations practitioner to a top business post “would send the wrong signals.”

Watts (1994) sees part of the reason for public relations practitioners' failure to win ready acceptance at senior management levels lying with the training and preparation practitioners have. They are at present insufficiently prepared for business and management careers and against the other senior managers competing for board or senior management group positions seem to lack qualifications and stature.

It is this immensity of the task of the public relations practitioner that should give them a position among the policy makers of the organisation. This is the management function public relations counsel management at all levels in the organisation with regard to "policy decisions, causes of action and communication, taking into account their public ramifications and the Organisation's social or citizenship activities" (Wilcox *et al.*, 1989, p. 10).

In the official statement on public relations formally adapted by the Public Relations Society of America (PRSA) Assembly in November 1982, the unique role of public relations as a management function is recognised. It states that:

The managements of institutions need to understand the attitudes and values of their publics in order to achieve their goals. The goals themselves are shaped by external environment. Public Relations practitioners act as a counsellor to management and as a mediator, helping to translate private aims into reasonable publicly acceptable policy and action (*ibid.*).

As a management function, public relations is involved in anticipating, analysing and interpreting public opinion, attitudes and issues, which might impact, for good or ill on the operations of the organization. Black (1972), another public relations expert, sees the role in the management team as "that of innovator, catalyst, conscience and the inward and outward Seeing Eye" (p. 2). It is the public relations function which introduces the human factor into the management, according to Black. He cautions that unless the important role of public relations is recognised at the top level of management, public relations cannot achieve its full impact in the organisation.

Ideally, the individual in charge of public relations should be a part of the senior management team and be involved in the decision making process (Cantor, 1984, p. 61). This is because as part of the decision-making team of top management public relations is involved in "counselling and problem solving at high levels, not just the releasing of information after a decision has been made" (Wilcox *et al.*, 1989, p. 7).

White and Mazur (1999) posit that the senior communications executive can only be truly effective with the backing of the chairman or chief executive. The head of public relations or chief communications officer should have a direct line to the top management, if not a direct reporting relationship. This is a crucial relationship and must be close since the role that the head of communications plays cuts across all major functions.

Although not very explicit in the British Institute of Public Relations' definition, all the other definitions identify public relations as a managerial function. This is an essential aspect in that without the active engagement of the executive management, the programme in any organisation cannot be developed successfully (Steinberg, 1975, p. 15). Moreover, viewing the public relations practitioner as part of the management allows him to participate, at the managerial level, in the information policies of an organisation while at the same time carrying other public relations strategies and tasks.

All this is important, especially for non-profit-making organisations which cannot exist without community support, in form of volunteers and even financial support for their actions (Maddalena, 1981, p. 1). For this kind of support to come, skilful persuasion and reinforcement must be done. However, every public relation practitioner knows well that no one will support any organisation, which he/she has doubts about. Doubts and low credibility may cause the downfall of an otherwise very useful organisation.

Maddalena (*ibid.*), an expert in communication, especially for non-profit making organisations, says that non-profit making organisations exist in a complex environment and that their leaders must first take an objective look at the internal and external communication needs of their organisations. She says that the image perceived by the public must convey the stability of the organisation and the professionalism of its leaders while presenting a clear and accurate description of its purpose (Maddalena, 1981).

The term non-profit making is not commonly used in the African context. It is primarily American. These types of organisations in Africa are often referred to as Non-Governmental Organisations or NGOs. These are groups that offer services; primarily donations, and voluntary efforts fund education and/ products. Further, all this proceeds go into developing the work of the organisation rather than to individual or corporate profits.

In these organisations, the public relations practitioner often has the responsibility to articulate clearly what the organisation has to offer where it has been, where it is going and how it will get there. It is also the duty of the public relations practitioner in non-profit making organisations to raise funds to run the organisation. Moreover, in most cases, he/she will be the one to arrange for volunteer recruitment campaigns.

Maddalena says that the message the organisation relays to its publics "can mean the difference between a successful or a failing fundraising campaign, volunteer recruitment effort, or new program introduction" (Maddalena, 1981, p. 2). She adds that even though some donors will contribute to organisations

they are familiar with, they give much more time and money to those they know and trust. Similarly, volunteers have little reason to join an organisation they do not think will meet their needs for prestige, involvement or experience. Community members also, she says, rarely support new programme without first inquiring into its purpose and goals.

Maddalena gives the following reasons why an Organisation might find it hard to recruit volunteers.

- Prospective volunteers do not recognise your name and are unaware of your purpose.
- Community residents have heard your name but are not certain what you do.
- Negative publicity has resulted from misinterpretation of an agency-supported activity.
- Your board does not command the respect of the community.
- The public hears about your work only when you are ready to ask for a donation

Since non-profit-making organisations depend on their various publics they should learn to furnish the same publics with adequate information in order to allay fears and suspicions. This applies to an organisation like the KVDA because the fact that it depends on funds from the government, non-governmental organisations and donors makes it necessary to furnish this organisations with a lot of information about what they are doing.

Besides furnishing well planned information to appropriate audiences, public relations features prominently in crisis management. It is certain that a moment of crisis will come to any organization. When such events happen it is wise to remember that the publics will want to know all about it. If they do not get an official version from the organisation, the rumour mills start working and usually, they spread the negative information and not the positives.

A public relations practitioner should be involved in planning for crisis so as to clearly set down the procedure to be followed in disseminating news when a crisis occurs. It should be clear for instance who should communicate with important audiences in moments of crisis. The public relations practitioner should be in a position to develop audience-centred communication in time of crisis. This he can only do if he is considered part of the management. Cantor (1984) says no matter how a crisis evolved and regardless of the cause, a “comprehensive public relations program is essential to minimise the damages to the affected institution” (p. 57).

In conclusion, one can note that the role of Public relations as a management function cannot be underestimated if the organization has to achieve its aims and objectives.

1.3 Statement of the problem

Development agencies suffer from the dichotomy in purpose and direction due to lack of efficient and effective management skills. Past studies exhibit diverse objectives of KVDA, which if followed with a strong vision of public relations should be able to benefit the stakeholders. Unfortunately, most of the objectives that the Authority set out to achieve have not been realized. According to a study conducted by the Directorate of Personnel Management (1996), it has been established that despite the fact that the area has a lot of natural and human resources, Kerio Valley still remains under-developed.

The reasons this area still remains under-developed despite the clear on and objectives of KVDA are not clear due to insufficient study. This study focused on Public relations of KVDA and specifically on the internal Publics at KVDA. The aim was to find out whether the reasons for the failure to achieve the objectives of KVDA arose from the current state of the organization's public relations and more especially internal Public relations.

There was need for such a study to be conducted because although a number of public relations studies have been conducted elsewhere (Nakaya, 1991; Ndichu & Gikuru, 1997; Olwena & Vyakweli, 1998; Murithi, 1991) at KVDA such empirical studies are few. Therefore, it was assumed that the management at KVDA may not have enough scientific data to enable it to establish the current state of its Public relations and more specifically the state of its internal Public relations. It was the hope of the study that its findings would help the Kerio Valley Development Authority improve the state of its internal public relations.

1.4 Limitations of the Study

The findings are limited to the Public relations activities that were observed during the period of study and the responses that were obtained from the questionnaires. The latter formed a major proportion of the data upon which the analysis and findings were based. The study went further to observe, investigate and analyze data given by the respondents. The study had no control over the exact information employees of KVDA chose to give or withhold.

2. Materials and Methods

Kerio Valley Development Authority is a government agency formed by an Act of Parliament No. 14 of 1979 to undertake development within the Kerio Valley Basin. The KVDA area of Jurisdiction covers 8600 km² made up of the whole of Turkana, West Pokot, Elgeyo Marakwet and Baringo Districts as well as parts of Samburu and Marsabit Districts (KVDA Master Plan, 1986). Kerio Valley Development Authority has its headquarters in Eldoret at the KVDA building. The total number of employees is 600 (six hundred). KVDA has field stations where its employees are stationed outside the headquarters.

The study was mainly a survey research. Since the aim of this research was to carry out a Public relations audit of KVDA, a survey design was found most suitable for the study. The target population of the study was all the employees of KVDA. However, since it was not possible to study all these, only a sample was selected for the study. Participants for this study were drawn from all the departments in the organization. A total of 150 respondents were selected and participated in the completion of the questionnaires. Before sampling the population had different attributes like sex, age, experience and they belonged to different departments. The only similarity the respondents had before the study was that they were all permanent and pensionable employees of KVDA. Because of the different attributes in the population, the research used stratification method of sampling to get a representative sample from the population.

The study utilized a combination of data collection techniques and methodologies. The research used the service of research assistants for the period of study. There were two types of data collected: primary and secondary. The study yielded both qualitative and quantitative data. Qualitative data was derived from interview schedules and observation checklists. The data was read thoroughly so that the author could familiarize herself with it. There were few cases of non-response and this was noted mostly in the background information. The author organized the data into categories according to the main variables in the study.

Once the theme, categories and patterns had been established the author evaluated and analyzed the data to determine the adequacy of information and credibility, usefulness, consistency and validation of hypotheses. The author evaluated the usefulness of the gathered information in answering the research questions. Quantitative data was derived from questionnaires. Before the questionnaires were regarded as ready for tabulation and analysis, they were checked for completeness and accuracy. In the case of completeness, 95% of the questionnaires were returned. The accuracy of the answers was checked and inconsistencies, which were genuine, were cleared.

The data was coded after editing. The aim of coding was to classify the responses into meaningful categories so as to bring out a pattern. After coding, the data was transferred to computer files. The author used SPSS WINDOWS 7 to process and analyze the data. From the analysis frequency tables were generated and descriptive statistical measures were provided. A binary logistic model was used to test the relationships among the variables in the study.

3. Results and Discussion

3.1 Public Relations as a Management Function and the Effect of this on Internal PR

It was necessary for the purpose of the study to establish whether public relations was considered a management function at KVDA. Most studies done in the past show that for public relations to be successful it has to be included in the top management of the organization. Nakaya (1991) observes that in Kenya public relations is viewed as belonging to the middle management and not to the top executive decisions. Even where Public relations exist for top management, it is still viewed as belonging to the lower desk of the establishment, which are personnel and administration departments.

The responses from the study revealed that 46.6% of the respondents felt that Public relations was part of management because the Public relations officer communicated information from top management to the non-management employees. The responses also revealed that 46.6% of the respondents felt that because the Public relations manager attended meetings with top management he was part of the top management. The results further revealed that 6.8% of the respondents felt that Public relations was part of management because the Public relations officer communicated directly with the top management.

An interview with the Public relations manager revealed that although he was allowed to communicate information from top management to non-management employees, he was not included in the decision-making process. He also said that although he attended meetings with top management, his contributions during those meetings were not taken seriously. He added that he was only an observer during the meetings. The Public relations officer also said that he reported directly to top management his views were not considered seriously and therefore were not implemented. A study of the organizational chart of shows that the Public relations officer reports directly to top management.

It is important to note here that for internal Public relations to be effective in any organization the role of the PRO in advising the top management on matters involving communication to the internal publics must be fully appreciated. According to Cantor (1984) the individual in charge of Public relations "Should be part of the senior management team and be involved in the decision making process" (p. 61). This is because as part of the decision-making team of top management public relations is involved in "Counselling and problem solving at high levels, not just the releasing of information after decision making has been made" (Wilcox *et al.*, 1989, p. 7). On the basis of the above observations by experts in Public relations, Cantor (1984) and Wilcox *et al.* (1989), it can clearly be stated that although from the point of view of a lay person public relations is seen to be part of the top management of KVDA, it is not the case when seen from the point of view of Public relations experts.

Table 1: Why PR is part of Top Management

Reason	Frequency	%
Communicates information	70	46.6
Attends meetings with top management	70	46.6
Communicates directly with top management	10	6.8
Can't tell	00	0.00
Total	150	100

3.2 Problems Facing the PR Department at the KVDA

The study sought to find the problems that were facing the public relations office and to give practical suggestions on ways to solve these problems. Table 2 gives a summary of the problems.

Table 2: Problems Facing the PR Office at KVDA

Problem	Frequency	%
Lack of funds	70	46.6
Lack of autonomy to act as a department	40	26.6
Lack of adequate and effective media of communication	20	13.3
Lack of recognition from management	10	6.6
Lack of trained staff	10	6.6

The results above demonstrate that lack of funds, which can impact negatively on the performance of the PR office, ranks as the major problem facing Public relations operations in KVDA. These results are supported by results from an interview with the top management, which revealed that the organization was undergoing financial difficulties and therefore they had been forced to cut out expenditure for PR activities because they thought this was not a priority area.

The problem of lack of effective and adequate media can impact negatively on internal PR. This is because for internal public relations practitioners to change the attitudes of the internal public they must design media that is effective and one that takes care of the personal differences of the receivers.

An interview with the Public relations officer in KVDA revealed that the problem of lack of funds was a major problem facing the Department. He said that "...the biggest problem facing this department is lack of funds and the solution is for management to allocate funds for use in public relations activities." He also said that the PR department should be left to operate as a department of its own and that once allocated more funds the department would increase the media of communication used in KVDA.

The respondents were also asked to give suggestions as to how they thought the problems facing the PR department would be solved. Table 3 shows a summary of the results.

Table 3: Suggestions for the Improvement of the PR Office

Solutions to problems facing PR office	Frequency	%	Total NO; %
Allocation of more funds to the PR office	100	66.6	150 (100)
PR should be a department	75	50	150 (100)
Media of communication should be increased and improved	60	40	150 (100)
Top management should cooperate with the PR office	50	33.3	150 (100)
More Personnel should undergo training in PR	15	33.3	150 (100)

The suggestions that were given by the respondents show that 40% of the respondents felt that more funds needed to be allocated to the PR office. The other solution that was put forward indicated that 36.7% of the respondents felt that the PR office should be made a department of its own. Nevertheless, the other suggestions as solutions to the problems like the need to increase the media of communication and the need for management to recognize the PR department do not come first as the probable solutions to the problems they are equally important as the earlier results in this study indicate.

The problem of lack of trained staff also needs to be addressed because an interview with the Public relations officer in KVDA indicated that he was the only person trained in Public relations while the other staff of five were not trained. This said, the Public relations officer made it very difficult for him to work with the rest of the staff who did not understand the role of a Public relations officer.

4. Conclusion and Recommendations

The public relations office is not considered a management function at the KVDA and this has contributed to the poor internal Public relations. This means that if the management starts including the PRO in all its meetings and

allowing the PR practitioner to be involved in decision-making there will be an improvement in the internal Public relations of the organization. The problems that the PR office is facing have contributed to the poor internal public relations. If the problems are solved then the public relations office will be more active and this will lead to improved Internal PR.

The management should recognize the important role that the public relations office plays in creating good internal PR and include the PRO in all decision-making meetings in the organization. They should also allow them to make contributions in the meetings, as he is more informed about issues affecting the various publics.

The public relations office should also be made a department of its own so that the PRO can do his work independently without any interference. This will also make it possible for the department to be allocated its own funds, which can be used to improve the media of communication for internal PR. Moreover, the staff in the Public relations office should be trained and if it is not possible more qualified staff should be recruited to work in the department

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