

THE INFLUENCE OF KENYA'S OFFICE OF PUBLIC COMMUNICATIONS  
ON THE PUBLIC PERCEPTION OF GOVERNMENT

BY

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DECLARATION

This project report is my original work and has not been presented for a degree in any other university.

Signed .....A&.^M-f.:....

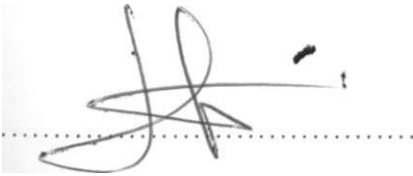
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JULIUS ADEL KAGENDO

K50/70259/07

This project report has been submitted for examination with my approval as university supervisor.

Signed .....

A handwritten signature in black ink, consisting of several loops and a long horizontal stroke, written over a dotted line.

Mr. Tom Kwanya

University of Nairobi

## DEDICATION

To Melany and Ezekiel

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## ACKNOWLEDGEMENT

I would like to acknowledge the following persons whose contributions facilitated the completion of this project. First, I thank the Almighty God for the gift of life and for giving me the skills, knowledge and energy to be able to complete this paper.

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## ABSTRACT

The study sought to establish the level of influence of the office of the public communications on the public perception of the Government of Kenya. Specifically, the study sought to determine the PR strategies used by the office of public communications to communicate to the public; establish the level of satisfaction with the Office of Public Communications by the public; establish whether the perception about the government has improved as a result of the office of public communications; and to determine the challenges facing the office of public communications in its work; and recommend possible remedies for the challenges.

The study employed a survey design. The focus was the office of public communications. A sample of 90 respondents was selected using stratified sampling method from three groups of respondents: the PR experts, the general public and the employees of the office of public communications. Primary data were collected through interviews using questionnaires. The data collection instruments were tested for both reliability and validity. The data collected from the interviews were analysed using content analysis while those from the questionnaires were analysed using descriptive statistics.

On the public relations strategies used by the Office of Public Communications, the study found that the major strategy is use of the media. This includes use of both print and electronic media as well as the use of Internet through the website. On the level of satisfaction with the Office of Public Communications by the public, the study revealed that the public was not satisfied with the operations of the office but the experts were. On whether the perception about



the government has improved as a result of the office of public communications, the study revealed that majority of public opinion has not changed and most of the change has otherwise been negative except for the PR experts. On the challenges facing the office of public communications in its work, the study noted that there were various challenges but chief among them was changing the perception of the public on the government. The study concludes that the public is still not satisfied with the performance of the office of public communications. It is further concluded that the office of public communications has not been effective in helping change the opinion of the public on the government. The study also concludes that changing of public opinion of the government is therefore the major challenge facing the office of public communications.

The study recommends that in order to enhance the performance of the office of public communications, it is important that the office speaks for the coalition government and not just one partner in the coalition government. The office of public communications needs to up its game by being in touch with the reality when explaining the government positions. The office also needs to ensure that it does not sound so obvious that it is a government propaganda office. The Office of Public Communications needs to employ the use of barazas to communicate to the public but be more candid on the government positions without being perceived to be bias on one side of the coalition. There is need to improve on the strategies and tactics the Office of Public Communications uses to communicate given that the dynamics of a coalition government are different from other governments led by one party.

## CHAPTER ONE

### 1.0 INTRODUCTION

#### 1.1 Background

##### 1.1.1 Perception Process

The word perception comes from the Latin words *perception*, *perceptio*, meaning "receiving, collecting, action of taking possession, apprehension with the mind or senses." Perception is the process of attaining awareness or understanding of sensory information. It is a task far more complex than was imagined in the 1950s and 1960s, when it was predicted that building perceiving machines would take about a decade, a goal which is still very far from fruition (Burkhalter *et al.*, 2002).

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Perception is one of the oldest fields in psychology (Burkhalter *et al.*, 2002). What one perceives is a result of interplays between past experiences, one's culture and the interpretation of the perceived. If the percept does not have support in any of these perceptual bases it is unlikely to rise above perceptual threshold (Chang, 2003).

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Perception gives rise to two types of consciousness: phenomenal and psychological (Chang, 2003). Phenomenal consciousness is full of rich sensations **that are** hardly present when eyes are closed. Psychological consciousness is well **researched** and measured. It occurs half a second after a stimulus starts. If a weak **stimulus** lasts less, it is unlikely to be perceived. The capacity of psychological

consciousness is also well measured. Depending on methods used the capacity ranges between seven and forty symbols or percepts at one time.

There are two basic theories of perception: Passive Perception (PP) and Active Perception (AP) (Burkhalter *et al.*, 2002). The passive perception (conceived by Rene Descartes) could be surmised as the following sequence of events: surrounding —• input (senses) —\* processing (brain) —• output (re-action). Although still supported by mainstream philosophers, psychologists and neurologists, this theory is nowadays losing momentum (Burkhalter *et al.*, 2002). The theory of active perception has emerged from extensive research of sensory illusions. This theory is increasingly gaining experimental support and could be surmised as dynamic relationship between "description" (in the brain) senses •→ surrounding (Burkhalter *et al.*, 2002).

### 1.1.2 *The concept of Public Relations*

Public relations (PR) is viewed as one specific type of communication activities, because the primary tool of delivering a message from an organization to its various publics is communication (Grunig and Hunt, 1984). Grunig and Hunt's (1984) "four models" typology has been the basis for numerous research studies in the field of public relations. Grunig and Hunt (1984) present the direction of communication (one-way vs. two-way) and the balance of intended effects (asymmetrical vs. symmetrical) as two dimensions of public relations practices. And these two dimensions of PR practices, in turn, result in four models of PR practices - press agency/publicity, public information, two-way asymmetrical PR, and two-way symmetrical PR practices. Although this classification

• **he four** models are press agency/publicity, public information, two-way asymmetrical PR practices, and two-way symmetrical PR practices.

represents an important step forward in theory development, Grunig and Hunt's (1984) model does not clearly explain and offer theoretical foundations for all of the real-world PR practices occurring under various situations, and fails to provide practical methods for achieving success in public relations.

In response to this problem, Hutton (1999) presented three dimensions to classify PR practices: interest, initiative and image, referred to as the "Si's." The first dimension, "Interest," answers the question, "To what degree is the public relations function focused on client interests versus the public interest?" The second dimension, "Initiative," answers the question, "To what extent is the public relations function reactive versus proactive?" And finally the "Image" dimension answers the question, "To what extent is the organization focused on perception versus reality (or image vs. substance)?" (Hutton 1999).

The three-dimensional cube created by "Initiative," "Interest," and "Image" provides a framework by which various PR practices can be analyzed. When analyzed in the context of this framework, there appear to be six relatively distinct orientations or models of public relations practices: persuasion, advocacy, public information, cause-related public relations, image/reputation management, and relationship management (Hutton 1999).

Persuasion includes those philosophies of public relations that are proactive and **oriented** toward persuading audiences to think or act in ways that benefit the **client-organization**, when "client-organization" refers to an individual, group, or **organization** (Betteke *et al.*, 2001). Persuasion is normally a perception-based **strategy**. Advocacy is similar to persuasion in its intention to persuade audiences <sup>to</sup> **or** act in ways that benefit the client-organization, but substantially

differs **from** persuasion in its level of initiative as it is reactive in its nature. **Advocacy can** be either perception- or reality-based in nature (Betteke *et ai*, 2001).

Public information refers to the style of public relations in which a client-organization serves primarily as an educator and information provider. Public information PR practices benefit both client- and public-organizations, and are reactive and reality-based in nature, since they respond to the public's needs by providing reality-based information (Hutton, 1999).

Cause-related public relations is similar to persuasion and is a pro-active strategy intended to persuade audiences to think or act in specific ways. It differs from the latter, however, in that it benefits the general welfare of a citizenry, rather than of a client-organization, and it can be both perception- and reality-based. Image/reputation management is pro-active and perception-based, which benefits a client-organization, given that it tries to build a positive image of a client-organization prior to any occurrences of public events (Betteke *et ai*, 2001).

Image/reputation management primarily focuses on publicity, and the creation and manipulation of symbols as its primary tactics. Relationship management refers to the PR practices of identifying mutual interests, values and benefits between a client-organization and its publics. It is pro-active and reality-based.

There is often confusion about the difference between a "PR strategy" and a "PR tactic." Occasionally, they are used interchangeably, and of course, this is a mistake. Public relations strategy involves the "big picture" - the overall plan, how the campaign will achieve organizational goals and objectives. For instance,

it involves deciding who the important publics are and which of them will be the recipients of your messages (i.e., "target audiences") (Miyamoto, 2002). PR tactics are activities specifically created and selected to reach specific and measurable objectives (Miyamoto, 2002). Tactics are the actual ways in which the strategies are executed. Whereas strategy is the envisioned end-result, tactics are a means to that end. According to Mintzberg (2005) strategy can be defined in terms of 5 Ps. Strategy is a plan, a ploy, a pattern, a position and a perspective. They include newsletters, publicity, seminars, trade shows, advertising, Internet presence, and any other tool that target audiences actually are exposed to.

### *1.1.3 The Office of Public Communications*

The Office of Public Communications was started in 2003 after NARC came to power following the 2002 general elections. The office was meant to disseminate government information to the public. Dr. Alfred Mutua was recruited as its first occupant and has been running the office up to the time of writing this paper.

The Office of Public Communications seeks to effectively facilitate communication between the Government of Kenya, its citizens and global audiences. The main thrust is the building of an efficient and proactive Government communication system through research, training and information dissemination for good governance and positive image of Kenya (GoK, 2009).

**The** office coordinates, plans and executes Government communication **strategies** while also improving the existing communication network in the **ministries**. It is also involved in marketing of Kenya by disseminating positive **information** regarding the country -this coincides with the Brand Kenya

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initiative. The office enlightens citizens on their rights and responsibilities, at the same time encouraging them to be proud of their country (GoK, 2009).

The office employs communication as a tool for development. Through use of various channels, it highlights Kenya's positions and achievements in a continuous, open basis. This is achieved by employing a close working relationship between the office, government departments and other stakeholders (GoK, 2009).

The office works closely with the media houses to maintain the respect accorded to the press by Kenyans as a vital Fourth Estate. The government believes that freedom of expression, accountability and an open system are vital for our democratic state. This celebration of free expression and press freedom will continue to be encouraged with clear and well-defined ethical and legal standards (GoK, 2009).

The office seeks to carry out research on factors underlying negative opinion on the government and providing appropriate strategies to address such negative opinion. It also propagates government policies, programmes and disseminates accurate information. The office further advises the government on best practices in dealing with the media and anticipates public concerns and responding to them appropriately. The office liaises with the media on matters touching on the government, media and the general public. It liaises with ministries/departments on matters relating to dissemination of relevant information pertaining to their operations. Lastly, the office deals in editing and producing journals and other publications aimed at improving government image.



## 1.2 Statement of the Problem

Understanding public relations practices in the global context is very important for both scholars and practitioners. In the last decade, much has been written about international public relations in international public relations books and major academic journals. According to Taylor (2001), public relations practices in European and Asian countries have been discussed by previous researchers. However, very few articles about African public relations practices are published.

Only few African PR contexts have been studied by scholars, such as South Africa (Holtzhausen, Petersen, & Tindall, 2003; Holtzhausen, 2005), Egypt (Keenan, 2003) and Nigeria (Molleda & Alhassan, 2006). Much as there are studies on PR practices in Kenya, nothing has been done on the Office of Public Communications.

## 1.3 Objectives of the study

### 1.3.1 General

The study sought to establish the level of influence of the office of the public communications on the public perception of the Government of Kenya.

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### 1.3.2 Specific objectives

Specifically, the study sought to:

1. determine the PR strategies used by the office of public communications to communicate to the public;
2. establish the level of satisfaction with the Office of Public Communications by the public

3. to establish whether the perception about the government has improved as a result of the office of public communications;
4. Determine the challenges facing the office of public communications in its work; and recommend possible remedies for the challenges.

#### 1.4 Research questions

The study seeks to answer the following research questions:

1. What PR strategies does the office use?
2. How satisfied is the public with the services of the office of the government spokesperson?
3. Has the office of public communications been effective in positively changing the attitude of the public on the government?
4. What challenges does the office of public communications face in its work?
5. What can the office do to overcome the challenges so as to be effective in influencing public perception of the Government of Kenya?

#### 1.5 Significance of the study

This is a first research of this kind in Kenya and will be useful to both the researchers and policy makers. The study will help appreciate the pivotal role of the office of public communications in creating awareness to issues affecting the country and how the government deals with various issues.

The study will also add to the body of knowledge on the mandate, operations and challenges facing the office of public communications.

## 1.6 Theoretical Framework

### 1.6.1 *Agenda setting theory*

The agenda setting theory is the theory that the mass-news media have a large influence on audiences by their choice of what stories to consider newsworthy and how much prominence and space to give them (Brooks *et al.*, 2003). Agenda-setting theory's central axiom is salience transfer, or the ability of the mass media to transfer importance of items on their mass agendas to the public agendas.

The agenda setting function has multiple components: media agenda; public agenda; policy agenda; and corporate agenda (Brooks *et al.*, 2003). Media agenda deals with issues discussed in the media (newspapers, television, and radio). Public agenda deals with issues discussed and personally relevant to members of the public. Policy agenda deals with issues that policy makers (e.g. legislators) consider important. Corporate agenda deals with issues that big business and corporations consider important (corporate).

**These** four agendas are interrelated. Two basic assumptions underlie most **research** on agenda setting (Weaver, 2007): **(1)** The press and the media do not **reflect** reality, they filter and shape it; **(2)** media concentration on a few issues and subjects leads the public to perceive those issues as more important than **other** issues.

Research has focused on characteristics of audience, the issues, and the media that might predict variations in the agenda setting effect. Research done by Weaver in 1977 suggested that individuals vary on their need for orientation (Miller, 2007). Need for orientation is a combination of the individual's interest in

the topic and uncertainty about the issue. The higher levels of interest and uncertainty produce higher levels of need for orientation. So the individual would be considerably likely to be influenced by the media stories (psychological aspect of theory) (Miller, 2007).

Research performed by Zucker (1978) suggested that an issue is obtrusive if most members of the public have had direct contact with it, and less obtrusive if audience members have not had direct experience. This means that agenda setting results should be strongest for unobtrusive issues because audience members must rely on media for information on these topics (Miller, 2007).

According to Coleman and Banning (2006) there are two levels of agenda setting. First-level agenda setting is the level that is most traditionally studied by researchers. In this level the media use objects or issues to influence the public. In this level the media suggest what the public should think about (amount of coverage). Second-level agenda setting is where the media focuses on the characteristics of the objects or issues. In this level the media suggest how the people should think about the issue. There are two types of attributes: cognitive (substantive, or topics) and affective (evaluative, or positive, negative, neutral) (Coleman and Banning, 2006\*).

#### ^•6.2 *Gate-keeping theory*

Gate-keeping is control over the selection of content discussed in the media. What the public know and care about at any given time is mostly a product of media gatekeeping. In a political system there are 'gatekeepers', individuals or

institutions which control access to positions of power and regulate the flow of information and political influence.

Gate-keeping is the process through which ideas and information are filtered for publication. It involves the internal decision making process of relaying or withholding information from the media to the masses. The theory was first instituted by social psychologist Kurt Lewin in 1947 and is still one of the most important theories studied by students of mass communication and journalism. Gate-keeping occurs at all levels of the media structure - from a reporter deciding which sources are chosen to include in a story to editors deciding which stories are printed, or even covered.

Shoemaker (1991) presents five levels of gate-keeping decisions and forces: 1) Individual, 2) Communication Routines, 3) Organizational, 4) Extramedia, Social/Institutional, and 5) Social System Level. Like Dimmick's (1974) uncertainty model, each level creates a barrier, or gate, that information must pass to gain access to the public.

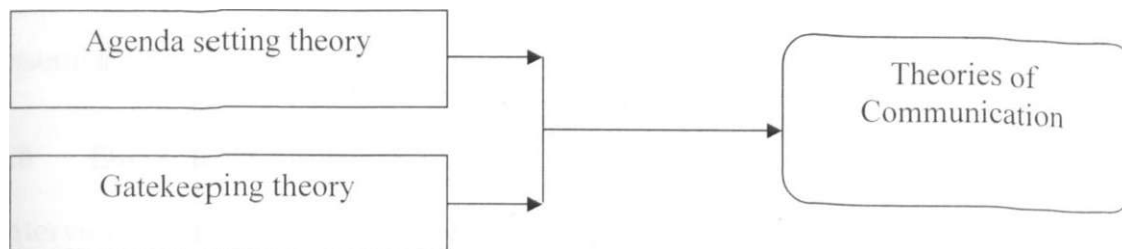
Each of these levels is further broken down into different decision-making processes. On the individual level, Shoemaker (1991) cites new dimensions of "models of thinking" as contributing forces on gate-keeper's decisions. Communication routines are defined as a set of impartial rules.

These routinized, repeated practices (Shoemaker, 1991) apply to both media professionals and interpersonal communications. These differ from organizational policies such as those cited in Gieber's (1964) study, which are part of the organizational gate-keeping forces. Extramedia gates are articulated

as government, interest group, advertising and public relations forces on media organizations.

Finally, the social system level includes cultural norms and language forces on information related decisions. Shoemaker's (1991) re-conceptualization of gatekeeping theory articulated the hierarchy of gates and forces through which information passes to flow from sender to receiver.

**Figure 1: Theoretical Framework**



The basic assumption is that people use information to fulfil needs and to achieve goals. People change attitudes, opinions and behaviours because change performs a function or fulfils a need for them.

Agenda setting explains an important influence of the press in terms of how individuals come to regard some events and situation that they encounter through news reports as more important than others. Those who control the **news** media make decisions about what should be reported to the public. This **becomes** agenda of the media.

As agenda is presented to the audience, a high level of correspondence develops between the amount and kind of attention paid to a particular political

- Agenda setting implies relationship between decisions about the treatment

of an issue or event in newspapers, TVs and radio news and beliefs about its importance or significance on part of individuals who make up the audience.

The government spokesman in Kenya acts as a gate-keeper deciding what information comes in or goes out to the public.

#### 1.7 Ethical Considerations

The respondents will be informed before conducting the study to assure them of utmost confidentiality of any information gathered from their companies. The researcher shall further assure them that the information gathered from them would be used for academic purposes only and the source of information would essentially remain anonymous.

#### 1.8 Dissemination Strategy

Interviews will be conducted with the respondents and the questionnaires will also be administered to selected respondents to establish the responses to the study research questions.

#### 1.9 Potential topics for future researchers

Further studies can be done in this area. The potential topics are:

1. Challenges of public relations in the public sector in Kenya.
2. Relationship between investment in public relations and performance

#### 110 Thesis structure

This thesis is organised as follows. The next chapter presents a literature review on PR issues in the public sector. Chapter three presents research methodology. Chapter four will present the study findings while chapter five will present the nummary of the findings, conclusions of the study and the recommendations for Policy and practice.

## CHAPTER TWO

### 2.0 LITERATURE REVIEW

#### 2.1 Public Relations and the Government

Over the years, public relations has been defined in a multitude of ways. Ford (1976), for example, defined it as 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. Grunig and Hunt (1984) framed public relations as part of the management of communication between an organization and its public. More recently, Botan (1992) and Taylor (2000) viewed public relations as the use of communication to establish, develop and negotiate relationships between organizations and their strategic publics. Most of these definitions have been developed with the commercial organization in mind. Nonetheless, as practised by national governments, public relations has played an important role in the nation-building process by developing and negotiating relationships between formerly unrelated social groups and systems (Botan, 1992; Taylor, 2000). In many developing countries, public relations functions have also been used to attract foreign investment and aid (Taylor & Kent, 1999).

Public relations research has been strongly influenced by the four-model framework developed in 1984 by Grunig and Hunt. These four models of public relations are: (a) press agency, (b) public information, (c) two-way asymmetrical, and (d) two-way symmetrical. Together, press agency and public information form a continuum of craft public relations, which ranges from propaganda (press



agency) on one end to journalism (public information) on the other. The two-way models make up a continuum of professional public relations, which ranges from persuasion on one end (two-way asymmetrical) to conflict management (two-way symmetrical) on the other (Grunig, *et ai*, 1995). Public relations based on the press agency model serves a propaganda function as it is concerned with the one-way communication of often incomplete, distorted or false information to persuade or manipulate the organization's publics. The public information model also focuses on the one-way communication or dissemination of information from a source to a receiver, but manipulation or persuasion is not intended (even though it often ends up achieving those effects). In both models, the receiver does not have the opportunity to provide feedback to, or influence the source. Thus, communication in both models is viewed as "telling, not listening" (Grunig & Hunt, 1984). It is worth noting that the public information model appears to be most popular in government agencies (Grunig *et ai*, 1995).

In the two-way asymmetrical model, communication flows in two ways: from source to receiver and from receiver to source. Nonetheless, organizations and individuals who practice two-way asymmetrical public relations also have the intention of persuading or manipulating their publics. Thus, the effects of asymmetrical public relations are one-sided - the source aims to change the receiver's attitudes and behaviour while remaining unchanged itself. The two-way symmetrical model, on the other hand, "consists more of a dialogue than a monologue" (Grunig & Hunt, 1984). The organization is as likely to be influenced by the receiver's communication and vice versa. The practice of two-way symmetrical public relations involves the use of "bargaining, negotiating, and still\*ategies of conflict resolution to bring about symbiotic changes in the ideas, attitudes, and behaviours of both the organization and its publics" (Grunig *et ai*,

1995). Hence, the two-way symmetrical model is enshrined as one of the general principles in the framework of excellent public relations developed by Vercic *et al*, (1996). Furthermore, Grunig and Grunig (1992) have argued that this model is the most ethical approach to public relations. They also assert that ethical public relations is the model that is most effective in meeting organizational goals.

## **2.2 Public Relations in Africa**

Public relations practices in African cultures are under-investigated. Among all of the African cultures, public relations practice in South Africa probably gets most of the scholarly attention. Rensburg (2003) described the practice of public relations and analyzed the environmental factors which shape the practice of PR in South Africa in *The Global Public Relations Handbook*. He argued that there are fundamental links between democracy and public relations in South Africa because public relations practice is an essential part of democratic societies. In addition, the heterogeneous cultural ingredients of South Africa have indicated the complexity of practicing public relations^ South Africa has many subcultures. However, public relations practitioners are unfamiliar with the area of intercultural communication.

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**In** addition, another challenge for public relations practitioners in South Africa is "to find ways of balancing the traditional cultures of South Africa with Western...There is an inherent distrust in the broad traditional South African community toward organizations fed by a colonial past and the multinationals" (Rensburg, 2003).

According to Holtzhausen (2005), South Africa has undergone dramatic political changes in the late 20th century. Because the political environment becomes more democratic and open, organizations in South Africa are forced to communicate with various publics. Thus, public relations practitioners have to engage in two-way communication and relationship building with the publics. Now, more management perceive public relations as a consulting function, not as a social event function in South Africa. Holtzhausen (2005) also argued that culture plays an important role which affects PR is practised. Africans are great networkers. Thus, interpersonal communication strategies are very important in terms of practicing public relations in South Africa.

Both Rensburg (2003) and Holtzhausen (2005) argued that culture is an important factor which affects public relations practices in Africa. However, how work-related cultural values affect the practice of public relations models in African cultures have not been explored. This paper attempts to build on existing literature about public relations in African cultures and further explore the relationship between cultural values and the practice of public relations models.

### **2.3 Dimensions of Public Opinion**

In traditional agenda-setting research, the core dimension of public opinion monitored has been perceived public salience, but the attitudinal consequences of the process have also been highlighted. Some studies have reported a linkage between increased salience and attitude strength (Kiousis & McCombs, 2004). Priming scholarship has also noted that the issues emphasized in media coverage become the issues used by voters to evaluate political leaders (Krosnick & binder, 1990).

Relevant to this study, research has reported a positive relationship between salience and attitude preference. Smith (1987) found that appraisals of government were connected to media salience of various political issues. Specifically, higher levels of media coverage of issues in Louisville, Kentucky, were associated with greater public salience of those issues and with negative assessments of local government's performance to address them. Further, Entman (1989), in an analysis of editorial page content on conservatives, moderates, and liberals, found that media attention to topics unfamiliar to the public led to greater attitude change than for those that had been on the public agenda for longer periods of time. Finally, Wanta *et al.* (2004) discovered that greater negative coverage about foreign nations in broadcast news was correlated with more negative attitudes towards those nations. Guided by this prior literature, the current project will consequently examine public opinion in terms of perceived salience and attitude preference.

#### **2.4 Official Sources and Media**

In Western journalistic practice, official sources are major sources of news information (Goodman, 1998). U.S. broadcast and print media depend largely on government bureaucracies including the White House, the State Department, the Pentagon and Capital Hifi for their supply of news, and at the local level, city halls and the police departments are the preferred sources for reporters (Gans, 1979; Herman & Chomsky, 1988). Agenda setting research reveals the effect of government sources on media agenda. U.S. president exerts the most powerful influence in setting media agenda (Goodman, 1998). Almost every time U.S. president appears in public occasions, it becomes news. In a study on the sourcing pattern in the New York Times' coverage of a suspected Chinese spy Wen Ho Lee in 1999, Zhang and Cameron (2003) demonstrated that uses of

official sources are much higher than uses of other types of sources including Lee's attorneys and other relevant individuals.

Reliance on official sources for news information originates from the nature of media organizations (Shoemaker, 1991). Government sectors offer constant flow of credible information against the daily deadline pressure, which saves media costs for research (Shoemaker *et al*, 2001). In an era when media stocks have become market favourites (Herman & Chomsky, 1994), producing objective news at a minimum cost is always the concern of the executives and editors of news organizations. Also, competitive requirements of journalism make media reliant largely on official sources (Sigal, 1973). Reporters tend to publish commonplace routine news about officials in exchange for leaks or exclusive news, which gains them rewards and fame.

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## CHAPTER THREE

### 3.0 RESEARCH METHODOLOGY

#### 3.1 Introduction

This chapter presents the methodology that will be used to carry out this study. This includes research design, population, sample and sampling technique, data collection method and instruments and data analysis.

#### 3.2 Research Design

The study employed a survey design. In this design, respondents were asked to describe their perceptions about whether their attitude towards the government had changed from the time of the establishment of the office of public communications.

#### 3.3 Study area

This study was carried out in Kenya. The focus was the Office of Public Communications which is headed by the Government Spokesperson. This office has its head offices in Nairobi and is responsible for dissemination of information regarding government's take on issues appearing in the media as regards government operations as well as on the issues the government would like the public to be aware of.

#### 3.4 Target Population

The population of interest constituted members of the public as well as the officials in the Office of Public Communications. There is also need to define the unit of analysis. Unit of analysis is defined by Singleton *et al.* (1988) as what or who is analysed in the study. The unit of analysis was the public of Kenya as a

whole. The various public views in Nairobi were aggregately analysed as the public over the office. The unit of observation was the citizens of Kenya.

### 3.5 Sample size and Sampling Technique

The sample size was selected as follows. The sample was drawn from the employees of the public communications office, civil servants, civil societies, private sector, religious sector, media, and the general public.

Category	Sample size
PR experts	30
Staff	30
General public	30
Total	90

As Mugenda and Mugenda (2003) assert, a sample size should be at least 30 respondents. Thus, a sample of 90 respondents was considered appropriate for the study. The method used to select the sample was stratified sampling technique.

### 3.6 Data Collection Method

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The source of data was primary data from selected respondents. The primary data was collected using interviews. The interviewees were the residents of Nairobi city selected at random from the public corporations. The researcher utilized questionnaires, which had both open and closed ended questions which were administered to the other respondents using drop and pick later method.

In order to test the validity of research instruments, opinions of experts in the field were sought as well as pilot tests run. Pilot tests were done on a small number of respondents from various strata in the target population but not the group that eventually responded to the questionnaires. To enhance reliability of the instruments, the results of pilot tests were used. This helped correct any inconsistencies arising from the instruments.

### 3.7 Data Analysis

The data collected from the interviews were analysed using content analysis. Content analysis is a research tool used to determine the presence of certain words or concepts within texts or sets of texts. Researchers quantify and analyze the presence, meanings and relationships of such words and concepts, then make inferences about the messages within the texts, the writer(s), the audience, and even the culture and time of which these are a part.

Texts can be defined broadly as books, book chapters, essays, interviews, discussions, newspaper headlines and articles, historical documents, speeches, conversations, advertising, theatre, informal conversation, or really any occurrence of communicative language. To conduct a content analysis on any such text, the text is coded or broken down, into manageable categories on a variety of levels—word, word sense, phrase, sentence, or theme—and then examined using one of content analysis' basic methods: conceptual analysis or relational analysis.

To analyse the questionnaires, descriptive statistics were used. In this case, Percentages, mean scores and standard deviations were used to interpret the **results**. The results were then presented using tables.



### **3.8 Reliability**

Reliability enhances the dependability, accuracy and adequacy of the instruments through piloting. Mugenda and Mugenda (1999) say that reliability is a measure of degree to which a research instrument yields consistent results or data after repeated trials. Nachmias (1996) stated that an instrument is reliable when it can measure a variable accurately and consistently and obtain the same results under the same conditions over a time. To ensure reliability of the study, the test- pre-test method will be used. This shall involve administering the same questionnaire at an interval of two weeks to the same group and then comparing the two scores.

This was aimed at finding out if the results would be consistent to determine the reliability of the instruments. Respondents conducted during the pre-test phase will be deliberately excluded during the final administration of the instruments. This shall help to control information required by the instruments.

### **3.9 Validity**

According to Nachimias and Nachimias (1996) validity is concerned with the question; "Am I measuring what I intend to measure?." It is the degree to which results obtained from the analyses of the data actually represent the phenomenon under study (Mugenda and Mugenda, 1999). To enhance validity, piloting will be carried out to help the researcher in identification of items in the research instrument that are ambiguous in eliciting relevant information. Modification of the items will then be made. Piloting will be done in a sample respondents in the population but not those forming the sample size. Validity of instruments will also be ascertained by having the lecturers in the department conduct a thorough lamination of the instruments.

## CHAPTER FOUR

### 4.0 DATA ANALYSIS, FINDINGS AND PRESENTATION

#### 4.1 Introduction

This chapter presents the results of the study. The findings are presented based on the category of respondents. Thus, a presentation on the responses from the general public is made. This is followed by a presentation of responses from the staff in the Office of Public Communications. Lastly, a presentation on the responses from the PR experts wraps up the chapter.

#### 4.2 Responses from the General Public

The study sought to establish the views of the general public on the operations and role of the Office of Public Communications. Questionnaires were therefore administered to seek their views on various issues regarding the office. The results are presented below.

##### 4.2.1 *Level of Satisfaction with the Office of Public Communications*

The respondents were asked to state whether or not they were aware of the existence of the Office of Public Communications. The results shown in Table 1 indicate that all the respondents agreed that they were aware of its existence. The results imply that the public is much aware of the existence of the Office of Public Communications in Kenya.

**Table 1: Awareness of existence of the office of public communications**

	<b>Frequency</b>	<b>Percentage</b>
Yes	30	100
No	0	0
<b>Total</b>	<b>30</b>	<b>100</b>

On whether the respondents were aware of the role of the office of public communications, the study found that 83% were aware of its role while the remaining 17% were not aware of its role. These results are shown in Table 2. These results point to the fact that majority of the general public are aware of the role of the Office of Public Communications in Kenya.

**Table 2: Awareness of role of office of public communications**

	<b>Frequency</b>	<b>Percentage</b>
Yes	25	83
No	5	17
<b>Total</b>	<b>30</b>	<b>100</b>

The respondents who agreed that they knew of the role of the Office of Public Communications were asked to state its role. Majority of the respondents were of the opinion that the office is meant to propagate the government agenda and to be the government's official communication channel. Some of the respondents also cited that the office helps in enhancing the knowledge about various government policies.

The study found that on the extent of satisfaction with the office of public communications, 10% asserted that they were very satisfied, 20% said they were satisfied, 13% were neutral, 37% were dissatisfied while the remaining 20% were very dissatisfied. These results are summarised and presented in Table 3. The results imply that majority of the public are not satisfied with the operations and service delivery of the office of public communications. Generally, 57% of the public was dissatisfied with the Office of Public Communications.

**Table 3: Extent of Satisfaction with Office of Public Communications**

	<b>Frequency</b>	<b>Percentage</b>
Very satisfied	3	10
Satisfied	6	20
Average	4	13
Dissatisfied	11	37
Very dissatisfied	6	20
<b>Total</b>	<b>30</b>	<b>100</b>

#### *4.2.2 Perception of the Public about the Government*

The study sought to establish whether the public perception about the Government had changed as a result of the creation of the office of public communications. From the responses summarised and presented in Table 4, the study found that 30% agreed that their perception had changed while 70% said their perception about the government had not changed. As such, the results imply that the public perception about the Government, which had been negative, had not changed with the creation of the Office of Public Communications.

**Table 4: Whether Public Perception about Government had Changed**

	<b>Frequency</b>	<b>Percentage</b>
Yes	9	30
No	21	70
<b>Total</b>	<b>30</b>	<b>100</b>

The study found that 22% of those who said that their perceptions had changed asserted that the change was positive while the remaining 78% said the change was negative. These results are summarised and presented in Table 5 below. The results imply that much of the change in the public perception about the government has been negative. This counters the objective that the office seeks to achieve.

**Table 5: Nature of Change in Public Perception of Government**

	<b>Frequency</b>	<b>Percentage</b>
Positive	2	22
Negative	7	78
<b>Total</b>	<b>9</b>	<b>100</b>

#### *4.2.3 Views on Challenges facing the Office of Public Communications*

The respondents were also asked to state what challenges they thought the Office of Public Communications faces in Kenya. One of the major challenges cited by the public was the issue of changing the negative public perception of the government. A reason given for this is that the Office of Public Communications always defends the government position even if it is not in consonance with the already available information out in the media. Thus, the public always views the office as a propaganda instrument used by the government to hoodwink

public opinion. This makes it difficult for the office to change the negative perception of the public towards the government. Furthermore, the fact that the present government is a coalition government makes the work of the office even more challenging. Most of the time, it seems that the Office of Public Communication speaks for one side of the coalition and not the other. Thus, it may seem that the office does not speak for the coalition government but for one partner in the coalition. This does not auger will with those in support of the other coalition partner hence making it difficult to change the negative public perception of the government.

The respondents cited that in order to enhance the performance of the office of public communications, it is important that the office speaks for the coalition government and not a partner in the coalition government. This will help enhance the acceptability of the office and hence help change the negative public perception of the government.

#### 4.3 Responses from Office of Public Communications Staff

The study also sought to seek responses from the staff in the Office of Public Communications on varioif£ ^ssues surrounding public perception of the Government and the role of the Office of Public Communications in changing negative public perception of the government. Questionnaires were administered to 30 respondents from the office and the results are provided below.

#### 4.3.1 *Level of satisfaction with the Office of Public Communications*

The study found that the staff cited that the office had various roles. First, one of the major roles is to carry out research on factors underlying negative opinion on the Government and provide appropriate strategies to address such negative opinion. Secondly, it was noted that office seeks to propagate Government policies, programmes and disseminate accurate information. Third, the respondents cited that the Office of Public Communications seeks to advise the government on best practices in dealing with the media. Fourth, the office seeks to anticipate public concerns and respond to them appropriately. It was also noted that the office seeks to liaise with the media on matters touching on the Government, media and the general public. The study also revealed that one of the roles of the office was to liaise with ministries/departments on matters relating to dissemination of relevant information pertaining to their operations. Lastly, it was noted that the office seeks to edit and produce journals and other publications aimed at improving Government image.

The respondents were then asked to state whether they thought that the intended audience is satisfied with the office of public communications. From the results presented in Table 6, the study noted that 7% thought that the intended audience was very satisfied! 13% said the audience was satisfied, 10% said they were average, 53% said they were dissatisfied while 17% said they thought the intended audience was very dissatisfied. These results imply that majority of the staff members agree that the intended audience, mainly the public, was still dissatisfied with the office of public communications.

**Table 6: Satisfaction with Office of Public Communications**

	<b>Frequency</b>	<b>Percentage</b>
Very satisfied	2	7
Satisfied	4	13
Average	3	10
Dissatisfied	16	53
Very dissatisfied	5	17
<b>Total</b>	<b>30</b>	<b>100</b>

#### *4.3.2 Staff Response to Public Relations Strategies*

The staff in the Office of Public Communications who took part in the survey cited that the main strategy used by the Office of Public Communications to communicate to the public was the media. This is done through advertisements and the press, both print and electronic, and also through the use of Thursday as weekly press briefings to explain government position on various issues.

The Office of Public Communications has developed an elaborate communication strategy to improve the government image both locally and internationally. Scheduled interviews, regular press briefs and appearances on radio and television talk shows by Ministers and senior government officials to expound on government policies and answer queries from the public, are being arranged on a weekly basis.

On the effectiveness of this communication strategy, the study found that 20% of the staff cited that the strategy was very effective, 33% cited that it was effective, 20% said it was moderate, 17% cited that it was ineffective while 10% cited that it



was very ineffective. The results are shown in Table 7. The results imply that most of the staff members think that the strategy has been effective.

**Table 7: Effectiveness of Communication Strategy**

	<b>Frequency</b>	<b>Percentage</b>
Very effective	6	20
Effective	10	33
Moderate	6	20
Ineffective	5	17
Very ineffective	3	10
<b>Total</b>	<b>30</b>	<b>100</b>

On the strategies they would recommend to be used by the Office of Public Communications to communicate to the public, the respondents cited that the office needs to employ the use of barazas to communicate to the public but be more candid on the government positions without being seen to be biased on one side of the coalition. With the growth in technology, some respondents cited that the use of mobile phones and the Internet need to be explored further. This can be done by regularly updating the information on the website, using phone texts to communicate to the public, and use of social websites such as Twitter and Facebook.

#### *4.3.3 Staff Response on Public Perception about the Government*

The staff was also asked to state their opinion on whether the perception about the government has changed as a result of the office of public communications. From the results shown in Table 8, 57% cited that the public opinion had

changed while the remaining 43% said the public opinion had not changed. These results imply that majority of the staff members agree that the public opinion has changed. This is expected as they work in the office in order to help change the public opinion hence may think this is the case at the moment.

**Table 8: Staff response on whether public perception has changed**

	<b>Frequency</b>	<b>Percentage</b>
Yes	17	57
No	13	43
<b>Total</b>	<b>30</b>	<b>100</b>

On whether the change has been positive or negative, the study revealed that 59% of the staff were of the opinion that the change was positive while the remaining 41% thought that the change has been negative. These results are summarised and presented in Table 9.

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**Table 9: Staff opinion on direction of public perception change**

	<b>Frequency</b>	<b>Percentage</b>
Positive	10	59
Negative	7 <sup>1</sup>	41
<b>Total</b>	<b>17</b>	<b>100</b>

#### **4.3.4** *Challenges facing the office of public communications*

On the challenges the office of public communications faces in Kenya, the staff cited that the major challenge was in changing the public perception given the fact that the office works with a coalition government that is always at opposite

sides on any issue. Getting a unified opinion on the government is always an issue hence this poses a challenge on what side the office of public communications is to operate.

On what need to be done to enhance the performance of the office of public communications, the staff members cited that there is need for the coalition government to put its house in order so that the Office of Public communications can carry out its mandate without political hitches.

#### **4.4 Responses of Public Relations Experts**

The responses of public relations experts were also sought. Their opinion on various issues relating to level of satisfaction with the performance of the office of public relations, public relations strategies, perceptions about government, and challenges facing the office were sought. These results are presented as follows.

##### *4.4.1 Level of satisfaction with the Office of Public Communications*

The study found that the public relations experts were aware of the existence of the Office of Public Communications. On whether they were aware of its role, the study found that all of them were aware of the role of the office. Majority of the experts cited that the major role of the office was the dissemination of information to the public on various government policies on a regular basis. This helps keep the public aware of the government policies and operations on a regular basis so that the government is in touch with the people.

The study found that on the PR experts level of satisfaction with the office of public communications, the study found that 17% were very satisfied, 50% were satisfied, 10% were average, 20% were dissatisfied while the remaining 3% were very dissatisfied. These results are summarised and presented in Table 10. The results imply that majority of the PR experts are satisfied with the performance of the office of public communications.

**Table 10: PR Experts Satisfaction with Office of Public Communications**

	Frequency	Percentage
Very satisfied	5	17
Satisfied	15	50
Average	3	10
Dissatisfied	6	20
Very dissatisfied	1	3
<b>Total</b>	<b>30</b>	<b>100</b>

#### 4.4.2 *Public Relations Strategies*

On the strategies used by the Office of Public Communications to communicate to the public, 20% of PR experts cited that they were very effective, 40% said they were effective, 7% said they were moderate, 20% said they were ineffective while 13% said they were very ineffective. These results are shown in Table 11. The results imply that most of the PR experts think that the public relations strategies have been effective as shown by 60%.

**Table 11: PR Experts' Views on Effectiveness of PR Strategies**

	<b>Frequency</b>	<b>Percentage</b>
Very effective	6	20
Effective	12	40
Moderate	2	7
Ineffective	6	20
Very ineffective	4	13
<b>Total</b>	<b>30</b>	<b>100</b>

The PR experts were asked to state strategies they would recommend to be used by the Office of Public Communications to communicate to the public. From the findings, the study found that majority of the respondents cited that the office of public communications needs to up its game by being in touch with the reality when explaining the government positions. The office needs to ensure that it does not sound so obvious that it is an government propaganda office.

#### *4.4.3 Perception about the government*

The PR experts were also asked to state whether their perception about the government changed as a result of the office of public communications. From the results shown in Table 12, 33% agreed that their perception had changed while the remaining 67% said their perceptions on the government had not changed. The results imply that majority of PR experts' perception on the government had not changed with the introduction of the Office of Public Communications.

**Table 12: PR Experts' Perception Change on Government**

	<b>Frequency</b>	<b>Percentage</b>
Yes	10	33
No	20	67
<b>Total</b>	<b>30</b>	<b>100</b>

On how the change has in opinion has been for the PR experts, the study revealed that 60% had a positive change while 40% had a negative change. These results are shown in Table 13. The results imply that the office of public communications has helped change the opinion of majority of PR experts on the government positively.

**Table 13: The Nature of PR Experts' Change in Perception on Government**

	<b>Frequency</b>	<b>Percentage</b>
Positive	6	60
Negative	4	40
<b>Total</b>	<b>10</b>	<b>100</b>

#### *4.4.4 Challenges facing the office of public communications*

On the challenges facing the office of public communications in Kenya, majority of the PR experts cited changing the public perception positively. This is because of the tactics the office is using in communicating to the public as majority of the public thinks that the office is government machinery to outline its propaganda. This does not work well in a country governed by a coalition government.

On what needs to be done to enhance the performance of the office of public communications, the PR experts cited that there is need to improve on the strategies and tactics the office of public communications uses to communicate given that the dynamics of a coalition government are different from other governments led by one party.

## CHAPTER FIVE

### 5.0 SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

#### 5.1 Introduction

This section presents the summary of findings, conclusions of the study and the recommendations for policy and practice. The section also presents the suggestions for further research.

#### 5.2 Summary of findings

The study found that the public is aware of the existence of the office of public communications in Kenya. Majority of the public (83%) were also aware of the role of the office of public communications in Kenya. It was also noted that majority of the public (57%) were not satisfied with the operations and service delivery of the office of public communications.

The study also revealed that 70% of the public had not changed their perception about the government. Only 22% of those whose perception had changed had been positive. One major challenge the public cited that faces the office of public communications in Kenya was\* changing the negative public perception of the government.

The staff cited that the office of public communications had various roles. First, one of the major roles is to carry out research on factors underlying negative opinion on the Government and provide appropriate strategies to address such negative opinion. Secondly, it was noted that office seeks to propagate



Government policies, programmes and disseminate accurate information. Third, the respondents cited that the office of public communications seeks to advice the government on best practices in dealing with the media. Fourth, the office seeks to anticipate public concerns and respond to them appropriately. It was also noted that the office seeks to liaise with the media on matters touching on the Government, media and the general public. The study also revealed that one of the roles of the office was to liaise with ministries/departments on matters relating to dissemination of relevant information pertaining to their operations. Lastly, it was noted that the office seeks to edit and produce journals and other publications aimed at improving Government image.

The staff also cited that the intended audience, mainly the public, was still dissatisfied with the performance of the office of public communications. The staff indicated that the main strategy used by the Office of Public Communications to communicate to the public was the media. This was done through advertisements and the press, both print and electronic, and also through the use of Thursday as weekly press briefings to explain government position on various issues.

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On this effectiveness of this communication strategy, most of the staff members (53%) think that the strategy has been effective. Further, 57% cited that the public opinion had changed while the remaining 43% said the public opinion had not changed. These results imply that majority of the staff members agree that the public opinion has changed. The study also revealed that 59% of the staff were of the opinion that the change was positive while the remaining 41% thought that the change has been negative.

On the challenges the office of public communications faces in Kenya, the staff cited that the major challenge was in changing the public perception given the fact that the office works with a coalition government that is always at opposite sides on any issue. Getting a unified opinion on the government is always an issue hence this poses a challenge on what side the office of public communications is to operate.

The study found that all the all the public relations experts were aware of the existence of the Office of Public Communications. On whether they were aware of its role, the study found that all of them were aware of the role of the office. Majority of the experts cited that the major role of the office was the dissemination of information to the public on various government policies on a regular basis. The results revealed that majority of the PR experts (67%) were satisfied with the performance of the office of public communications. On the strategies used by the Office of Public Communications to communicate to the public, most (60%) of the PR experts think that the public relations strategies have been effective.

The study found that majority (67%) of PR experts' perception on the government had not changed with the introduction of the office of public communications. The study further found that 60% had a positive change while 40% had a negative change.

On the challenges facing the office of public communications in Kenya, majority of the PR experts cited changing the public perception positively. This is because of the tactics the office is using in communicating to the public as majority of the public thinks that the office is government machinery to outline its propaganda.

### 5.3 Conclusions of the study

The study sought to establish the level of influence of the office of the public communications on the public perception of the Government of Kenya. On the public relations strategies used by the Office of Public Communications, the study concludes that the major strategy is use of the media. This was clear as it was cited by the three groups of respondents. This includes use of both print and electronic media as well as the use of internet through the website.

On the level of satisfaction with the Office of Public Communications by the public, the study revealed that the public was not satisfied with the operations of the office but the experts were. Thus, it is concluded that the public is still not satisfied with the performance of the office of public communications. This has made it difficult to change the public opinion on the government as the public view the office as government machinery to hoodwink their perception on the government.

On whether the perception about the government has improved as a result of the office of public communications, the study revealed that majority of public opinion has not changed and *most* of the change has otherwise been negative except for the PR experts. Thus, it is concluded that the office of public communications has not been effective in helping change the opinion of the public on the government.

On the challenges facing the office of public communications in its work, the study noted that there were various challenges but chief among them was changing the perception of the public on the government. The study concludes

that changing of public opinion on the government is therefore the major challenge facing the office of public communications. This challenge has been compounded by the fact that the government is a coalition government.

#### **5.4 Recommendations**

The study makes the following recommendations. In order to enhance the performance of the office of public communications, it is important that the office speaks for the coalition government and not a partner in the coalition government. This will help enhance the acceptability of the office and hence help change the negative public perception of the government.

The office of public communications needs to up its game by being in touch with the reality when explaining the government positions. The office needs to ensure that it does not sound so obvious that it is a government propaganda office. There is also need for the coalition government to put its house in order so that the office of public communications can carry out its mandate without political hitches.

The Office of Public Communications needs to employ the use of barazas to communicate to the public but be more candid on the government positions without being seen to be bias on one side of the coalition. With the growth in technology, some respondents cited that the use of mobile phones and the internet need to be explored further. This can be done by regularly updating the information on the website, using phone texts to communicate to the public, and use of social websites such as Twitter and Facebook.

There is need to improve on the strategies and tactics the office of public communications uses to communicate given that the dynamics of a coalition government are different from other governments led by one party.

#### 5.5 **Suggestions for further research**

The study recommends that more studies need to be done in this area especially to establish what strategies or tactics can be best used in changing the public opinion on the government especially in a coalition government set-up. This will help the office in carrying out its mandate better.

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## APPENDICES

### Appendix 1: Research questionnaire to the general public

This questionnaire is to be filled in by members of the general public

#### Section A: Level of satisfaction with the Office of Public Communications

4 Are you aware of the existence of the Office of Public Communications?

Yes ( ) No ( )

5 Are you aware of the role of the office of public communications?

Yes ( ) No ( )

6 If yes in 2 above, what is its role?

How satisfied are you with the office of public communications?

Very satisfied ( )

Satisfied ( )

Average ( )

Dissatisfied ( )

Very dissatisfied ( )

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#### Section B: Perception about the government

8 Has your perception about the government changed as a result of the office of public communications?

Yes ( ) No ( )

9 How has the change been?

Positive ( ) Negative ( )

**Section C: Challenges facing the office of public communications**

10 What challenges do you think the office of public communications faces in Kenya?

11 What do you think needs to be done to enhance the performance of the office of public communications?

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**Appendix 2: Research Questionnaire for officers**

**This questionnaire is to be filled in by the officers in the Office of Public Communications only.**

**Section A: Level of satisfaction with the Office of Public Communications**

1. What is the role of the office of public communications?
  
  
  
  
  
  
  
  
  
  
2. Do you think that the intended audience is satisfied with the office of public communications?  
  
Very satisfied ( )  
Satisfied ( )  
Average ( )  
Dissatisfied ( )  
Very dissatisfied ( )

**Section B: PR strategies**

3. What strategies does the Office of Public Communications use to communicate to the public?

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4. How effective do you think this strategy has been?  
  
Very effective ( )  
Effective ( )  
Moderate ( )  
Ineffective ( )  
Very ineffective ( )

## **Appendix 2: Research Questionnaire for officers**

**This questionnaire is to be filled in by the officers in the Office of Public Communications only.**

### **Section A: Level of satisfaction with the Office of Public Communications**

1. What is the role of the office of public communications?
  
  
  
  
  
2. Do you think that the intended audience is satisfied with the office of public communications?

- Very satisfied ( )
- Satisfied ( )
- Average ( )
- Dissatisfied ( )
- Very dissatisfied ( )

### **Section B: PR strategies**

3. What strategies does the Office of Public Communications use to communicate to the public?

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4. How effective do you think this strategy has been?

- Very effective ( )
- Effective ( )
- Moderate ( )
- Ineffective ( )
- Very ineffective ( )

5. What strategies would you recommend to be used by the Office of Public Communications to communicate to the public?

**Section C: Perception about the government**

6. Do you think that the perception about the government has changed as a result of the office of public communications?

Yes ( ) No ( )

7. How do you think the change has been?

Positive ( ) Negative ( )

**Section D: Challenges facing the office of public communications**

8. What challenges do you think the office of public communications faces in Kenya?

9. What do you think needs to be done to enhance the performance of the office of public communications?

### Appendix 3: Research questionnaire to the PR experts

This questionnaire is to be filled in by members of the PR experts

#### Section A: Level of satisfaction with the Office of Public Communications

1. Are you aware of the existence of the Office of Public Communications?

Yes ( ) No ( )

2. Are you aware of the role of the office of public communications?

Yes ( ) No ( )

3. If yes in 2 above, what is its role?

4. How satisfied are you with the office of public communications?

Very satisfied ( )

Satisfied ( )

Average ( )

Dissatisfied ( )

Very dissatisfied ( )

#### Section B: PR strategies

5. ~~What strategies do~~ What strategies does the Office of Public Communications use to communicate to the public?

10. How effective do you think this strategy has been?

- Very effective ( )
- Effective ( )
- Moderate ( )
- Ineffective ( )
- Very ineffective ( )

11. What strategies would you recommend to be used by the Office of Public Communications to communicate to the public?

Section C: Perception about the government

12. Has your perception about the government changed as a result of the office of public communications?

- Yes ( )
- No ( )

13. How has the change been?

- Positive ( )
- Negative ( )

Section D: Challenges facing the office of public communications

14. What challenges do you think the office of public communications faces in Kenya?

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15. What do you think needs to be done to enhance the performance of the office of public communications?