

**ROLE OF PUBLIC RELATIONS IN ENHANCING EXTERNAL CUSTOMER  
SATISFACTION: A STUDY OF THE NAIROBI CITY COUNTY GOVERNMENT  
(NCCG)**

**BY**

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## DECLARATION

This research project is my original work and has not been presented for the award of a degree in any other university

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This research project has been submitted for examination with my approval as the University Supervisor.

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## **DEDICATION**

I dedicate this project to my children Jaffer, Kenda and Katila, to my parents, brother and sisters for their encouragement and support. Your prayers and patience guided me through the whole period. Special thanks to my loving husband whose affection and criticism made me work harder. Thank you and may the Almighty God bless you abundantly.

I love you all.

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## **LIST OF ABBREVIATIONS**

IPRA – International Public Relations Association

NCCG – Nairobi City Council Government

PR – Public Relations

## **ABSTRACT**

The purpose of this study is to investigate the relationship between Public Relations and customer satisfaction. The main objective of this research is to test if there is a correlation between Public Relations and customer satisfaction. This study hopes to offer Nairobi City County Government useful tips on how to use Public Relations to improve on service delivery. A case study of The Nairobi City County Government and its relationship with publics will be studied. This study will measure the impact Public Relations could have on the satisfaction of the County government's customers. The population of this study comprised of Nairobi residents who are diverse in tribe, education level, economic status and social class. A sample of 400 residents will be drawn from the Nairobi County population of 3,138,369 (2009 Census). This paper will use qualitative and quantitative methods of research. Different sampling methods will be used to explore how the County Government relates to its publics and the impact it has on this relationship. Data for this study will be obtained from the Nairobi City County offices and different areas within the County. Questionnaires, interviews and focus group discussions are some of the data collecting methods to be used. Based on the study objective, the study concludes that communication efforts of the Nairobi City County Government is wanting as communication is usually done through friends, print media, TV, social media and bloggers. The study recommends that more proactive communication mechanisms should be engaged. Adequate sensitization and mobilization of residents through mass media and consultative meetings, with different level reporting of resolutions should be employed at the start of any programme development and implementation. Further the study indicates that creation and maintenance of good attitude and favorable opinion about organization enhance services appreciation and customer's satisfaction. Finally the study concludes that PR department of any organization contributes to its development and enhances customer's satisfaction.

## **CHAPTER ONE: INTRODUCTION**

### **1.0 Background**

For too long, Nairobi City County Government (NCCG) formerly known as City Council of Nairobi has been associated with the full extent of negatives characteristic of local authorities – corruption, skills flight, poor services, and delays in paying employees. As a result, the image of the council was negatively perceived by the public. With the introduction of the 2010 constitution in Kenya, County governments were born under devolution.

In the public sector much of the PR related activities is concerned with the satisfaction of customers. In the case of the public sector a poor customer image does not enhance the organisation's image in the eyes of its other stakeholders. Indeed, in the context of such organisations, PR may have a broader role to play by having to satisfy the needs of different and sometimes conflicting interests.

Any organization, whatever its nature has Public Relations simply by virtue of its existence, the point of Public Relations is to lessen the gap between how an organization sees itself and how others outside the organization perceive it and to make the public think favorably about the company offerings. It requires listening to the clientele the organization serves as well as analyzing and understanding the attitude and behavior of that audience. Its main aim is to create, maintain and protect the organization's reputation, enhance the prestige, and present favorable image.

Levary and Mathieu (2000) suggests that organizational public rating is determined by an organization's ability to attract new customers and retain existing customers; customer total satisfaction with the service provision experience affects organization's ability to attract new customers and retain existing customers. Krampf (2003) states that customer satisfaction is a key to a firm's survival in today's marketplace. It has been embraced by practitioners and academics alike as "the highest order goal of a company" (Peterson & Wilson, 1992).

There is growing agreement that service quality is an precursor of satisfaction with services (Birgelen, Ruyter, Jong, & Wetzels, 2002). Prior studies have suggested that service quality and information quality can predict customer satisfaction (Wang, 2008; Schaupp, Belanger, & Fan, 2009), and Public Relations can predict service quality and information quality. Public Relations helps organizations in understanding, measuring and managing service quality, all of which are functions of customer satisfaction. Buckley (2003) suggested that understanding, measuring and managing service quality has become a topical issue for ensuring customer satisfaction.

There exists major distinctions between the commercial and non-commercial sectors as regard the relationship between the service provider and the customer is concerned (Humphreys, 1998). These differences can be summarized in the following way. 'In the private sector, there is a direct relationship between commercial success – as measured by profitability and market share – and the standard of customer service. The public sector is more complicated and in many instances distinctly different. In general, the reasons for providing a service in the first place, the nature of that service and the manner in which it is delivered, are not dictated by markets. In these circumstances, the balance between public expectations and the level of service to be

provided is decided on the basis of political judgments about economic and social priorities. All that said, those who execute public service functions have a professional responsibility to do so to the highest standards of service possible, within the given level of resources, and this is what Nairobi County Government staff want to achieve. In this era of diverse organization for production, service or distribution and its subsequent water – tight competition among the concerns, it has become appropriate for an organization whether profit – oriented or public service type to continually adjust themselves to the needs of the environment for their survival. This survival is informed by the satisfaction of the public which constitutes the environment and forms the nucleus of any society that the organization has its interests at heart. The central idea for survival is that the public must be pleased. This is so because every organization is dependent on its public for continued existence. And public support can only be gained if the public is satisfied.

The public will feel satisfied and pleased by an organization only when its complaints are treated seriously so that they do not feel cheated or deceived. This is made possible through Public Relations. Subsequently business organizations should not keep away from the public, but should maintain a progressive cordial relationship with them.

Public Relations is the key communication tool of successful organizations and individuals and crucial to effective leadership. It integrates and complements the full range of communications disciplines including marketing and advertising using the best from all the disciplines but ultimately relying on the written and verbal skills of the well briefed ambassador – face to face

or online. The Public Relations role includes how well an organization has been able to elicit the understanding of its customers, which it needs to survive and grow in business.

The customer today has the option to buy what he thinks he should and from whom, being in his best interest. Product development, technological improvement, cost optimization and excellent service facility are very important for any organisation but their importance is only if the customer appreciates it. For example, both diamond and coal are carbon but they are priced differently due to different valuations by the customer. Therefore, any business begins and ends with the customer (Sugandhi, 2002). Thus, service organizations are shifting their focus from “transactional exchange” to “relational exchange” for developing mutually satisfying relationship with customers. Extended relationships are reported to have a significant impact on transaction cost and profitability, and customer lifetime value. Serving the customers, in true sense, is the need of the hour as the customer was, is and will remain the central focus of all organizational activities.

The idea is to establish a solid base and gain a competitive advantage over its competitions. This has given rise to a new business philosophy in which the orientation is to evolve a cluster and value satisfactions such that the targeted public would want to deal with an organization rather than its competitors. This marketing innovation strategy aids to form the pillar of Public Relations.

For there to be cordial relationship and understanding, there must be communication which forms the main tools of Public Relations practice. Public Relations may include an organization

or individual gaining exposure to their audiences using topics of public interest and news items that do not require direct payment (Seitel, 2007). To achieve customer satisfaction, an organization should endeavor to integrate the interest of its customers in its policy; to give them a sense of belonging through interpreting the objectives and activities of the organization to them. Most people are interested in what an organization is doing to meet their concerns and interest. It is the function of the Public Relations progression to explain the organization's actions to various publics involved with the organization.

The basic philosophy underlying Public Relations practice is that people matter and that opinion is of prime importance in all spheres of activities. As put by Dominick (1996) in the dynamics of mass communication; "Public Relations is a management function that helps to define organization objectives and facilitate organization change". Public Relations practitioners communicate with all relevant internal and external publics in the effort to create consistency between organizational goals and social organization programmes that promote the exchange of influences and understanding among organization's constituent parts and publics.

Today's Public Relations has become part of the management decision that influences the policy making of any business organization. Organizations now realize that the establishment of PR department is very important for the effective running of the organization. This study attempts to advance the understanding of the roles of Public Relations in enhancing external customer satisfaction in Nairobi City County Government.



## **The Nairobi City County Government**

The CCN Hand book (2007) indicates that Nairobi was made a Municipality in 1935 by a Charter given by the Queen of England before the independence of Kenya in 1963. The City Council of Nairobi (CCN) was set up in 1952 and its function was to deliver services to the residents of Nairobi and maintain the City status of Nairobi. CCN derived its legal mandate from the Local Government Act (Cap 265) of the Laws of Kenya amongst other Acts of Parliament that augment its diverse core functions and priorities.

The priorities are contained in various policies and planning documents such as the National Development plans, Poverty Reduction Strategy Paper and Economic Recovery Strategy (ERS) for Wealth and Employment Creation in the medium term of Kenya's vision 2030 & the Millennium Development Goals (MDG's) in the long term (CCN Handbook, 2007). The council was mandated to provide and manage basic social and physical infrastructure services to the residents of Nairobi. These services include basic education, housing, health, water and sewerage, refuse and garbage collection, planning and development control, urban public transport and firefighting services among others (Ibid). Following the adoption of the New Constitution in 2010 in Kenya, the council was transformed into a County government.

### **1.1 Problem statement**

Good image for the NCCG is informed by the level of satisfaction its publics receive from the services it offers. The PR department at NCCG has been dormant and the public has not been able to know the activities of NCCG (CCN Handbook, 2007). NCCG has been associated with negative reports like scandals of mismanagement of public funds, nepotism in employment and

harassment of the City's residents by the County workers. It is against this understanding that the County Government established a PR department to help it regain its tainted image. The PR department of NCCG is charged with the duty of maintaining mutual understanding between NCCG and its publics.

## **1.2 Objectives of the study**

The general objective of this study is to determine the role of Public Relations in enhancing service appreciation among the customers of NCCG. The specific objectives are

- a) To find out how the external publics of NCCG perceive its image
- b) To find out the effectiveness of the PR model used by NCCG in influencing customer satisfaction.
- c) To examine the Public Relations tools adopted by NCCG in communicating with its external publics.
- d) To determine the communication challenges facing the County's PR department when communicating with its external publics

## **1.3 Research questions**

This study seeks to outline the role of PR in enhancing external customer satisfaction by answering the following questions:

- a.) What are the perceptions of external publics in regard to the image of NCCG?
- b.) How effective is the PR model used by NCCG for service appreciation?
- c.) Which PR tools does NCCG use in communicating with external publics?
- d.) What communication challenges face the NCCG PR department when communicating with external publics?

#### **1.4 Justification of the study**

It is hoped that the findings of this study will be of great importance as it will necessitate the application of Public Relations in enhancing the satisfaction of Nairobi County residents. NCCG is involved with various publics and this demands that the county government endeavors to be in continuous communication and contact with its various publics so as to quickly communicate and explain the policies and activities of the county government to its publics. It is also hoped that the findings of this study will help the Public Relations Department at NCCG adopt a better strategy that will enhance mutual understanding between the organization and its publics. Finally, the findings will be of interest to other researchers who may want to conduct research on the issue and also add to the existing literature on this issue.

#### **1.5 Limitations of the study**

The study will focus on residents of Nairobi County. Nairobi County has an approximate population of 4 million people out of who only 400 residents will participate in this study. This is deemed to be representative and cost effective in terms of time, and will make the job of collecting, collating and analysing data easier. Data will be collected between July 25 and August 15.

Another limitation anticipated by the study is unwillingness of many respondents to accept to answer to the questionnaire. Difficulties in sourcing relevant materials for the study, especially relevant literature to enrich the literature review will be a limitation to this study.

## **CHAPTER TWO: LITERATURE REVIEW**

### **2.0 Introduction**

This section will address the concepts of customer satisfaction, Public Relations and Two-way communication. The section further addresses PR as a management tool and the role it plays on organization success. Also covered in this section is theoretical review of Two-way symmetrical model and Agenda setting theory. In addressing these issues, the study will be guided by the following research questions: a) what are the perceptions of external publics in regard to the image of NCCG? b.) how effective is the PR model used by NCCG for service appreciation? c.) which PR tools does NCCG use in communicating with external publics? and d.) What communication challenges face the NCCG PR department when communicating with its external publics?

### **2.1 Customer Satisfaction**

Customer satisfaction has been defined in two ways: either as an outcome or as a process. The outcome definitions characterize satisfaction as the end-state resulting from the consumption experience (Churchill and Surprenant, 1982). Churchill and Surprenant (1982) defined customer satisfaction as "an outcome of purchase and use resulting from the buyer's comparison of the rewards and the costs of the purchase in relation to the anticipated consequences". On the other hand, satisfaction can be considered as a process, emphasizing the perceptual, evaluative and psychological processes that contribute to satisfaction (Tse and Wilton, 1988). Hunt (1977) defined customer satisfaction as "an evaluation rendered that the experience was at least as good as it was supposed to be".

In Tse and Wilton's (1983) definition, three antecedents of satisfaction can be identified:-. Customer expectations, or expected performance; actual performance or perceived performance; the discrepancy or confirmation/disconfirmation is the gap between the expected performance and perceived performance.

Customer satisfaction has emerged as one of the most powerful tools for sustaining a competitive advantage for business success and survival nowadays, through excellence service quality. Parasuraman et al. (1987) stated that "excellent service is a profit strategy because it results in more new customers, more business with existing customers, fewer lost customers, more insulation from price competition, and fewer mistakes requiring the re-performance of services". Mentzer et al., (1995) stated that "maximizing customer satisfaction will maximize profitability and market share".

Whether a customer's positive expectations about a product or service are met, or whether a customer's negative expectations about a product or service are not met; in both cases, the result is moderate satisfaction. The former is derived from positive confirmation, and the latter is resulted from negative confirmation, or disconfirmation. The term disconfirmation in this context relates to the fulfillment of expectations, and may be positive (where product performance exceeds expectations), negative (where product performance falls below expectations) or zero (where performance equals expectations).

Kogan, (1965) contend that in the application of Public Relations, customers are considered as first among equals in the organization services, and are highly motivated and influenced to sway

their behavior in favor of organizations' product and services. In spite of other crucial roles that PR plays in support of awareness, its inputs are highly needed in the conceptualization of the image. Ehikwe (2005) echoes this fact as he believes that Public Relations usually prepares the minds of customers before they get the service and this may happen before, during and after the actual service delivery. In the pre-service delivery periods, Public Relations focuses on the organization while preparing their minds for future patronage.

When Public Relations are used during period of service delivery, it reinforces selling activities by motivating the customers, using items of gifts. Calendars, dealership forum, customer factory visits, luncheon parties for customers and media men, hosting meetings of major manufacturers and customers association among others.

Public Relations when used as an after service delivery; its activities will be to reinforce loyalty and continuous patronage by customers. Public Relations as a tool in corporate and product promotions specialize in polishing the image of organization and their services, improve customer's confidence through relationship management, and provide sufficient and reasonable information including a feedback process for correct evaluation results.

## **2.2 The concept of Public Relations**

Public Relations is defined variously by different people, it means different things to different people. It is therefore difficult to define it in precise terms. It can be said that Public Relations is a planned cyclic and interactive process which involves action, inaction and reaction from either the organization or the publics and their effect.

IPRA defines PR as ‘The art and social science of analyzing trends, predicting their consequences, counseling organization’s leadership, and implementing planned programmes of action which will serve both the organization’s and the public’s interest.

Onah (1995) posits that PR is concerned with how and what people think about you either as a person or an organization. These images or views are either favorable or unfavorable. Hence, the effort of Public Relations is to change negative impression to positive impression or image.

According to Harlow (1976,) Public Relations are a distinctive management function which helps to establish and maintain mutual line of communication, understanding, acceptance and cooperation between an organization and its various publics. It involves the management of problems or issues, help management keep abreast of and effectively utilize change serving as an early warning system to help anticipate trend and use research and sound ethical communication and its principal tools.

The British Institute of Public Relations as contained in Utomi (1993) defines Public Relations as “deliberate, planned, and sustained effort to establish and maintain mutual understanding between organization and its publics. This definition agrees with the present day perception of the role of Public Relations which emphasizes management function aimed at understanding and using Public Relations as a management tool for effective management of men and resources. The reviewed literature suggests that the managerial capabilities associated with public functions are both general and specific. According Cutlip, Center and Broom, (2002). Public Relations is a planned and sustained programme conducted by organization’s management dealing with the relationship between the organization and its various constituent publics.

In this study, Public Relations is conceptually defined as the “management of communication between an organization and its publics,” and public relations practitioners are those who “manage, plan, and execute communication for the organization as a whole” (Grunig & Hunt, 1984). Grunig, Grunig, and Dozier (2002) cite that Public Relations programs are important because they help organizations achieve their goals by creating relationships with strategic publics: “Individual communication programs such as media relations, community relations, or customer relations are successful when they affect the cognitions, attitudes, and behaviors of both publics and members of the organization—that is, the cognitive, attitudinal, and behavioral relationships among organizations and their publics” (p. 91). Thus, effective public relations programs are valuable to organizations because of their contribution to the organization’s mission, goals, and bottom line.

Repper and Grunig (1992) stated that “Public Relations makes organizations more effective by building long-term relationships with strategic constituencies,” and more specifically, by “developing relations with stakeholders in the internal or external environment that constrain or enhance the ability of an organization to accomplish its mission” (p. 117-118). Based on the importance of this relationship building function in achieving organizational goals, it is only logical to deduce that building relationships with strategic publics is the primary objective of most Public Relations programs.

Marketing has also typically focused primarily on selling a product or service by using brands, logos, and other images to act as symbols of the organization and/or its product. However, because the primary goal of Public Relations is to build relationships between organizations and



publics, it does not rely on symbols alone to achieve program goals; rather, symbols are a means as opposed to an end. In Public Relations, symbols are used as a tool to support and facilitate relationship building.

### **2.3 Public Relations as a Management Tool**

Public Relations is the heart of modern management function aimed at making friends for the organization, retaining these friends and building internal and external goodwill on the reasonable assumption that these are strongly needed for an organization to remain in whatever business it is engaged in, as well as to grow and prosper in it (Nwosu 1990).

The aim of PR practices is generally to achieve good character and responsibility. It means that the job of the Public Relations Officer is to get the management to behave in such a way that they would be seen to have good character and be responsible citizens. For institutions to achieve their goals, they must develop effective relationship with their publics such as employees, customers, shareholders and other institutions and with the society at large.

The management of institutions needs to understand the attitude and values of their publics in order to achieve institutional goals. The goals themselves are shaped by the external environment. The Public Relations practitioner acts as a counselor to management, and as a mediator, helping to translate private aims into reasonable, publicly acceptable policy and actions.

The Public Relations executive in an organization should perform management function of directing management and coordinating all activities aimed at creating favorable image to effective management of man and resources of the organization. In essence, Public Relations activities or programmes whether as a management orientation or social act, are developed in such a way that they will have multiple effects on the company, the staff and the external policy. Public Relations programmes or actions are reciprocal and have mutually-manifest effects on the parties involved.

The strategies used by the PR personnel include (1) written material: In order to build a corporate image / reputation, Public Relations practitioner should also prepare written material to reach and influence their target markets. The materials should include annual report, brochures, articles and organization's newsletter and magazines: (2) Corporate identity materials: These can also help to create a co-operate identity that the publics immediately recognizes like logo, stationary, brochures, signs, business forms, business cards. All become PR strategies when they are attractive, distinctive and memorable: (3) News: One major strategy is news. It is the duty of PR Practitioner to do everything possible to facilitate the flow of news from the organization and its activities to the notice of the wide publics: (4) Special Events: Another common PR strategies for corporate image / reputation is special events, ranging from news conference, press tours, grand opening or educational programmes designed to reach and interest target publics: (5) Press conference: These take the form of a meeting or where a major announcement is made and guests are invited to ask questions. A press conference may be given in preference to a press release, the matter under review merits some explanation, which may not be covered adequately in the press itself: and (6) Speeches: This can also create product and organization publicity.

Organization executives would field questions to the media or give talks at trade associations or sales meeting.

## **2.4 Image and organization's success**

David M. Furman's 2010 monogram, *Development of Corporate Image: A Historiographic Approach to a Marketing Concept* provides a useful history of the origins of some of its aspects. How the public perceives an organization is essential for any organization's success. Corporate reputation has to be earned. The company can create an image, but whether that image will lead to a reputation which is the same as the image, or a positive reputation, will depend on what the organization does.

“Reputations are overall assessments of organizations by their stakeholders. They are aggregate perceptions by stakeholders of an organization's ability to fulfill their expectations, whether these stakeholders are interested in buying the company's products, working for the company, or investing in the company's shares.” (David M. Furman's 2010)

Customer-based organizational brand is evaluating the consumer's response to a brand name (Keller 1993, Shocker et al. 1994). The set of associations and behaviors on the part of the brand's consumers, channel members, and parent Corporation that permits the brand to earn greater volume or greater margins than it would without the brand name and that gives the brand a strong, sustainable, and differentiated advantage over competitors (Leuthesser 1988).

Organization brand is defined as the value that customers associate with the organization (Aaker 1991). It is the Customers perception of the overall superiority of an organization carrying that brand name when compared to other organizations. It refers to consumers' perception rather than any objective indicators (Lassar et al.1995).

Organizational associations include corporate ability associations, which are those associations related to the company's expertise in producing and delivering its outputs and corporate social responsibility associations, which include organization's activities with respect to its perceived societal obligations (Chen 2001).

According to Aaker (1996), consumers consider the organization that is the people, values, and programs that lies behind the brand. Brand-as-organization can be particularly helpful when brands are similar with respect to attributes, when the organization is visible (as in a durable goods or service business), or when a corporate brand is involved.

Corporate social responsibility (CSR) must be mentioned as another concept that is influencing the development of brands nowadays, especially corporate brands as the public wants to know what, where, and how much brands are giving back to society. Both branding and CSR have become crucially important now that the organizations have recognized how these strategies can add or detract from their value (Blumenthal and Bergstrom 2003). CSR can be defined in terms of legitimate ethics or from an instrumentalist perspective where corporate image is the prime concern (McAdam and Leonard 2003).

## **2.5 Structure and role of PR department at NCCG**

Staff structure of the Public Relations Department at NCCG is composed of Director of Public Relations, Assistant Director of Public Relations, Public Relations Specialists, and Advertising & Marketing Manager.

Director of Public Relations is the head of PR department and performs administrative and representative functions. The basic duties are as follows: Planning of overall PR operations, overall institutional marketing, spokesperson and representative of NCCG, controlling material for publications and promotions, and controlling periodicals and news. The Assistant Director of Public Relations takes control over management of the department employees. The main duties of Assistant are as follows: Establishing and managing media relations, controlling general advertising, general revising and confirming of news for the target magazine and journal, performing office duties and participation in special projects. The Public Relations Specialists are employees such as Art Specialists, Copywriters, Photographers and Marketing Specialists. They perform orders and instructions of the department management. The principal duties of the Public Relations Specialists are: Writing and preparing news releases, Web publications and newsletters updating, making photos and drawing pictures, collecting information for annual reports and bulletins and participation in conferences and exhibitions.

## **2.6 Communication Models**

### **2.6.1 Two-way symmetrical model**

Grunig (1989) recognized the two-way symmetrical model as a way of practicing Public Relations through “using bargaining, negotiating, and strategies of conflict resolution to bring

about symbiotic changes in the ideas, attitudes, and behaviors between the organization and its publics”. The two-way symmetrical model is characterized as most ethical and effective in practice, which provides a normative theory for achieving excellent communication management.

From a directional perspective, two-way communication, allows for the exchange of information – information flows freely between systems, such as organizations, publics, managements, and employees. From a purposive perspective, symmetrical communication, seeks moving equilibrium through cooperation and mutual adjustment (Grunig, 1992). Organizations will become much more effective through two-way symmetrical Public Relations than through one-way communication or asymmetrical positions. Grunig presents several reasons why a two-way symmetrical relationship is best including (1) there are no clear boundaries between organizations and other systems due to free flow of information; (2) conflicts will be resolved through negotiation and communication due to thoughts of cooperation and mutual benefits; and (3) the input of all people, including employees, is valued.

The success of PR campaign lies in two way communication. It is imperative to the sender of any message to get the reactions of the receiver through the feedback mechanism. Through the feedback, an organization fine-tunes its product or services before they are sold to the (consuming publics). The International Public Relations (IPRA) in the Mexican statement signed by representative of more than 30 nations and regional Public Relations association.

Lindeborg (1994) opines that two-way symmetrical Public Relations “serve as a mechanism by which organizations and publics interact to manage interdependence and conflict for the benefit of all”. It infers that everyone involved is equal and that everything can be solved through dialogue, discussion and negotiation. Grunig & Hunt, (1984) suggests that by promoting bonds of mutual trust between the organization and its publics by empowering them to shape and collaborate on organizational goals through feedback, the organization-Public Relationship is strengthened.

A prominent theme in Public Relations research and commentary since the articulation of Grunig’s model has focused on “either supporting or challenging Grunig’s symmetrical model of Public Relations as most ethical way to conduct Public Relations” (Taylor, Kent & White, 2001). The significance of the two-way symmetrical model can be found from the following aspects.

*First, the two-way symmetrical model makes organizations more effective.* From a directional perspective, two-way communication, such as two-way symmetrical model, allows for the exchange of information – information flows freely between systems, such as organizations, publics, managements, and employees. From a purposive perspective, symmetrical communication, seeks moving equilibrium through cooperation and mutual adjustment. In contrast, asymmetrical communication “leaves the organization as is and tries to change the public” (Grunig, 1992). It can be generalized that organizations will become much more effective through two-way symmetrical public relations than through one-way communication or asymmetrical positions.

Grunig presents several reasons why a two-way symmetrical relationship is best including (1) there are no clear boundaries between organizations and other systems due to free flow of information; (2) conflicts will be resolved through negotiation and communication due to thoughts of cooperation and mutual benefits; and (3) the input of all people, including employees, is valued.

*Second, the two-way symmetrical model makes organizational public relations more ethical.* As Lindeborg (1994) argues, two-way symmetrical public relations “serve as a mechanism by which organizations and publics interact to manage interdependence and conflict for the benefit of all” (p.9). It implies that everyone involved is equal. Everything can be solved through dialogue, discussion and negotiation. By promoting bonds of mutual trust between the organization and its publics by empowering them to shape and collaborate on organizational goals through feedback, the organization-public relationship is strengthened (Grunig & Hunt, 1984). On the contrary, the other three models, press agency / publicity, public information, two-way asymmetrical, tend to be less ethical. As Grunig and Hunt (1984) proposed, the press agency / publicity model is dominated by one-way, persuasive communication aimed at manipulating audience attitudes and behaviors, while the public information practitioner provides accurate information about her or his organization to the public but does not volunteer negative information. These two models established communication as one-directional, from organization to public. Although the emergence of the two-way asymmetrical model shifted communication from one-way to two-way, which significantly altered communication relationship; the primary goal for feedback under this model is to refine persuasive message strategies toward specific targeted publics in an effort to predict behavior.



## **2.6.2 Personal Influence Model**

The personal influence model, known as the fifth model of Public Relations, coined by Sriramesh (1992), has been shown as prevalent in Far Eastern countries (Sriramesh, 1992). In this model, interpersonal communication is argued to play a large persuasive role in attitude. According to Sriramesh (1992), in many nations in the developing world, organizations tend to ignore the attitudes of mass publics and instead focus specifically on the attitudes of journalists and government officials. Thus, the personal influence is a “pervasive Public Relations technique” (Sriramesh, 1996, p.186). Furthermore, Taylor (2001) suggested “practitioners traveling to countries with hierarchical cultures should keep this in mind when developing Public Relations strategies” (p.631).

Taylor and Kent (1999) found that “multiple publics may be an important part of Public Relations communication in the developed world, but in the developing world, specific publics such as journalists and government officials may actually be more important publics” (p.134). Specifically, “the offices of government are the key publics” (p.131). Therefore, “government becomes the target of most Public Relations efforts, rather than the source of them” (p.140).

## **2.7 Theoretical framework**

### **2.7.1 Agenda Setting Theory**

Agenda-setting theory describes the "ability [of the news media] to influence the salience of topics on the public agenda." (McCombs, 2002) That is, if a news item is covered frequently and prominently the audience will regard the issue as more important. Agenda-setting theory was formally developed by Dr. Max McCombs and Dr. Donald Shaw in a study on the 1968

presidential election. In the 1968 "Chapel Hill study," McCombs and Shaw demonstrated a strong correlation ( $r > .9$ ) between what 100 residents of Chapel Hill, North Carolina thought was the most important election issue and what the local and national news media reported was the most important issue (McCombs, 1972).

According to Sparks (2009), an agenda is a group of issues that are communicated in order of importance depending on time. Sparks adds that agenda-setting refers to the idea that the media defines for the public what they should be thinking about on a given day, based on their coverage of news stories; for instance, when NCCG activities and services are covered positively in the media the public tend to view the organization positively (Sayre & King, 2009). The thinking results from the pictures which the media creates in audience members' mind eye by setting an agenda for what people should think about and the importance of the order of these thoughts (Reese et al, 2003).

This theory was fully developed by Prof. Maxwell McCombs and Prof. Donald Shaw in their Chapel Hill study (1968), who affirmed that mass media set the agenda for public opinion by emphasizing certain issues (McCombs & Shaw, 1972); the theory makes two assumptions: (1) the press and the media do not reflect reality, rather, they filter information and shape reality as well; (2) media emphasis on a few issues and subjects leads the public to perceive those issues as bearing more weight than other issues.

There are two levels of agenda-setting (Balmas & Sheafer, 2010). The first level agenda setting focuses on the media's influence on "what the public thinks about", whereas the second level of

agenda-setting deals with “how the public thinks”. The second level is often incorporated to the theory “framing” which argues that the importance that people attach to potential items on the public agenda are strongly influenced by how the media present news stories.

Furthermore, Schmid (2010) demonstrates that there are three components of agenda-setting, namely: the media agenda which focuses on issues discussed in the media; the public agenda where issues discussed are of concern and are personally relevant to the general public; and policy agenda which relates to government policies and politics as a whole.

### **2.7.2 Systems theory**

The major proponents of this theory are Grunig, Grunig and Dozier who contends that Systems theory is useful in Public Relations because it gives a way to think about relationships. Generally, systems theory looks at organizations as made up of interrelated parts, adapting and adjusting to changes in the political, economic, and social environments in which they operate. Institutions have recognizable boundaries, within which there must be a communication structure that guides the parts of the organization to achieve institutional goals. The leaders of the organization create and maintain these internal structures.

Grunig, Grunig, and Dozier state that the systems perspective emphasizes the interdependence of organizations with their environments, both internal and external to the organization. According to the systems perspective, organizations depend on resources from their environments, such as raw materials, a source of employees, and clients or customers for the services or products they produce. The environment needs the organization for its products and services.

Organizations with open systems use public relations people to bring back information on how productive their relationships are with clients, customers, and other stakeholders. Organizations with closed systems do not seek new information. The decision makers operate on what happened in the past or on their personal preferences. Organizations are part of a greater environment made up of many systems.

The environment imposes constraints on organizations. For example, customers can boycott an organization's products. The courts can make a business pay damages to people who are injured by its products. Banks can choose not to lend money to an organization. When system theory is used, it's possible to identify organizations stakeholders and by spanning organizational boundaries it can identify each side's relationship needs. If decision makers keep their systems open, they allow for the two-way flow of resources and information between the organization and its environment. They use that information for adapting to the environment, or they may use the incoming information to try to control the environment.

### **2.7.3 Relevance of the theories to the study**

Agenda setting describes a very powerful influence of the media – the ability to tell us what issues are important. Agenda setting theory is relevant in this study since its core role is creation of public awareness and concern of salient issues by the news media which targets the public. The press and the media do not reflect reality; they filter and shape it; and media concentration on a few issues and subjects leads the public to perceive those issues as more important than other issues. Agenda setting theory therefore when applied will help the public view the image of NCCG positively.

Customers can be dissatisfied, satisfied and delighted when the performance of service which they receive falls, matches or exceed their expectations, respectively. Systems theory not surprisingly, has a close relationship with customer satisfaction which is an indispensable concern for public institution. By providing excellent services, NCCG will satisfy their publics.

### **Conclusion**

The forgoing literature demonstrates that effective Public Relations department will help the publics to appreciate and sympathize with the organization. Public Relations must also be a two way activity, listening to what the publics while as projecting the organizations message. The reviewed literature shows that public relations effort can only be effective with aims of the publics. Good public relations is therefore all about what people like about you and your organization and doing more of it and then finding what people dislike about you or your organization and doing less of it” (Management and Communication Review, February 1998). In essence, for any organization to survive, public relations have to come into play. For it to be effective, public relations has to come into management level of any organization. The review has not only widened the researcher’s idea of the importance of public relations necessity in business organization but has demonstrated that PR can influence customer satisfaction.

## **CHAPTER THREE: METHODOLOGY**

### **3.0 Introduction**

This chapter discusses the research methodology and design that will be used to collect and analyze data. It gives a description of the site where the study will be carried out, data services and data gathering. Further it explains the research design, the study population, sampling method and procedures, and ethical issues.

### **3.1 Site Description**

The research will be carried out in Nairobi County between July and August 2014. Nairobi County is one of the 47 Counties of Kenya. It is the capital city of Kenya and the largest county. The county is composed of 17 Parliamentary constituencies:

### **3.2 Research Design**

The research design will be analytical survey. Analytical surveys attempt to describe and explain why certain situations exist. In this approach two or more variables are usually examined to test research hypotheses. The results allow researchers to examine the inter-relationships among variables and to draw explanatory inferences. Odo (1992) opines that research design implies outlining the names of the equipment and other materials the researcher intends to use and applying same to successfully execute the practical aspect of the research study. The design for the study therefore entails the various steps, procedures and techniques employed by the researcher in collecting and analyzing data for the study. In this study, the researcher seeks to establish the role of Public Relations in enhancing external customer satisfaction.

Survey research method will be adopted in this research work for effective data gathering and processing. According to Keyton (2001), a survey research is one in which a group of people or items is studied by collecting and analyzing data from only a few people or items considered to be representatives of the entire group. Questionnaire will be applied. This will help the target audience as well as generate quick response/result needed in this research work.

### **3.3 Population of the study**

Population is the totality of any group of persons or objects, which is defined by some unique characteristics (Silverstone 1980). Therefore, the population of this study includes the residents of Nairobi County, who happen to be the consumers of services from NCCG. According to the 2009 census Nairobi has a population of 3,138,369.

### **3.4 Sample Size**

A sample is a part of a population observed for the purpose of making scientific statement about the population. A sample is usually chosen from the population of the study when the population is too big to be studied as a whole. In view of this submission, the researcher will adopt a statistical model initiated by Yamani in Keyton (2001). To determine the sample size of this study:

The formula

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

When n = Sample size

N = Population size

E = degree of tolerable error

I = Constant

Therefore, applying the formula and allowing 5% error margin, we have:

$$N = 3,138,369 / 1 + 3,138,369 (0.05)^2$$

$$n = 3,138,369 / 1 + 3,138,369 (0.0025)$$

$$n = 3,138,369 / 1 + 7845.9225$$

$$n = 3,138,369 / 7846.9225$$

$$n = 399.95$$

$$n = 400$$

### **3.5 Data sources and data Collection methods**

The study will focus on the PR initiatives used by NCCG in interacting with its publics. A survey will be carried out using questionnaires. A total of 400 questionnaires will be distributed for self-administration by the respondents. Data obtained will be coded and analyzed using statistical procedures. The respondents are free to note down their references without being observed. This will ensure confidentiality.

The items in the questionnaire will be structured (closed ended) and unstructured (open ended). The structured questions will measure the subjective responses to clarify the objective responses and at the same time, enhance formulation of recommendations of the study. The researcher will use trained research assistants to collect data.



Literature review has been conducted to define models of PR that are effective in enhancing customer satisfaction. The principles defined in the literature will be used as the basis for benchmarking the adherence by the NCCG when relating with its publics.

### **3.6 Reliability**

According to Devellis (1991), as cited by Mugenda, (2008) reliability is the proportion of variance attributable to the time measurement of a variable and estimates the consistency of such measurement over time from a research instrument. It is a measure of the degree to which a research instrument would yield the same results or data after repeated trials. In order to ensure reliability the researcher will issue the questionnaires to the respondents, collect them and check on the responses. After two weeks the questionnaires will be re-tested by administering it at again to the same respondents. This will ensure internal consistency of the questionnaire and affirms the responses from the selected sample.

### **3.7 Validity**

Validity establishes the relationship between the data and the variable or construct of interest. It estimates how accurately the data obtained in a study represents a given variable or construct in the study Mugenda, (2008). To ensure accuracy of the data the researcher will pre-test the questionnaires and analyse the results and make corrections on the questions that will not be clear.

The questionnaire will provide accurate data due to the process of pre-testing in the selected sample to maintain validity. The researcher will visit the sampled respondents to make them aware of the need of the study. This will ensure validity of the data collected.

### **3.8 Sample Design and Sampling procedure**

The respondents will be divided into two groups i.e. internal publics (NCCG employees) and external publics (city residents). Purposive random sampling will be used to ensure that the respondents are selected from different socio-economic classes of the population. Respondents will also reflect the various administrative units of NCCG and external publics. The internal publics will be a representative of all departments in NCCG, different age groups and of different educational levels.

### **3.9 Data Analysis and Reporting**

According to Miles and Huberman (1994) data analysis is an interactive process. Data analysis consists of three activities: Data reduction, Data display, and Conclusion drawing/verification.

Data reduction, this process is applied to qualitative data and focus remains on selection, simplification and transformation of data. In this continuous process the data is organized throughout the research to draw and finalize a conclusion (Miles and Huberman, 1994). Data collected through questionnaires will be coded and analyzed using the SPSS programme.

### **Ethical Issues**

**Confidentiality:** The participants will be guaranteed that the collected information will not be made available to anyone who is not involved in the study and it will remain confidential for the purposes it is intended for.

**Permission:** The researcher will seek permission to carry out the research from the SACCOs

**Informed consent:** The prospective research participants will be fully informed about the procedures involved in the research and will be asked to give their consent to participate.

**Anonymity:** The participant will remain anonymous throughout the study and even to the researchers themselves to guarantee privacy.

## CHAPTER FOUR

### DATA ANALYSIS AND INTERPRETATIONS

#### 4.1 Introduction

This chapter presents the analysis and interpretations of the data collected. The research was conducted on a sample of 400 respondents from Nairobi County, who happens to be the consumers of services from NCCG to which questionnaires were administered. However, out of the issued questionnaires, 320 were returned duly filled in making a response rate of 80% which was sufficient for statistical reporting.

#### 4.1.1 Distribution of Respondents by Age

In order to understand the respondents' age distribution, the respondents were asked to indicate their age category. Table 4.3 indicates an analysis of age distribution.

**Table 4.1: Age of the respondent**

	<b>Frequency</b>	<b>Percentage %</b>
20 – 25 years	39	12%
26 – 30years	102	32%
31 and above	179	56%
<b>Total</b>	<b>320</b>	<b>100</b>

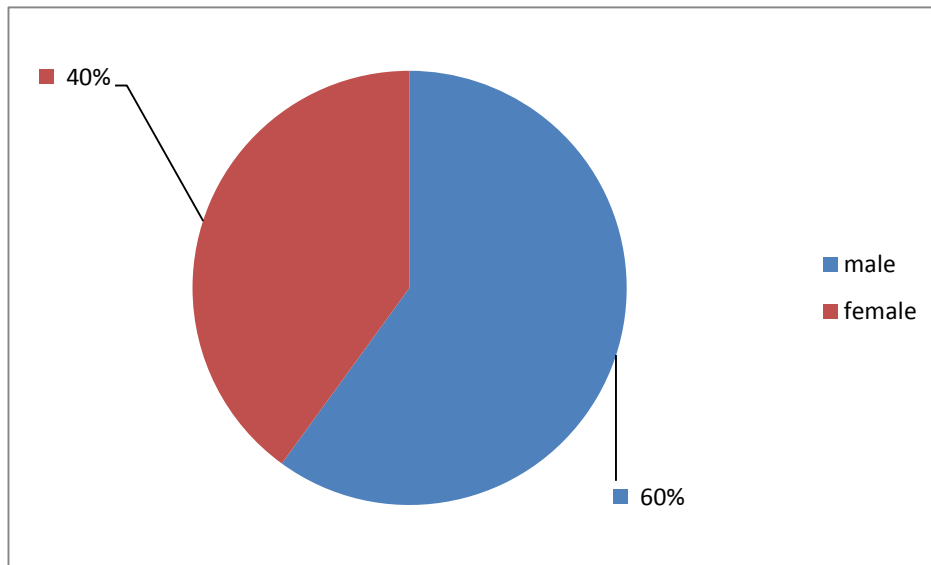
**Source: Author 2014**

From the findings, majority of the respondents 56% were between 31 years and above, 32% were between 26 – 30years old, and 12% were aged between 20 – 25 years. The findings indicate that majority of respondents are aged 31 and above.

#### 4.1.2 Distribution of Respondents by Gender

The study sought to ascertain the information on the respondents involved in the study with regards to the gender. Figure 4.3 indicates an analysis of respondent's gender distribution.

**Figure 4.1: Gender of the respondent**



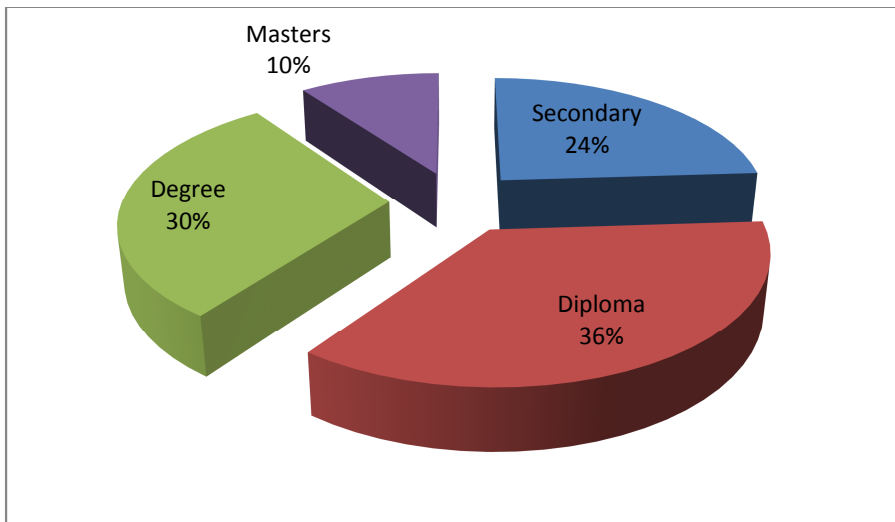
**Source: Author 2014**

From the findings, 60 % of the respondents were male and 40% were female. This implied that majority respondents, who are the consumers of services from NCCG, are males.

#### 4.1.3 Respondents' level of education

In order to understand the respondents' level of education, the respondents were asked to indicate their level of education.

**Figure 4.2: Respondents' level of education**



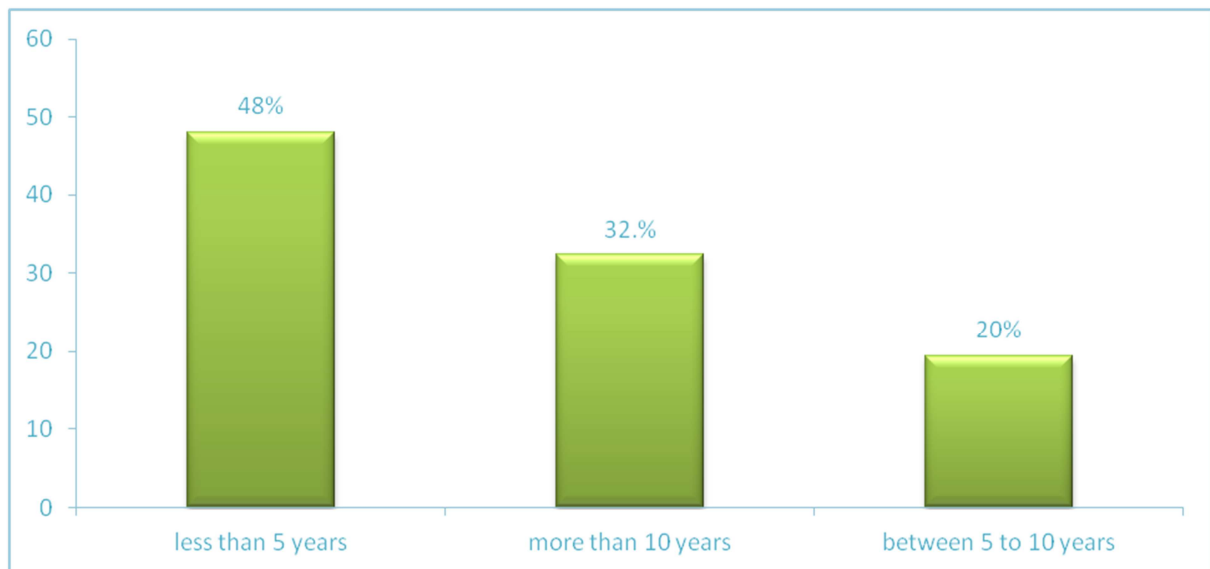
**Source: Author 2014**

From the findings above, 36% of respondents, had diploma, 30% of the respondents had a degree, 24% indicated their highest level of education as a secondary certificate while of 10% respondents, had masters. This indicates that most of the respondents have attained a diploma, thus had rich information and knowledge on role of Public Relations in enhancing external customer satisfaction.

#### **4.1.4 Working duration**

In order to find out the period in which the respondents had worked for NCCG the respondents were asked to indicate the duration in which they have worked at the organization.

**Figure 4.3: Duration of Working Life**



**Source: Author 2014**

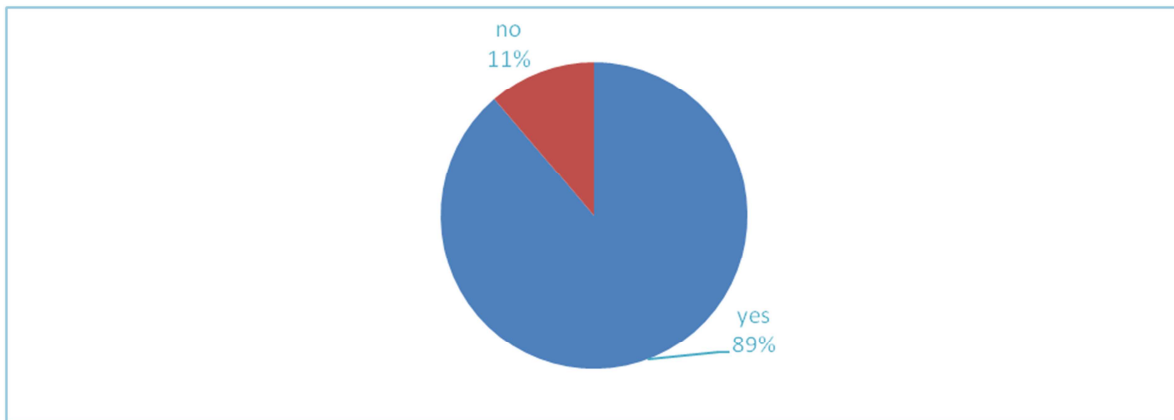
From the findings, 48% of the respondents had worked at the NCCG for less than 5 years, 32% had worked for NCCG for more than 10 years and 20% had worked for NCCG for less than 10 years. This indicates that most of the staffs are relatively new at NCCG.

## **4.2 Public Relations tools adopted by NCCG in communicating with its external publics**

### **4.2.1 Knowledge of Public Relations**

In order to find out on whether respondents are aware of what Public Relations is, respondents were asked to indicate their knowledge of Public Relations.

**Figure 4.4: Knowledge of Public Relations**



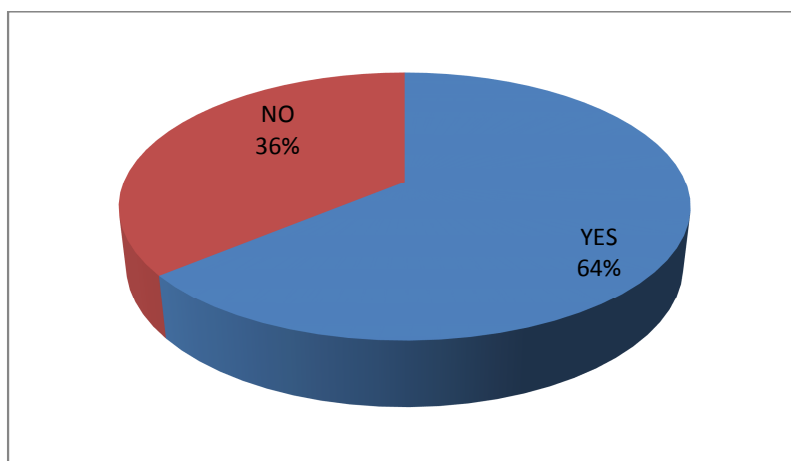
**Source: Author 2014**

From the findings, majority of the respondents (89%) agreed that they knew what Public Relations is all about.

#### **4.2.2 Public Relations unit and organization development**

In order to find out on whether Public Relations unit contributes to organization development, respondents were asked to state whether PR department of NCCG achieves this.

**Figure 4.5 Public Relations unit and organization development**



**Source: Author 2014**

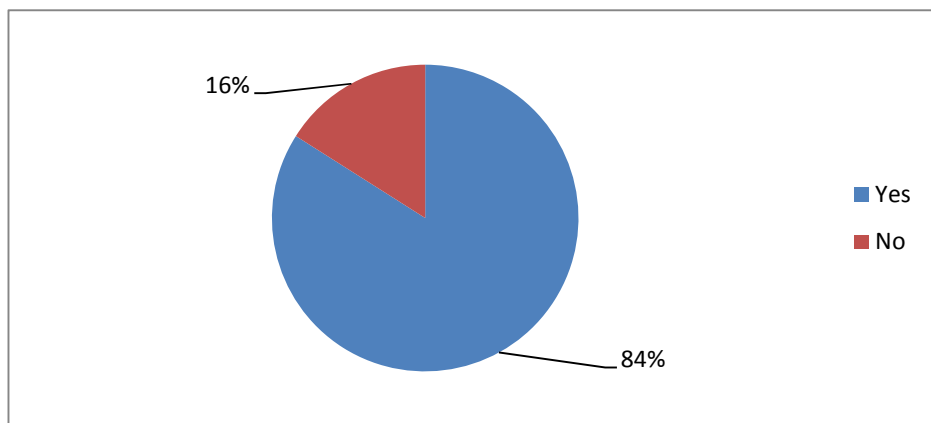


From the findings, majority of the respondents (64%) agreed that PR department contributes to organizational development.

#### 4.2.3 Public Relations department of NCCG has helped in building appreciation in NCCG

The study also sought to find out whether public relations department of NCCG has helped in building appreciation in NCCG.

**Figure 4.6: Public Relations department of NCCG has helped in building appreciation in NCCG**



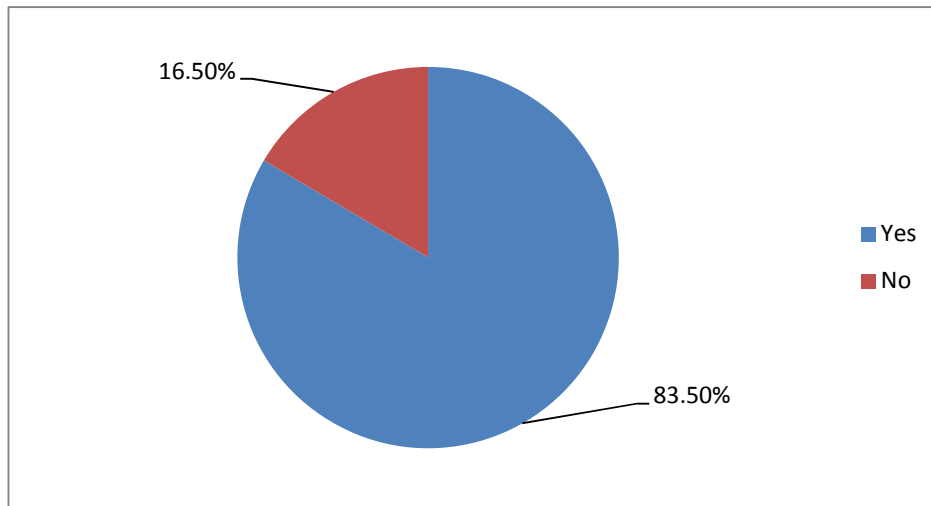
**Source: Author 2014**

From the findings, majority of the respondents (84 %) agreed that Public Relations department of NCCG has helped in building appreciation in NCCG while 16% were of the contrary opinion. This indicates that Public Relations department of NCCG has helped in building appreciation in NCCG

#### 4.2.4 Creation and maintenance of good attitude and customer's satisfaction

The study also sought to find out whether creation and maintenance of good attitude and favorable opinion about organization enhance services appreciation and customer satisfaction

**Figure 4.7: Creation and maintenance of good attitude and customer satisfaction**



**Source: Author 2014**

From the findings, majority of the respondents (83.5%) agreed that creation and maintenance of good attitude and favorable opinion about organization enhance services appreciation and customer satisfaction.

#### 4.2.5 Customers' approval on certain issues concerning them

The study also sought to establish whether there are any deliberate attempts by the organization to seek customers' approval on certain issues concerning them before taking a decision

**Table 4. 2: Customers’ approval on certain issues concerning them**

	<b>Frequency</b>	<b>Percentage</b>
Yes	64	20
No	256	80%
Total	320	100

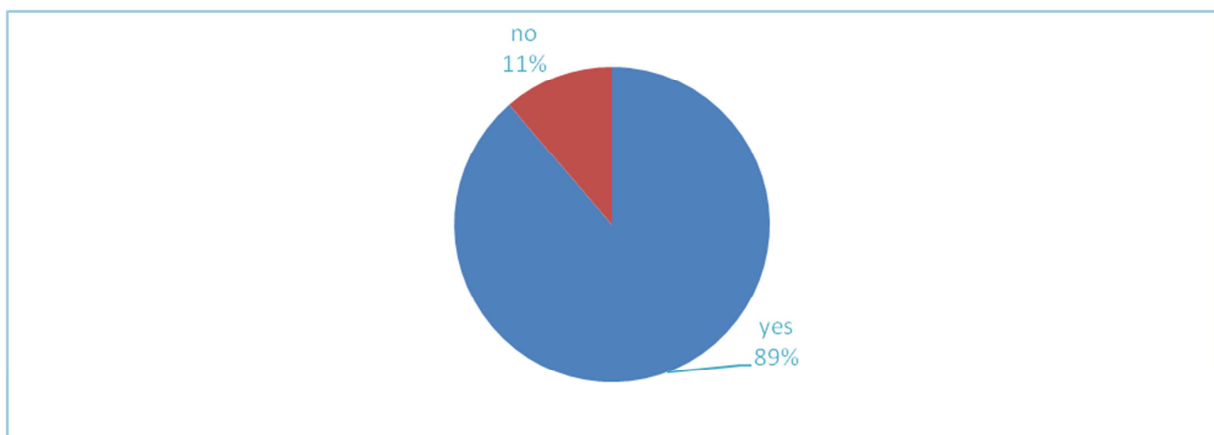
**Source: Author 2014**

From the findings, majority of the respondents (80%) disagreed that there are deliberate attempts by the organization to seek customers’ approval on certain issues concerning them before taking a decision about organization.

#### **4.2.6 Public Relations and organization**

The study also sought to establish whether PR has a vital role to play in creating a favorable and smooth running of organizations

**Figure 4.8: Public Relations and organization**



**Source: Author 2014**

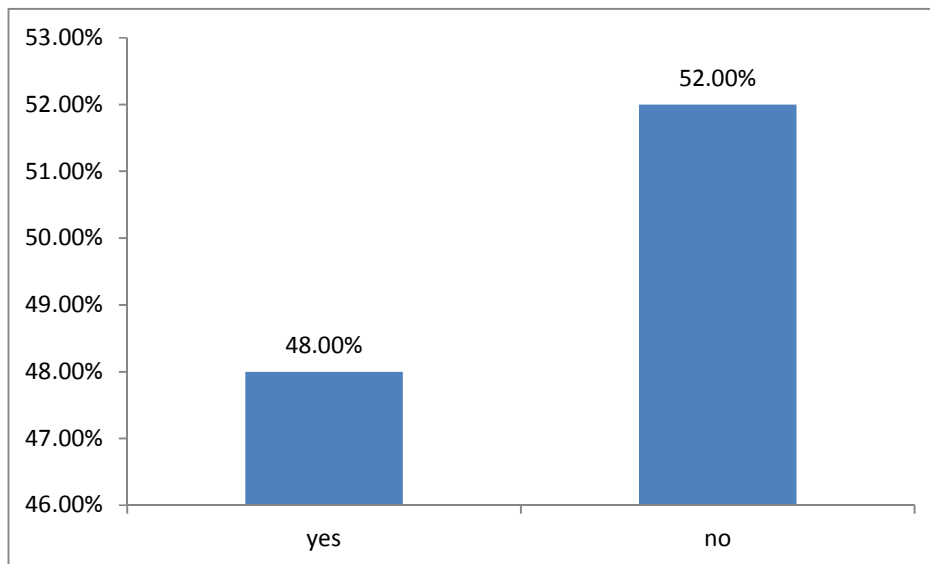
From the findings, majority of the respondents (80%) agreed that PR has a vital role to play in creating a favorable and smooth running of your organization.

#### 4.2.7 Attempt by NCCG to educate and enlighten its publics

The study sought to establish if there are any attempt by NCCG to educate and enlighten its publics on their services, fears and challenges they encounter and how to help them overcome.

Findings are represented in Figure 4.9

**Figure 4.9: Attempt by NCCG to educate and enlighten its publics**



**Source: Author 2014**

Figure 4.9 above shows that; majority (52%) of the respondents indicated that there are no any attempts by NCCG to educate and enlighten its publics on their services, fears and challenges encountered and how to help them overcome, while 48% of respondents indicated that there are attempts by NCCG to educate and enlighten its publics on their services fears and problems they

encounter. This implies that there is average attempt by NCCG to educate and enlighten its publics on their services, fears and problem they encounter and how to help them overcome it.

### **4.3 Communication challenges facing NCCG PR department when communicating with its external publics**

#### **4.3.1 Communication effort of the organization**

The study also sought to establish how respondents rate the communication effort of the organization

**Table 4.3: Communication effort of your organization**

<b>Rate</b>	<b>Frequency</b>	<b>Percentage</b>
Good	128	40%
Poor	137	43%
Very poor	54	17%
Total	320	100%

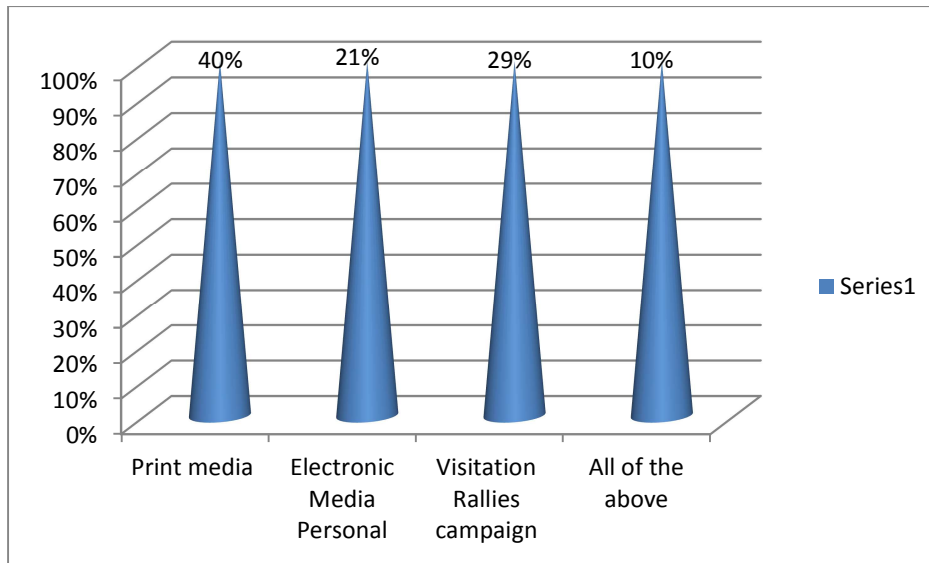
**Source: Author 2014**

From the findings, majority of the respondents 43% rated the communication effort of the organization to be poor, 40% of the respondents rated it to be good while 17% said it was very poor. The findings indicate that respondents rated the communication effort of the organization to be poor.

### 4.3.2 Media to be adopted by PR department of NCCG

The study sought to find out the media to be adopted by PR unit organization in reaching the external audience. Findings are as below

**Figure 4.10: Media to be adopted by Public Relations of organization**



**Source: Author 2014**

Majority of the respondents (40%) were of the view that print media should be used, 29% favored visitation rallies campaign, while 21% were in favor of electronic media. The study indicated that print media should be used reaching the external audience.

## 4.4 Image of NCCG by external publics

### 4.4.1 Trust: Integrity/ Dependability /Competence

In order to further assess trust: integrity/ dependability /competence the respondents were requested to indicate their level of agreement on the following statements on the role of PR in enhancing external customer satisfaction. The responses were rated on a five point Likert scale

where: 1 - Strongly Disagree 2 – Disagree 3 - Neutral 4- Agree and 5- Strongly Agree. The findings are as shown in table 4.4

**Table 4.4: Trust: Integrity/ Dependability /Competence**

	Mean	Std. Deviation
NCCG treats people fairly and justly	3.80	1.207
Sound principles seem to guide NCCG's behavior	4.00	.926
I'm pleased with relationship NCCG has established with people like me.	3.53	1.302
NCCG can be relied on to keep its promises	3.53	1.356
NCCG has the ability to accomplish what it says it will do.	2.20	1.082
I'm very confident about NCCG's skills	3.47	1.060

**Source: Author 2014**

From the findings, respondents strongly agreed that: Sound principles seem to guide NCCG's behavior (mean= 4.00) and that NCCG treats people fairly and justly (mean= 3.80). In addition, the respondents agreed that; I'm pleased with relationship NCCG has established with people like myself and NCCG can be relied on to keep its promises (mean= 3.500). Also, the respondents agreed that they are very confident about NCCG's skills (mean= 3.47). On the other hand, respondents disagreed that NCCG has the ability to accomplish what it says it will do. (Mean= 2.20). This implies that sound principles seem to guide NCCG's behavior and NCCG treats people fairly and justly.

#### 4.4.2 Control Mutuality

In order to further assess control mutuality the respondents were requested to indicate their level of agreement on the following statements on the role of PR in enhancing external customer satisfaction. The responses were rated on a five point Likert scale where: 1 - Strongly Disagree 2 – Disagree 3 - Neutral 4- Agree and 5- Strongly Agree. The findings are as shown in table 4.5

**Table 4.5: Control Mutuality**

	Mean	Std. Deviation
NCCG really listens to what people like myself have to say	2.47	.834
NCCG and people like myself are attentive to what each other say	2.40	1.121
NCCG believes the opinions of people like myself are legitimate	2.20	1.082
I believe people like myself have influence on the NCCG decision-making	2.13	.915

**Source: Author 2014**

From the findings, respondents disagreed that: NCCG really listens to what people like me have to say (mean= 2.47), NCCG and people like myself are attentive to what each other say (mean= 2.40); NCCG believes the opinions of people like myself are legitimate (mean= 2.20); and I believe people like me have influence on the NCCG decision-making mean= 2.13). This implies that NCCG does not listen to what people have to say.



### 4.4.3 Commitment

In order to further assess commitment the respondents were requested to indicate their level of agreement on the following statements on the role of PR in enhancing external customer satisfaction. The responses were rated on a five point Likert scale where: 1 - Strongly Disagree 2 – Disagree 3 - Neutral 4- Agree and 5- Strongly Agree. The findings are as shown in table 4.6.

**Table 4.6: Commitment**

	Mean	Std. Deviation
I value my relationship with NCCG	1.73	.704
I feel that NCCG is trying to maintain a long-term commitment with people like myself.	2.87	.915
I feel sense of loyalty to NCCG.	2.20	.941
I would rather work together with NCCG than not.	1.47	.640

**Source: Author 2014**

From the findings, respondents disagreed that they feel that NCCG is trying to maintain a long-term commitment with people like myself (mean= 2.87) and that they feel sense of loyalty to NCCG (mean= 2.20). Respondents strongly disagreed that I value my relationship with NCCG (mean= 1.73); and I would rather work together with NCCG than not (mean= 1.47). The study revealed that NCCG is not trying to maintain a long-term commitment with people.

#### 4.4.4 Satisfaction

In order to further assess satisfaction the respondents were requested to indicate their level of agreement on the following statements on the role of public relations in enhancing external customer satisfaction. The responses were rated on a five point Likert scale where: 1 - Strongly Disagree 2 – Disagree 3 - Neutral 4- Agree and 5- Strongly Agree. The findings are as shown in table 4.7.

**Table 4.7: Satisfaction**

	Mean	Std. Deviation
I feel people like myself are important to NCCG.	2.13	1.187
Both NCCG and people like myself benefit from the relationship.	1.67	.724
Most people like myself are happy in their interactions with NCCG.	2.07	.704
I'm pleased with relationship NCCG has established with people like me.	1.93	.799

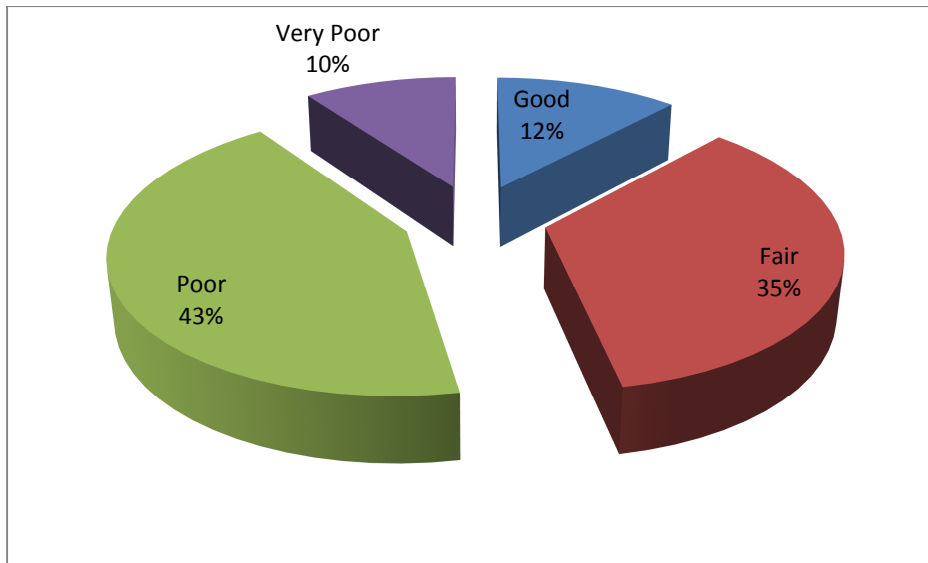
**Source: Author 2014**

From the findings, respondents disagreed that to the statements that; I feel people like myself are important to NCCG (mean= 2.13) and that I'm pleased with relationship NCCG has established with people like myself (mean= 2.07). Respondents strongly disagreed that I'm pleased with relationship NCCG has established with people like myself (mean= 1.93); Both NCCG and people like myself benefit from the relationship (Mean= 1.67).

#### 4.4.5 Services of NCCG

In order to examine services of NCCG, respondents were kindly requested how they would grade the services of NCCG. Findings are as in Figure 4.11

**Figure 4.11: Services of NCCG**



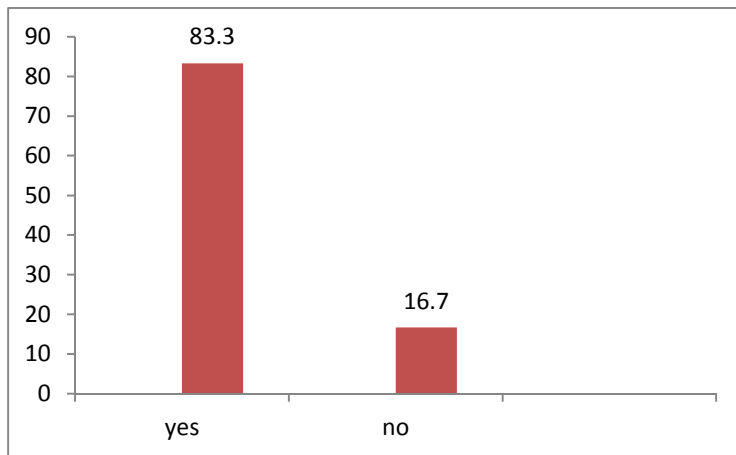
**Source: Author 2014**

From figure 4.11 majority of the respondent's i.e. 43% said that the services were poor, 35% said they were fair, 12% said they were very poor while 10% were very poor. The study revealed that respondents said that the services were poor.

#### 4.4.6 Public Relations department enhances customer's satisfaction

The study also sought to establish whether Public Relations department of any organization contributes to its development and enhances customer's satisfaction. Findings are as figure 4.12 below

**Figure 4.12: Public Relations department enhances customer's satisfaction**



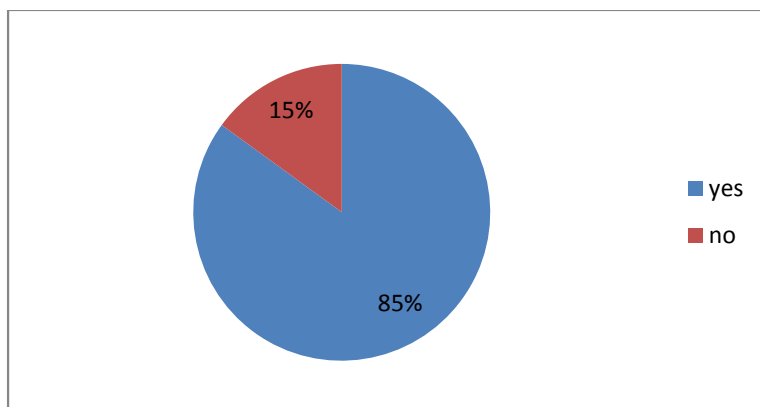
**Source: Author 2014**

Majority of the respondents 83.3% said that PR department of the organization contributes to its development and enhances customer's satisfaction.

#### **4.4.7 Enlightenment programme organized by NCCG**

The study sought to establish whether there are enlightenment programme organized by NCCG to educate its publics on new changes, problems and decision.

**Figure 4.13: Enlightenment programme organized by NCCG**



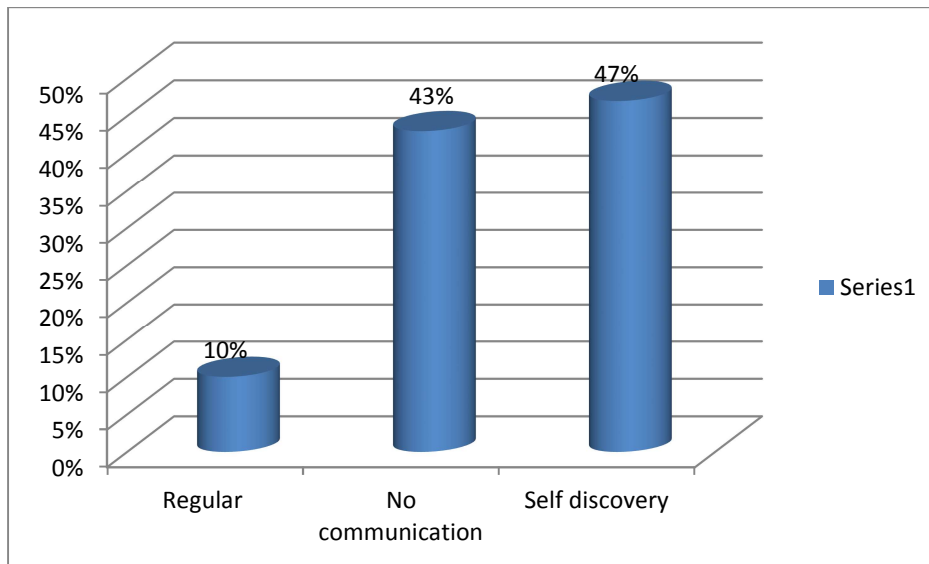
**Source: Author 2014**

Majority of the respondents (85%) said that enlightenment was a programme organized by NCCG to educate its publics on new changes, problems and decision.

#### 4.4.8 Communication in case of changes in the organization

The study sought to establish whether the publics are communicated to by NCCG in case of changes in the organization

**Figure 4.14: Communication in case of changes in the organization**



**Source: Author 2014**

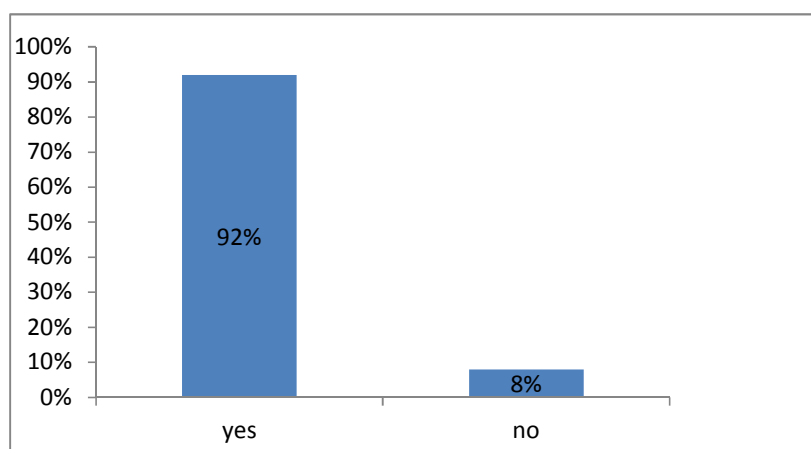
From the findings, majority of the respondents 47% said that they use self-discovery, 43% said there are communication, while 10% said NCCG's regularly communicated to the respondents.

The study revealed that respondents used self-discovery to explore NCCG's information.

#### 4.5 Communication link with publics

In order to understand if NCCG should have a communication link with its publics respondents were asked whether NCCG should have a communication link with its publics. The findings are as in Figure 4.15.

**Figure 4.15: Communication link with publics**



**Source: Author 2014**

As indicated in the figure 4.8 above, majority of the respondents (92%) agreed that NCCG should have a communication link with its publics. This implies that NCCG should have a communication link with its publics.

#### 4.6 Improving NCCG's efficiency in the county

In order to understand ways of improving NCCG's efficiency respondents were asked what they think should be done to improve NCCG's efficiency in the county. The findings are as in table.

**Table 4.8: Improving NCCG's efficiency in the county**

	<b>Frequency</b>	<b>Percentage</b>
Management restructures	137	43%
Government intervention Personnel	137128	40%
All of the above	54	17%
Total	320	100%

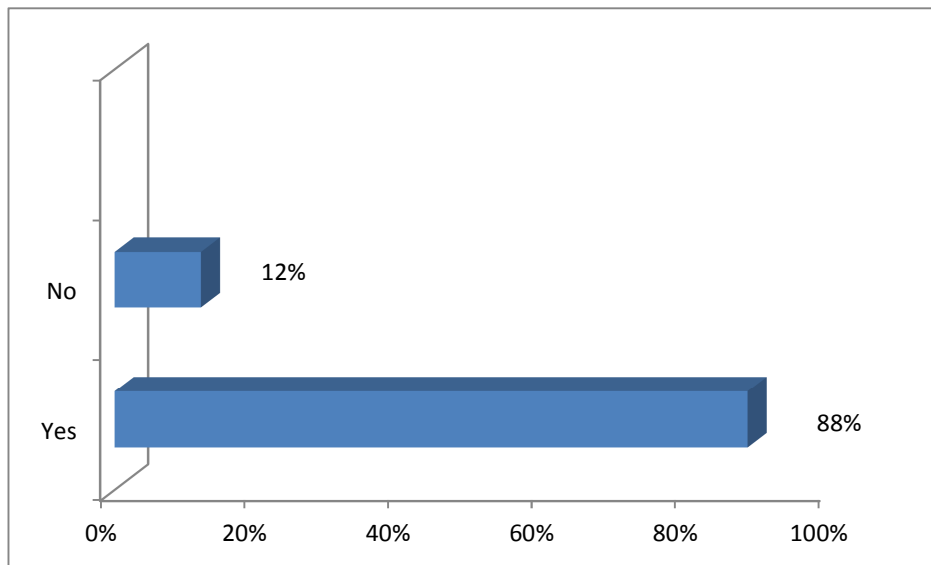
**Source: Author 2014**

From the findings, majority of the respondents 43% said that Management restructures should be used as a way of improving NCCG's efficiency, 40% Government intervention Personnel, while 17% said all of the above. The findings indicate that management restructures should be used as a way of improving NCCG's efficiency

#### **4.7 Whether respondents encountered any problem with the organization**

The study sought to determine whether respondents have ever encountered any problem with the organization. The findings are as seen in Figure 4.16.

**Figure 4.16: Whether respondents encountered any problem with the organization**



**Source: Author 2014**

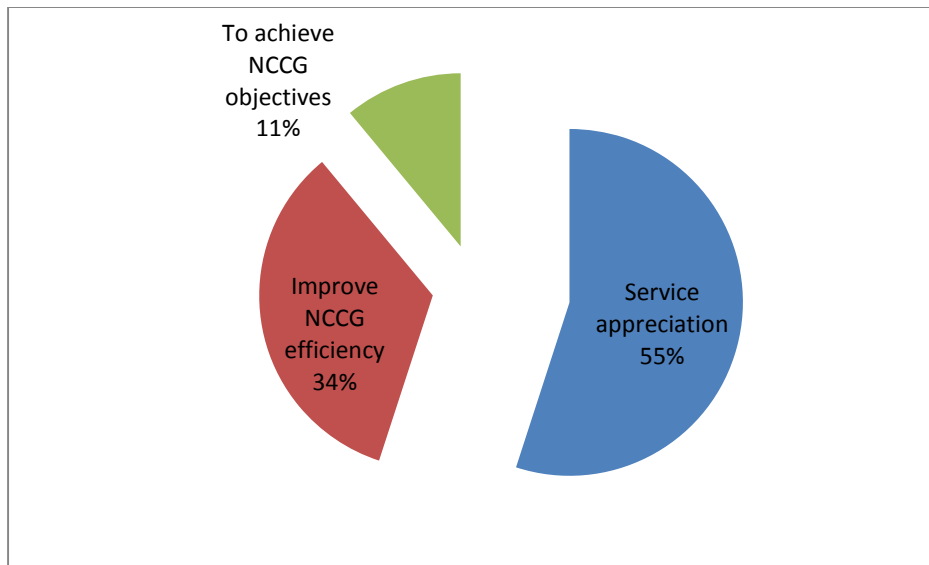
From the findings, majority of the respondents (88%) indicated that they have ever encountered a problem with the organization.

#### **4.8 Major contribution of PR unit in NCCG**

In order to understand major contribution of PR unit in NCCG, the respondents were asked to indicate major contribution of PR unit in NCCG.



**Figure 4.17: Major contribution of PR unit in NCCG**



**Source: Author 2014**

From the findings, majority of the respondents 55% said that major contribution of PR unit in NCCG was service appreciation, 34% of the respondents said it was to improve NCCG efficiency while 11% said it was to achieve NCCG objectives. This implies that contribution of PR unit in NCCG was service appreciation.

## **CHAPTER FIVE**

### **SUMMARY OF THE FINDINGS, CONCLUSIONS AND RECOMMENDATIONS**

#### **5.1 Introduction**

This chapter presents the summary of the data findings on the role of Public Relations in enhancing service appreciation among the customers of NCCG, the conclusions and recommendations drawn there to. The chapter is hence structured into summary of findings, conclusions, recommendations and area for further research.

#### **5.2 Summary of the Findings**

From the study, it was evident that that majority of respondents from Nairobi County, who happens to be the consumers of services from NCCG are aged 26 – 30 years and majority of them are males. The study also found out that that most of the respondents have attained a diploma, thus had rich information and knowledge on role of PR in enhancing external customer satisfaction.

The study also found out that that majority of the respondents knew what PR is all about and that Public Relations department of NCCG has helped in building appreciation in NCCG. Further the study indicates that creation and maintenance of good attitude and favorable opinion about organization enhance services appreciation and customer's satisfaction. Also respondents disagreed that there are deliberate attempts by the organization to seek customers' approval on certain issues concerning them before taking a decision. In addition, the study established that PR has a vital role to play in creating a favorable and smooth running of any organization.

The findings show that there is average attempt by NCCG to educate and enlighten its publics on their services fears and problem they encounter and how to help them overcome it. The study revealed that communication effort of the organization is poor. The study also indicated that print media should be used reaching the external audience.

The study established that sound principles seem to guide NCCG's behavior and NCCG treats people fairly and justly. However, NCCG does not listen to what people like to say. The study also revealed that NCCG is not trying to maintain a long-term commitment with people. In addition, the public don't feel they are important to NCCG. Further, the study revealed that respondents said that the services were poor.

From the study, PR department of any organization contributes to its development and enhances customer's satisfaction. Enlightenment was a programme organized by NCCG to educate its publics on new changes, problems and decisions. The study also revealed that respondents used self-discovery to explore NCCG's information. The study found out that NCCG should have a communication link with its publics. Also the findings indicate that management restructures should be used as a way of improving NCCG's efficiency.

### **5.3 Conclusion**

Based on the study objective, the study concludes that, majority of the respondents knew what PR is all about and that that Public Relations department of NCCG has helped in building appreciation in NCCG. Further the study concludes that creation and maintenance of good

attitude and favorable opinion about organization enhance services appreciation thus customer satisfaction.

Also the study concludes that communication effort of the organization is poor. The study also indicated that print media should be used reaching the external audience. The study also concluded that NCCG is not trying to maintain a long-term commitment with people. In addition, people don't feel they are important to NCCG. Further, the study concludes that respondents said that the services were poor. Finally the study concludes that PR department of any organization contributes to its development and enhances customer's satisfaction.

#### **5.4 Recommendations for Improvement**

Communication effort of the NCCG's is poor. In relation to this, the study recommends that stronger communication mechanisms should be installed and well integrated in the system to ensure easier and convenience in dissemination of information to the public. The study established PR department of any organization contributes to its development and enhances customer's satisfaction. In this line, the study recommends that strong and well integrated PR department should be installed in an organization and therefore should be sufficiently funded to ensure its success. Further, the study recommends that organizations should devise ways and means to maintain a long-term commitment with clients.

#### **5.5 Suggestion for Further Research**

Further research is necessary as the findings were limited on Nairobi City County Government (NCCG) based on a relatively small sample that may have influenced the nature of results that

were obtained. There is need to expand on the sample size and carry out similar research in other organizations. The analysis that was used is not sufficient to draw conclusions on the role of PR in enhancing external customer satisfaction, and to provide adequate information that can be used for policy development. Further research focusing on inferential analysis is necessary to study the role of PR in enhancing external customer satisfaction in organizations in Kenya.

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## Appendix I: Questionnaire

### Internal Publics

Demographic information

Kindly select your age group from the following

Age: 20 – 25

26 – 30

31 and above

Gender:

Male

Female

Marital Status:

Single

Married

Highest Academic Qualification:

Secondary

Diploma

Degree

Masters

1. How long have you worked in this organization?

1 – 4 years

5 – 10 years

10 years and above

2. Do you know what public relations is all about?

Yes No

3. Public relations unit of an organization contributes to its development?

Yes No

4. Do you think that the public relations department of NCCG has helped in building appreciation in NCCG?

Yes No

5. In your opinion will creation and maintenance of good attitude and favorable opinion about your organization will enhance services appreciation and customer's satisfaction?

Yes No

6. Is there any deliberate attempt by the organization to seek customers' approval on certain issues concerning them before taking a decision?

Yes No

7. In your opinion, does public relations has a vital role to play in creating a favorable and smooth running of your organization?

Yes No

8. Is there any attempt by NCCG to educate and enlighten its publics on their services fears and problem they encounter and how to help them overcome it?

Yes No

9. How will you rate the communication effort of your organization?

Good

Poor

Very poor

10. Which media do you think should be adopted by public relations unit of your organization in reaching the external audience?

Print media

Electronic Media Personal

Visitation Rallies campaign

All of the above

None of the above

**External publics**

Section A: Demographic information

Sex:

Male

Female

Age:

20 – 25

30 - 35 35 – 40

41 and above

Marital Status:

Single

Married

Occupation:

Farmer

Student

Civil Servant

Business

Section B

1. How would you grade the services of NCCG?

Good

Fair

Poor

Very Poor

2. What do you think is NCCG greatest challenge in terms of service appreciation?

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3. Are you aware that public relations department of any organization contributes to its development and enhances customer's satisfaction?

Yes

No

4. If yes do you think that public relations unit of a NCCG has a vital role of creating a favorable image? Yes

No

5. Are you aware of any enlightenment programme organized by NCCG to educate its publics on new changes, problems and decision?

Yes

No

6. If yes, how often are you communicated in case of changes in the organization?

Regular

No communication

Self-discovery

7. Do you feel that NCCG should have a communication link with its publics?

Yes

No

Uncertain

8. What do you think should be done to improve NCCG's efficiency in the county?

Management restructures

Government intervention Personnel

None of the above

All of the above

9. Have you ever encountered any problem with the organization?

Yes

No

10. What is the major contribution of public relations unit in NCCG?

(a) Service appreciation

(b) Improve NCCG efficiency

(c) To achieve NCCG objectives