

**THE ROLE OF PUBLIC RELATIONS IN ENHANCING  
INSTITUTIONAL IMAGE: A CASE STUDY OF THE MINISTRY OF  
LANDS**

**BY  
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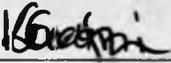
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## DECLARATION

### Candidate's Declaration

This research project is my original work and has not been submitted in any other university for a degree award.

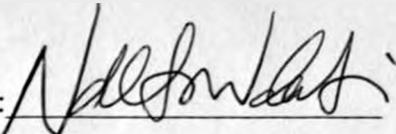
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## **DEDICATION**

I dedicate this project to my late mum; Florence Naitore Karani.

You were my driving force in this Masters degree. Even when I wanted to throw away the towel and give up as I nursed you, you instilled in me the following words of wisdom,

“That I should keep my dreams alive! Understand to achieve anything requires faith and belief in myself, vision, hard work, determination and dedication. All things are possible for those who believe”

*REST IN ETERNAL PEACE MUM TILL WE MEET AGAIN!!*

To those who indirectly contributed in this research your kindness means a lot to me.

Thank you very much.

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## ABSTRACT

The purpose of this study was to investigate the role of public relations in enhancing institutional image in the Department of Lands; Ministry of Lands. The objectives of the study were to determine the role of public relations in enhancing institutional efficiency, find out the role of public relations in diminishing institutional corruption, to establish the role of public relations in institutional reputation as well as investigating the role of public relations in enhancing institutional social responsibility in the Ministry of Lands.

This study was descriptive in nature where the researcher carried out a survey on the role of public relations in enhancing institutional image in the Ministry of Lands. The target population for this study consisted of both the customers and the employees in the Ministry of Land, Department of Land based in the head-quarter only. Stratified random sampling techniques was used to draw respondents from the population. The study used Job Groups in the Department of Land as the strata where a sample of 651 respondents were drawn on a pro rata from each stratum. The researcher used primary sources to collect the data. This consisted of semi structured questionnaires comprising of both open-ended and close-ended questions. Data collected from respondents was both quantitative and qualitative in nature.

From the study the researcher therefore concludes that, the ministry of Lands has been charged with a mandate which does not have the capacity, nor the necessary funding, to manage this efficiently. The longer the MoL grapples with lack of capacity, the more the ills being perpetrated on the ground, which will in essence keep this country forever on the path of correcting past errors and calling for reform. As part of recommendation, there is the need to identify active steps that can be taken to ensure that the efforts to improve both the service delivery and customer relation with the members of the public, is actually felt on the ground. This is necessary to change the attitude of the general public towards the MoL – In essence, a rebranding of the MoL. In addition, there is need to start tackling large problems from their smallest elements, and progressively build from this small foundation. For example on document storage and management, there appears to be a culture that this is someone else's problem; yet even automation of lands

record will only be a real solution if the initial paper record are in good condition, and well ordered. MoL employees need to be sensitized on the important of safeguarding records at the current time, to facilitate a smoother automation process.

# CHAPTER ONE

## INTRODUCTION

### 1.1 Background of the Study

An institutional image refers to how an organization is perceived (Henderson, 2002). It is a generally accepted image of what a institution "stands for". The creation of an institutional image is an exercise in perception management. It is created primarily by marketing experts who use public relations and other forms of promotion to suggest a mental picture to the public. Typically, an institutional image is designed to be appealing to the public, so that the institution can spark an interest among consumers, create share of mind, generate brand equity, and thus facilitate product sales (Henderson, 2005).

On the other hand, different scholars, professionals and groups have defined public relations according to what it does and what it achieves (Murray, (2002). According to Moss & Green (2001), hundreds have written definitions attempting to capture the essence of public relations by listing the major activities that make up the practice. The researcher's intention here is to analyze and highlight the pertinent aspects of public relations functions related to this study which are reflected in some of these definitions. Generally, there are two schools of thoughts when it comes to defining public relations. Firstly, the widely recognized view that public relations is a communication function and secondly, several American scholars' view that public relations is a management function (Kiranjit, 2007).

The original definition used by the British Institute of Public Relations (BIPR), now known as the Institute of Public Relations, United Kingdom, has been adopted by IPRM, according to Sriramesh (2004). This definition points towards the first view as it describes public relations as “the deliberate, planned and sustained effort to establish and maintain mutual understanding between an organisation and its publics” (Sriramesh, 2004, p.217). Sriramesh *et al* (1984) state that the BIPR emphasized mutual understanding as an effect in this definition. Macnamara (1996) and Jefkins (1986) too highlight that this definition points out that public relations aims to create mutual understanding and explain that an important element in achieving this is that public relations should be seen as a two-way process.

According to Argenti (2003), public relations are the predecessor to the corporate communication function and thus a factor determining institutional image. Argenti explains that this function, which was tactical in most organizations, grew out of necessity to respond to external constituencies and was almost always called either public relations or public affairs. Meanwhile, Cox, Brammer and Millington (2000) say that many public relations practitioners use the term public affairs to describe their work but this is misleading. According to the authors, public affairs are actually a highly specialized kind of public relations that involves community relations and governmental relations. They explain that it is a critical part of a public relations programme but it is not the whole programme.

According to O’Dwyer (2005), the dichotomy in the perception of public relations as a mutually beneficial function for both publics and the management as well as the

identification that it is manipulative to the detriment of the publics, has contributed to the diversity of terminology utilised in the United States. O'Dwyer lists examples such as public affairs, public information, community relations, corporate communication, media relations and external relations. He adds that this diversity in terminology is also reflected in Europe where there is no direct translation for the term public relations in many languages, which has led to the profession being defined in terms of communication.

In this context, Lauzen & Dozier (1994) explains that professional public relations advisers not only help an organization package and send out information but are also involved in counseling management on public attitudes, expectations, concerns and needs. He adds that businesses and public sector organizations are finding that they have to come out from behind the veil of silence and secrecy and involve stakeholders in meaningful dialogue. As suggested by Wilcox and Nolte (1995), one definition of public relations is the building of relationships between the organization and its various publics, including journalists. It is this understanding that has prompted the researcher to study the role of media relations in corporate public relations practice.

Public relations are all about doing well in the governance of an institution and good customer relationship. It also involves effective communication, proper customer care and resolution of public complaints in government. A good public relations makes easy for an institution to attain its objective because it gains the ability to transform values into actions, vision into realities, obstacles into innovations, separateness into solidarity and risk into rewards. Institutional image is usually portrayed by the values of that institution.

Values are essential components of institutional culture and instrumental in determining, guiding and informing behavior.

A well-functioning public institution in the case Ministry of Lands is generally characterized by professionalism, efficiency and responsiveness, impartiality, high ethical standards, *esprit de corps*, and long-term perspective. All this can only be achieved through good public relations. As a public servant one must practice high level public relations while serving citizens. The government has officers as information or public Communication officers mostly referred as Public Relations Officers (PROs) who propagate government agenda. Functioning public services match intentions and results. The charter aims to bridge intentions and result-expected behavior and actual behavior so that the public can at all times, serve the need and expectation of the citizen impartially, responsively and without discrimination of any kind. For an institution to enhance good public relations it should respect its superiors and everybody, follow protocols, understand that we can't all be on the same grade, be and feel proud of their position and have an effective communication and customer care which is a prerequisite in ones performance.

### **1.1.1 The Ministry of Lands**

The Ministry of Lands was formed in 1903. In 1905, survey and lands were separated to form two different departments but both under control of the Commissioner of Lands. Later in 1919 the departments were combined including Registration. The ministry has grown with over 50 Lands offices countrywide. It has four main departments which include Lands, Physical Planning, Survey and Lands Adjudication and Settlement.

Lands is the foundation of all human activities both social and economic. Land is also a social asset, crucial for cultural identity, political power and participation in local decision-making process. The Ministry of Lands defends the ministry's budget in parliament, answers questions on behalf of the ministry and presents policy papers to the cabinet and parliament. In this year 2012 this ministry collected eight billion shillings ranking the second revenue collector after Kenya Revenue Authority (KRA). Kenya has not been having a clearly defined or codified National Lands policy and hence important issue such as lands administration, access to lands, lands use planning, restitution of historical justice, the instructional framework, lands information management systems, environmental concern, conflict/dispute resolution, public lands allocation and the informal sector were inadequately addressed till 25<sup>th</sup> June, 2009 when a the cabinet approved the Draft National Lands Policy which is currently used to make real reforms in the Lands sector. Its, however, necessary to point out that the act of formulating a NLP will not, on its own, bring about the envisaged lands forms. There is need for goodwill and commitment from everyone to ensure a smooth implementation of the reforms.

The National lands policy (NLP) makes provision for timely, efficient and affordable lands disputes resolution mechanism in a bid to ensure efficient markets, tenure security and investments stability in the lands sector. It provides that in order to facilitate effective, fair and efficient dispute resolution. NLP ensures that community lands is controlled and managed by Community Lands Boards (CLBs) this has solved the problem of community lands been sold by county council without the consent of the community. These members of CLBs are elected by the community members and they administer and protect the plans rights of the community. The Lands Policy is also trying

to solve coastal lands issues and protect lands rights of vulnerable groups such as the IDPs, women, children and people infected with HIV/AIDs (Ardhi Bulletin 4<sup>th</sup>-18<sup>th</sup> Dec 2009). The Law of lands under the ministry of lands awards employees four weeks annual leave for good reason and when a lot of people aren't taking that leave it's a worry. The Ministry has introduced the processing of leases for not more than 99 years so that public lands is made accessible to citizens for infrastructure or other development activities.

Gender discrimination is one of the factors that constrain sustainable use of lands in Kenya. In law and practice, Kenyan women's rights to lands are unequal to those of men. Their right to own, inherit, manage and dispose of property are under constrain attack from customs, law and individuals including government officials who believe that women cannot be trusted with or do not deserve property. The devastating effect of property rights violations including poverty, disease, violence and homelessness harm women, their children and Kenya's overall economy. In this case the Ministry of Lands is portrayed not to consider the rights of women.

The team at the ministry, as said by the lands minister, has put concerted efforts at modernization through the digitalization of records and similar initiatives and thus improving public service delivery. The team is also concerned in improving their service delivery and customer satisfaction as stipulated in their Service Charter. In addition it has made specific efforts to attain ISO certification, control spending, encourage innovation, improve skills competencies and control HIV/AIDs in the workplace (ARDHI, 2011).

### **1.1.2 Public Relations in Ministry of Lands**

Ministry of Lands does not have a fully fledged public relations department. Instead, PR is a peripherized function charged under the Administration Department. Illustratively, there is just one customer care desk which is situated at the entrance of the banking hall where members of the public can get assistance to find their way around the offices. However, for services from other technical department namely Administration, Physical Planning, Adjudication and Settlement and Survey. One has to go into the main building and locate the aforementioned offices within. This can be difficult, as the various floors do not have manned reception areas, therefore one has to enquire from office to office, seeking directions and guidance on how best to obtain assistance. This can come across as hostile and many members of public look overwhelmed as they criss-cross from one end of the building to another seeking assistance (LSK, 2012).

The function, nonetheless has been crucial in service delivery as MoL is charged with the mandate of handling all matters relating Land. The Ministry is therefore mandated with the management and administration of the land resource. The MoL constitute its core business functions which include the following: land policy, physical planning, land transactions, survey and mapping , land adjudication, settlement, land registration, valuation, administration of government and trust land as well as managing a land information system. With a large workforce of 3,612 staff, the Ministry is therefore expected to meet high standards which can only be achieved through appropriate decision making and ethical behavior among its employees through enhanced public relations.

However, the expected threshold in fulfilling its minimum mandate, the Ministry of Lands has been accused of massive inefficiency, corruption, poor communication and ineffective issuance of most crucial land documentary a fact that has tainted its institutional image. Most notable are the facts that, land allocation is a lengthy process which can well take several months to years to complete. This due to delays in correspondence between relevant authorities and departments, tracking of correspondence files required and staffs who are overwhelmed with work. In addition, with the proposed introduction of a new land registration Act, the Ministry of Land has currently put on hold the allocation of land and is presently not issuing title deeds in this regard. The title deeds on hold are no longer being processed. Such things leave matters pending creating troubles in later time. It is also acknowledgeable that, over years, this process was flawed denying Kenyans the option to express their interest and bid for allocation of Government land. With regard to the illegally acquired land, the Ministry of Land has been revoking titles in the public interest. Where state corporations whose land was 'grabbed' instigate the Ministry of Land, it has been revoking such titles.

The other, shortfall within the Ministry is on the application for approval of the Commissioner of lands (CoL) to the subdivisions or amalgamation may be made directly by the individual applicant or through local authorities. The pace at which the application is processed is dependent on the individual applicant. Also even correspondence between the departments of the Departments of Ministry of land ( MoL) is dispatched through the post as there is no 'internal system'. Many applicants, owing to the delay in interdepartmental communication, have resorted to 'hands on' pursuit of their

applications including delivery of correspondence forms from one office to another to ensure their applications are expedited.

In addition, there is lack of adequate support staff to prepare the correspondence. Therefore there is inefficiency in drafting letters, waiting for them to be typed and dispatching them by post. The applications in this department cannot be processed without the commissioner's correspondence file. Due to the long time it takes to process correspondence files, the files can easily be held in the office of the land administration officer. This contributes to missing files and hinders transactions from proceeding. Though software for tracking files was introduced to manage the correspondence files, it has not been embraced by the Ministry.

Because of increased instances of fraud, this office is requiring the application for consent to be made by advocates. Also, without public notice, this office has been informally implementing the Ndung'u Commission report: No consent is granted on this report as having been illegally allocated. Moreover, the need for obtaining the commissioner's correspondence file before granting consent can result in delays.

## **1.2 Statement of the Problem**

The cornerstone of a good relationship is trust, and trust is based on open and honest communication. At the same time, the bottom line is that institutions must make it a priority to value the needs of all publics, and to forge good relationships with them. This is imperative since an institutional reputation, or the essence of how it is viewed by all of its publics, is the leading factor in its ability to achieve success. With this in mind, the

discredited image of the public institutions is no small matter and restoring trust and helping institutions to earn a reputation for credibility will require sound public relations leadership. Indeed, with corporate integrity central on the minds of an average Kenyan, the role of public relations today is more critical than ever before (LSK, 2012).

In the Ministry of Lands there is circulation of fake title deeds, part development plans (PDP) and allotment letters among other lands documents used in the dirty lands operation among others (LSK, 2012). This multi-million shillings unscrupulous lands deals has seen unsuspecting persons lose million of shillings. Example is the title deeds and documents used in Syokimau debacle bore fake signatures of senior Ministry of Lands officials. Many people have ended up in tears after buying off nonexistent lands that just exists in papers. This ministry is also faced by the challenge that there are 130 physical planners against a required number of 800 physical planners in the ministry (Ardhi bulletin, 2011).

Even with the above mentioned challenges, past studies have widely focused on public relations in relations to the general performance of an organization. For example, Manassen (2005) investigated on the role of public relations in crisis management at Daystar University, Kenya, during the 2003-2004 crises while Nthambi (2008) established the perception of the corporate communication functions at the Teachers' Service Commission. Others were the Ubukandi (2004) who investigated on the role and effectiveness of public relations by Nairobi International School of Theology while Mithingari (2008) focused on the practice of public relations in government in the Ministry of Information and Communication. This clearly indicates that there are

inadequate investigation on the influence of public relations on institutions image. At the same time, there is no any past study is particularly known to sufficiently dwell on public relations as an aspect of communication in the Ministry of Lands which has been in the recent past sported with inefficiencies, miscommunication and corruption and thus soiling its image. This study therefore aims at filling the existing gap by establishing the role of public relations in enhancing institutional image in the Ministry of Lands.

### **1.3 Objectives of the study**

#### **1.3.1 General Objective**

The purpose of this study was to investigate the role of public relations in enhancing institutional image in the Department of Lands; Ministry of Lands.

#### **1.3.2 Specific objectives were:**

- i. To determine the role of public relations in enhancing institutional efficiency in the Ministry of Lands;
- ii. To establish the role of public relations in institutional reputation in the Ministry of Lands;
- iii. To investigate the role of public relations in enhancing institutional social responsibility in the Ministry of Lands.

#### **1.4 Research questions**

- i. What is the role of public relations in influencing institutional efficiency in the Ministry of Lands?
- ii. What is the role of public relations in institutional reputation in the Ministry of Lands?
- iii. What is the role of public relations in enhancing institutional social responsibility in the Ministry of Lands?

#### **1.5 Justification of the study**

The study would be of benefit to the following:

Decision making arms of the government at the various level of management in both the ministries and state corporations. This will have an insight on how to spur economic growth, improve on service delivery to the people of Kenya, and also enhance public relations through improved transparency, accountability and efficiency controls.

Academic scholars and researchers will be able to borrow from the findings of this research to support literacy citations as well as develop themes for further research undertakings. Specifically, the study hopes to make theoretical, practical and methodological contributions. The research findings will contribute to professional extension of existing knowledge of public relations and its role in enhancing institutional image.

## **1.6 Limitations of the study**

Limitation is an aspect of research that may influence the results negatively, but over which, the researcher has no control (Mugenda and Mugenda, 1999). There is a possibility of some Administrators from the Department of Lands giving minimal cooperation, fearing that the study will detect their administrative incompetence. This will be mitigated by ensuring that the information given is kept confidential. It is also possible that some officers will not give honest information for fear that they will be exposing negative qualities of their supervisors and the Ministry at large. The researcher however will assure respondents that findings will be used for academic purpose but not for policy decisions. There may also be the problem of time since the process of data collection is time demanding. To curb this challenge, adequate time will be created for data collection. The researcher will also make a pre-visit to mitigate the possible factors.

## **1.7 Delimitations of the study**

All other aspects of communication apart from the public relations will not be included in the study since the study will narrow down to the role of communication in enhancing institutional image. Information will be sought from officers in the Department of Lands. At the same time, factors outside the stipulated objectives will not be sought.

## **1.8 Assumption of the study**

It will be assumed that,

- i. All respondents will give accurate and honest information

- ii. The respondents have adequate knowledge on the role of communication in enhancing institutional image.

## 1.9 Definition of Operational terms

The definitions of terms highlighted in this section are based on their application in this study and not necessarily their literal meaning

**Institutional image** refers to how an institution is perceived by the public. It is a generally acceptable image of what an institution stands for

**Institutional efficiency** refers to the level of organization an institution has put in place to enhance effective communication both internally and across other stakeholders eventually enhancing public image

**Institutional corruption** refers to the act of the officers in an institution indulging in dishonest and fraudulent acts and thus ruining the image of the organization.

**Institutional reputation** in this study means the status of popularity through virtuous practices

**Institutional social responsibility** refers to an institution act of collective responsibility towards the community without aim of direct financial gains

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.1 Introduction**

This section discusses the literature review on the effects of enhanced social aspect in public relation. The section presents the discussion in both the theoretical review and the past studies.

#### **2.2 Institutional image**

If customers were consistently singing the praises of their insurance institution, then the industry's image would not be what it is now, full of suspicion, lack of trust and low market penetration (Simwa, 2010). It is therefore important for an institution to be very clear with its customers on how it does business and find out if the customers are happy with the process. It is also valuable to understand which features are of particular importance to a group of customers. These are known as the critical success factors. They are those product features that are particularly valued by a group of customers and, therefore, where the organization must excel to outperform competition (Johnson, Scholes and Whittington, 2005). A strategy that ignores what the customers value most is unlikely to succeed.

Developing a strong image calls for creativity and hard work (Kottler, 1998). It begins within the offices of a institution's managers. It is based on the development of good institution policies, rather than on controlling the damage caused by bad institution

policies. The image cannot be implanted in the public's mind overnight nor seeded by one media vehicle alone (Kotler, 1998). Rather, the image must be conveyed through every available communication vehicle and disseminated continuously. Some of the principal sources of corporate communication include institution and product names and logos, formal statements (mission statements, credos, codes of ethics, annual reports, advertising copy, and institution slogans), and behavior during important events.

Corporate identity comprises the ways that a institution aims to identify itself or position its products while image is the way the public perceives the institution or its products (Kotler, 1998). It is the reality and uniqueness of the organization. The institution designs an identity or positioning to shape the public's image, but other factors may intervene to determine each person's resulting image. If a institution means good service, this message must then be expressed in symbols, written or audiovisual media, atmosphere, and behaviour of the employees. Companies that are inconsistent in conveying a message leave customers confused and more vulnerable to campaigns of competitors with stronger messages (Kotler, 1998).

A strong image consists of one or more symbols that trigger institution or brand recognition. The logos should be designed for instant recognition. The institution's stationery and business cards should reflect the image that the institution wants to convey. The physical space in which organizations produces or delivers its products and services is another powerful image generator (Kotler, 1998). For example, a institution that wants to look friendly must choose the right building design, interior design, layout,

colors, materials and furnishings. It should also choose the type of events it wants to sponsor.

In the business world today, institutional image is increasingly being linked with a institution's success. A weak or strong institutional image can make a significant difference in terms of a institution's sales volume and its stock price. If the needs of society are not satisfied, a firm will ultimately cease to exist because a firm operates by public consent to satisfy society's needs (Gordon et al, 1990). If customers develop a negative perception of an industry or a institution or its products, its sales and profits assuredly will decline. It will also affect the marketability and acceptability of the institution's products and services. It is easier for an organization that has a positive image to produce and launch new products to the market place.

Consumer impressions of a brand can suggest new product categories to enter even though a institution may have no competencies in making or marketing that type of product or service (Wheelen & Hunger, 2008). On the other hand, if customers do not think highly of a institution, even marketing of very suitable products will be difficult. For example, a institution that consistently fails to keep its promises will project a weak image to the customers and it will find it difficult to distribute its products no matter how well they package them.

Many insured persons discover the truth about insurance when they have a knotty problem with a claim, leaving companies with a negative perception (Ng'aru, 2010). It is thus necessary to un-complicate the contracts of insurance for customers. An insurer that aims to differentiate itself from competition should endeavour to instill a sense of

clarity and understanding by cutting out the jargon and adopting clear policies, transparent procedures and easy claims (Ng'aru, 2010). He further noted that some of those who buy insurance pay too much for it and many don't even know what they have bought. He thus concluded that the endeavour to un-complicate insurance should have been undertaken yesterday (Ng'aru, 2010).

The language used in insurance policies is formal and legalistic (Sneyd, 1996). This complicated nature of insurance contract has led to questions such as - Why doesn't the insurance institution make the language simple enough for the layperson to understand? Why not cut out the excess wordage? (Vaughan, 1995). He noted that there is a trend within the industry toward simplified policy language, and that much progress has been made in this area (Vaughan, 1995). Further he noted that in spite of the fact that companies are attempting to simplify policy wording, the task is complicated by the stern realities of the law and the possibility that any ambiguity will be interpreted against the insurer. This complicated language has in some instances led to misunderstandings at the point of a claim.

Several factors have contributed to the increasing importance of institutional image in recent years. The environmental complexity is one such factor. The environment is constantly changing (Ansoff, 1987). Consequently organizations have to constantly adapt their operations and internal configurations to reflect the new external realities. For example, the business climate has become quite turbulent with the ever changing demands of the customers. The acceleration of product life cycles is another vital dimension of the turbulent business environment. This environmental complexity has

forced many business enterprises to significantly alter their strategies to better compete and survive. Globalization has been still another catalyst in the rise of institutional image programs, as companies have sought ways to spread their reputations to distant markets. Another factor stimulating the current interest in institutional image is society's growing expectation that corporations be socially responsible.

## **2.2 Public relation as a concept**

Different scholars, professionals and groups have defined public relations according to what it does and what it achieves (Murray, (2002). According to Moss & Green (2001), hundreds have written definitions attempting to capture the essence of public relations by listing the major activities that make up the practice. The researcher's intention here is to analyze and highlight the pertinent aspects of public relations functions related to this study which are reflected in some of these definitions. Generally, there are two schools of thoughts when it comes to defining public relations. Firstly, the widely recognized view that public relations is a communication function and secondly, several American scholars' view that public relations is a management function (Kiranjit, 1997).

The original definition used by the British Institute of Public Relations (BIPR), now known as the Institute of Public Relations, United Kingdom, has been adopted by IPRM, according to Sriramesh (2004). This definition points towards the first view as it describes public relations as "the deliberate, planned and sustained effort to establish and maintain mutual understanding between an organisation and its publics" (Sriramesh, 2004, p.217). Sriramesh *et al* (1984) state that the BIPR emphasized mutual

understanding as an effect in this definition. Macnamara (1996) and Jefkins (1986) too highlight that this definition points out that public relations aims to create mutual understanding and explain that an important element in achieving this is that public relations should be seen as a two-way process.

According to Argenti (2003), public relations are the predecessor to the corporate communication function. Argenti explains that this function, which was tactical in most organizations, grew out of necessity to respond to external constituencies and was almost always called either public relations or public affairs. Meanwhile, Newsom et al. (2000) say that many public relations practitioners use the term public affairs to describe their work but this is misleading. According to the authors, public affairs are actually a highly specialized kind of public relations that involves community relations and governmental relations. They explain that it is a critical part of a public relations programme but it is not the whole programme.

According to O'Dwyer (2005), the dichotomy in the perception of public relations as a mutually beneficial function for both publics and the management as well as the identification that it is manipulative to the detriment of the publics, has contributed to the diversity of terminology utilised in the United States. O'Dwyer lists examples such as public affairs, public information, community relations, corporate communication, media relations and external relations. He adds that this diversity in terminology is also reflected in Europe where there is no direct translation for the term public relations in many languages, which has led to the profession being defined in terms of communication.

In this context, Lauzen & Dozier (1994) explains that professional public relations advisers not only help an organization package and send out information but are also involved in counseling management on public attitudes, expectations, concerns and needs. He adds that businesses and public sector organizations are finding that they have to come out from behind the veil of silence and secrecy and involve stakeholders in meaningful dialogue. As suggested by Wilcox and Nolte (1995), one definition of public relations is the building of relationships between the organization and its various publics, including journalists.

### **2.3 Types of public relations**

In PR there are specific types of relations which all refer to relationships with various stakeholders.

#### **2.3.1 Media relations**

Focuses on developing a relationship with media and find out who might be interested in the organizations story. The term “public relations” is by most people associated with publicity, which indicates the importance of this media function. The organization initiates publicity and provides appropriate information to media. A successful relationship between a PR person and the editor is built on a PR person’s reputation for honesty, accuracy and professionalism.

If this reputation is tarnished or lost, the PR person cannot function effectively as a liaison between a company and the media. (Wells et.al. 2003)

### **2.3.2 Employee relations**

Employee relation programmes communicate information to employees. The function of employee relations belongs both to PR and human resource management. These kinds of programmes are often called internal marketing.

### **2.3.3 Financial relations**

Financial relations includes all communication efforts aimed at the financial community, such as press releases sent to business publications, meetings with investors and analysts, and annual reports which the government require of public held companies.

### **2.3.4 Corporate relations**

Corporate relation programmes focuses on organization's image and reputation. The goal is to persuade the public to perceive the company in a positive light. According to Wells et.al. (2003) the public relation expert Fraser Seitel has stated that "it takes a great deal of time to build a favorable image for a corporation but only one slip to create a negative public impression." The goal of reputation management in a corporate relations program is to strengthen the trust that stakeholders have in an organization. Since corporate reputation is a perception, it is earned through deeds, not created by advertising.

### **2.4.5 Public affairs**

Focuses on corporate communication with governments and with the public on issues related to government and regulations. Issue management is another term for this function. In addition to government relations, public affair programs also monitor public

opinion about issues central to the organization's interest and develop programs for communicating to, and with the public about these issues. (ibid.)

## **2.5 Best Practices in Public Relations**

### **2.5.1 The Social Facet**

According to Friedman (1970), the only social responsibility of business firms is to maximize profits. By fulfilling this economic charter, Friedman (1970) believes that the firm does its part in meeting societal welfare, as opposed to what governments, social service organizations, educational institutions, non-profits and the like should do in their role to meet societal welfare.

After the publication of Friedman's (1970) thesis, management scholars began to develop theoretical rigor around the social responsibilities of the firm. In the late 1970s, Carroll (1979) offered one of the first – and perhaps still the most widely accepted conceptualizations of PR (Matten and Crane, 2005). Carroll's (1979) model conceptualizes the responsibilities of the firm to include: the economic responsibility to generate profits; the legal responsibility to comply by local, state, federal, and relevant international laws and the ethical responsibility to meet other social expectations, not written as law (e.g. avoiding harm or social injury, respecting moral rights of individuals, doing what is right, just, fair). Others are the discretionary responsibility to meet additional behaviors and activities that society finds desirable (e.g. philanthropic initiatives such as contributing money to various kinds of social or cultural enterprises).

Within the business and society literature, scholars have addressed the social issues concept, predominately through the life-cycle approach (Lamertz *et al.*, 2003). Although several definitions exist, a widely accepted definition in the life-cycle tradition describes social issues as:

Social problems that may exist objectively but become “issues” requiring managerial attention when they are defined as being problematic to society or an institution within society by a group of actors or stakeholders capable of influencing either governmental action or institution policy (Mahon and Waddock, 1992, p. 20; emphasis added).

In this definition, the implication is that problems of a social nature exist at the societal level (but not necessarily at the organizational level) that are eventually elevated to the “status” of a social issue by the actions of various actors, including stakeholders. However, such a definition does not address how these social problems and issues might be an opportunity for the firm and thus, is problematic with respect to the concept of strategy.

### **2.5.2 Ethical and Public Commitments**

Ethical and commitments to public works represent the values element of social resources. They comprise the ethical standards and social objectives the organization subscribes to and are manifested in its mission, strategic objectives, strategy programmes, organizational policies and corporate culture. These commitments should be broadly based to encompass the legal, economic and ethical dimensions of Schwarz and Carroll

(2003) as well as the rights associated with citizenship suggested by Matten and Crane (2005).

The societal validity of such commitments will be greater where they align with emerging (but, as yet, not globally accepted) external frameworks for ethical and social values. When organisation-wide commitment to robust ethical standards is deficient, due to a consistent focus on short-term profits across the value network, corporate legitimacy will likely decline. This can occur for two reasons. Firstly, as a reputation for narrow self-interest develops, consumers will vote with their spending. The internet and growing corporate activism serve to highlight those companies who lack the strategic approach to CR needed to maintain long-term legitimacy. Witness the online chorus of disapproval of supermarket retailers, corporate intrusions into schools and universities, corporate manipulation of news media, exploitation of workers in apparel sweatshops, etc. Secondly, other firms participating in the supply chain will, wherever practical, seek other contracts where economic returns are more favourable and relationships mutually respectful.

Toy makers Mattel and Hasbro tried and failed to resist the shift to improved ethical standards in their industry. The voluntary code of business practices (COBP) developed by the International Council of Toy Industries (ICTI) in 1996, had been accepted by some 150 European and US toy manufacturers. Like many codes of practice, COBP embodies the ILO labour standards and reflects the OECD guidelines for multinationals. However, industry leaders Mattel and Hasbro had resisted the strictures of the code until both acquiesced in 2004. Their legitimacy within their own industry was being called into

question, forcing them to concede and adopt improved commitments on pay, working hours, health and safety, training and a range of other supplier related issues. Mattel in particular is now hoping to reduce persistent criticism of practices in its supply chain. Both companies recognize the damage to their businesses of failing to embrace externally agreed social commitments and hope for greater credibility from their acceptance of the code of practice.

While the code of practice developed by ICTI is a step forward, it is not as rigorously audited as schemes such as SA8000 and AS1000. Pioneers in the area of social business models such as Café Direct, the Day Chocolate Company and Coop Italia all prefer to use independently audited standards as a measure of their commitment to transparency and ethically defensible practices.

### **2.5.3 Legal Issues**

PR is not just an issue of relevance to corporations and their business stakeholders. PR is also an issue of potential significance to governments in welfare states and in developing states. Social responsibility of corporations may assist a government in fulfilling welfare state goals of a political character or based in law as obligations. Appropriate decisions are assumed to be made on the basis of procedures indicating who should take part in making a particular decision, resulting in decisions being presumably made by stakeholders that are directly representative of interest affected by the decision. This is assumed to have as a result that decisions are accepted and abided by, and that they are not perceived by those affected as external intervention.

In reflexive law, self-regulation may be combined with due consideration of the interests of the collective. Ideally, decisions are made solely on the basis of arguments and not economic or political power (Dalberg-Larsen, 2004; Dalberg-Larsen, 1999; Petersen, 1991). Teubner (1985 esp. pp. 159-66) has argued that the function of PR can be to coordinate a corporation with its general environment, and that law can serve to promote internal reflexion processes.

The normative development of PR may also be approached from the perspective of the role that principles of law play. Principles of law have been discussed by a number of legal scholars. The brief discussion here is based primarily on a new publication by a group of researchers at the Institute of Law at the University of Aarhus, Denmark. Principles of law are defined as a type of legal norms that differ, through their general character, from other norms of a more specific character. They are expressions of basic values in the use of law. Some find a close relationship between principles of law, and ethics and other values, including welfare state values (Dalberg-Larsen and Kristiansen, 2004; Dalberg-Larsen, 2004 esp. pp. 34-44 with references). Principles of law may play various roles, such as the basis for assessment of other more specific norms or actions, or as a decisive point of departure for systematization of law into patterns. For example, the principle of legality may be argued to be a basic principle of law, encompassing a general obligation not just to ban discrimination but also to undertake action to address inequality (Justesen, 2004, esp. p. 203). Due to the role that human rights play in PR, it is worth noting also that it may be argued that human rights feature as a common principle of law, and as a principle in many initiatives for development in the third world (Bruun Nielsen, 2004).

#### **2.5.4 The Economic Facet**

According to Gray *et al.* (1996) economic responsibility is to be profitable for principals by delivering a good quality product at a fair price is due to customers. Novak (1996) more fully delineated a set of seven economic responsibilities. These are to satisfy customers with goods and services of real value; earn a fair return on the funds entrusted to the corporation by its investors; create new wealth, which can accrue to non-profit institutions which own shares of publicly-held companies and help lift the poor out of poverty as their wages rise and create (and maintain) new jobs;

Others are defeat envy through generating upward mobility and giving people the sense that their economic conditions can improve; promote innovation; and diversify the economic interests of citizens so as to prevent the tyranny of the majority.

Overall, given Ansoff's (1980) definition of a strategic issue, a firm faces a potential diversity of issues and represents the variety of factors that need to be identified and assessed in internal and external environments, economic issues being just one. Therefore, viewing social issues as strategic issues is important in order to more fully integrate PR into strategy. The examination of economic issues is best framed within the context of strategy because it is the role of strategy to identify, assess and respond to such issues (Schendel and Hofer, 1999).

#### **2.5.5 Discretionary Leadership**

Emerging out of work contracted through the auspices of the Tavistock Institute, London, is the view that managerial work is strongly influenced by hierarchical position, in terms

of the choices that need to be made in order to exercise the actual or potential discretion in an executive role (Jaques, 1951; Montenare, 1978).

The discretionary element of role refers to the choices that the role incumbent needs to make in order to provide shape and identity to their role and by implication to that part of the organization for which they are accountable. For example, one interpretation of the role of Director of Human Resources is that the incumbent needs to form a view as to the shape and size of the organization, the level of investment necessary for both production and R&D, the revenue potential of the distribution channels and/or channels to market, the measures of financial performance that are appropriate such as margins, profitability, revenue, and from that total business understanding, only then form a view as to how the human resources function should be developed in terms of its identity, shape and size in order to support the other line functions. In effect, the role incumbent may see their primary identity as business oriented, which in turn seriously influences the pursuit and practice of the functional components of their HR directing job (Kakabadse, 1991).

The exercise of choice may be influenced by current issues of an operational or strategic nature, or by future assumed concerns. Choice equally may be driven by more emotive experiences such as feelings of vulnerability, insecurity, anger or even “difficult-to-justify” sentiments of not being able to cope. There is equally no reason to assume that those occupying discretionary roles of an operational and strategic responsibility will respond in a comparable manner to the more so-called quantifiable “objective” issues. Even if the emotive and mental capacity of the senior managers of the organization is considerable, similar conclusions are reached as to the shape, size, direction and key

qualities of the total organization and, thereby, the configuration of each role incumbent's area of accountability (Kakabadse *et al.*, 1996)

## **2.6 Link between PR and Institutional Image**

It is necessary for companies to understand the relations and significance of the economic performance to take the responsibility and keep a positive institutional image, thus they can earn more admiration and trust from customers. Researchers have investigated the interface between PR and the institutional image. Many surveys developed at an international level suggest that a positive relationship exists between a institution's PR actions and institutional image as portrayed by the consumers' reaction to that institution and its product (Sen & Bhattacharya, 2001).

The image that stakeholders have of the institution will influence their willingness to either provide or withhold support. Thus, if customers develop a negative perception of a institution or its products, its sales and profits assuredly will decline. Government regulatory agencies, another important set of stakeholders, are required by law to monitor and regulate firms for specific, publicly defined purposes. Nevertheless, these agencies have considerable discretion in how they interpret and apply the law. Where they have a positive perception of the firm, they are likely to be much less censorious (Bhattacharya & Sen, 2004)

To most people the word 'corporate' or 'corporation' suggests 'big' and the popular image of PR remains associated with national or multinational companies acting at a national or international level. Yet there is scope for all businesses to act in a way that

would be part of the PR spectrum. The voluntary sector can use the idea of PR to achieve its aims aside from the resources question. If it can make the *business* case for companies to adopt policies and practices that address equality issues and it can be demonstrated that they are a success in business terms then it is both good for the business and good for equality. High profile success stories do act as an encouragement. Widespread adoption of successful practices can only benefit those groups affected by poor practice or prejudicial attitudes (Berens et al., 2005).

Recent investigations demonstrate that the relationship between PR and ethical consumerism is not always direct and evident. The results are in many cases contradictory and establish numerous factors that affect whether a firm's PR activities translate into consumer purchase. They include tradeoffs with traditional criteria like price, quality, and convenience and lack of information (Mohr et al., 2001); corporate brand dominance (Berens et al., 2005); and the type of PR, quality of products, consumers' personal support for the PR issues, and their general beliefs about PR (Sen & Bhattacharya, 2001). There seems to be a contradiction between what the international polls and surveys established in terms of intentions to buy products with PR features and the real purchasing of them (Devinney, Auger *et al.*, 2006).

Nevertheless, PR is an essential component of reputation management for many companies. The business case for PR in terms of creating institutional image is strengthened by the fact that enterprises are more exposed to public scrutiny and criticism than in the past. This also means that there is greater pressure on companies to embed PR deeply within their values and operations, rather than to assume it can be used as a simple

public relations tool. Dealing with PR issues such as transparency, human rights, and supply-chain requirements from a institutional image perspective have lead some companies to discover additional positive impacts of PR.

## **2.7 Research Knowledge Gap**

In their germinal work, Brown and Dacin (1997) introduced and studied PR under the rubric of company's image. They demonstrated that "what consumers know about a institution can influence their evaluations of products introduced by the institution" (p. 68) and that "different types of corporate associations can have important" (p. 68) but different influences on institution image. Toyne (2003) provides further evidence that the risk and reputation aspects of PR are important for SMEs. Based on interviews with a variety of SMEs and key informants, Toyne (2003) identifies risk to reputation as a key driver for the PR agenda of SMEs. Fuller and Tian (2006) note that SMEs may act responsibly because their legitimacy with immediate stakeholders (employees, customers, suppliers and their local 'community') is at stake in a far more direct and personal way than it is with major corporations. The existing literature therefore links only the public relations in commercial organizations and the eventual organizational image without taking keen of the effect of PR in governmental institution. This study will therefore fill the gap by empirically testing the role of public relation on institutional image.

## **2.8 Theoretical Review**

As organizations seek ways to increase profits by way of international markets, many turn to the field of public relations as a way of reaching cross-cultural markets. In

designing public relations/communication programs, there are many factors that public relations practitioners must consider in order to be successful in these markets. Factors such as cultural differences, language barriers, values, beliefs, and customs often make it difficult, if not nearly impossible, to successfully promote an organization's product or service. Three theories on public relations are discussed in this study.

### **2.7.1 The Systems Theory and Public Relations**

The systems theory views things as a unit. Actually, it looks at a set of objects or entities that are interrelated with one another in order to form a whole. These “systems” are open to different environments and create synergy. This theory was developed by Béla H. Bánáthy, Howard T. Odum, Eugene Odum and Fritjof Capra in 1950 in order to explain how the different systems within the human body work. Their theory was later used to explain organizational and cultural behavior in both society and nature. An easy way to explain this is by looking at a company's organizational structure. For example you have your board of directors as well as your employees. These two groups/units combine to form your whole organization. However, these two publics only represent your internal publics. The theory argues that, if one has many external publics which may include their suppliers, consumers, and many others. The public relations practitioner is the connection between the organization and its publics. Including both the internal and external publics of the organization. By viewing these publics as separate groups or units, the PR professional can better address the individual needs of that particular audience. Lets go back to your organization. The person is therefore a part of the board of directors and have had some trouble communicating to your employees. This has caused a big problem

because your employees are starting to get irritated and not do so well. You approach your public relations director and after some research, he/she decides that the best way to solve this problem is to issue a company-wide newsletter. While this may solve this particular problem, a newsletter isn't going to solve a problem with communicating to your suppliers. The theory is applicable in this study because by recognizing that an organization is a system composed of different stakeholders and that each stakeholder is of equal essence to the survival of the it, the institution comes to enhance its image through enhanced public image.

### **2.7.1 Grunig's Situational Theory**

Grunig's (1977) situational theory consists of two dependent variables and three independent variables. The two dependent variables, active and passive communication behavior, can also be called information seeking and information processing. Information seeking, as described by Clark and Kline (1974), is "the planned scanning of the environment for messages about a specific topic." Information processing is "the unplanned discovery of a message followed by continued processing of it," Clark and Kline (1974).

The independent variables are situational because they describe the perceptions that people have about specific situations, especially problematic ones causing conflict. Grunig (1977) defines these three variables as follows:

**Problem Recognition.** People detect that something should be done about a situation and stop to think about what to do. **Constraint Recognition.** People perceive that there are

obstacles in a situation that limit their ability to do anything about the situation. Level of Involvement. The extent to which people connect themselves with a situation.

According to the theory, previous research has confirmed that high problem recognition and low constraint recognition increase active information seeking and passive information processing. The level of involvement also increases, however it has little effect on information processing. People seldom seek information about situations that do not involve them. They will however randomly process information about low involvement situations if they recognize it as being problematic. The theory is useful in this study since it discloses that, it is the recognition and understanding of the problems that enables an institution to address the issue in question and thus enhance the PR for an eventual better institution image.

### **2.7.2 Game Theory**

The basic premise of game theory holds that conflicts of interest can be modeled as games of strategy. Game theorists model these conflicts by considering the participants as "players" in the game. One player is the organization and the other is the activist group in which each player has certain preferences and dislikes. Each one has to select "plays" or strategies for reaching the preferred outcome while simultaneously considering the opponent's strategies.

Game theory examines various approaches to conflict by applying specific models. These models can be divided into two classes of game: zero sum and non-zero sum. On the pure conflict extreme is the zero-sum game which can be defined as: "one in which

the payoffs to the players in any outcome add up to zero; what one player gains, the other must necessarily lose." Colman (1982). These types of games are based on pure opposition, as there is no possibility of profitable collaboration. The non-zero sum game is dominated by mixed motives games. In this game, each side retains "a strong sense of self-interest but is motivated to cooperate, to a limited extent, in order to maximize very different benefits for each," Colman (1982). In this study, the theory will be applicable in the sense that, the public are the players and participant in branding the image of an institution. For them to paint the image desirably, the institution should address their likes through better public relations measures.

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.0 Introduction**

This chapter presents the research site, target population, research design, sample size and sampling procedures, data collection procedures, data analysis and presentation as well as ethical considerations

#### **3.1 Research Site**

The research site for this study was the Ministry of Lands, Department of Lands in the Republic of Kenya

#### **3.2 Target Population**

The target population for this study consisted of both the customers and the employees in the Ministry of Land, Department of Land based in the head-quarter only. Currently there are eighty hundred and forty seven (651) employees from the Department (Ministry of Land, 2012). On the other Hand, practicing advocates in Nairobi were used to represent the customers. Members of LSK being practioners of land law, constitute major users of most of the processes of MoL relating to Land administration and management. Further, most processes relating to land that affect other professionals and persons such as Surveyors, Planners, Bankers, Land Owners at some point or other, are handled by an Advocates or legal professional. Therefore considered that the Advocates would be

sufficiently representatives of the general public, in assessing the experience of users of the services of the MoL. According to the LSK (2012) there were 3,412 advocates in Nairobi, out of whom 498 are based in Nairobi central business district. The study will rely on the population of advocates based in Nairobi central business district.

### **3.3 Research Design**

This study was descriptive in nature where the researcher carried out a survey on the role of public relations in enhancing institutional image in the Ministry of Lands. This design was preferred because it provides simple summaries about the sample and the measures and thus the researcher can analyze large amounts of data in a sensible way. In addition, the method permits gathering of data from the respondents in natural settings resulting in a description of the data, whether in words, pictures, charts, or tables. Moreover, much of the data collected from the respondents was quantitative in nature.

### **3.4 Sample Size and Sampling Technique**

#### **3.4.1 Sample size**

The researcher used Job Groups in the Department of Land as the strata where a sample of 130 respondents were drawn on a pro rata from each stratum as presented in Table 3.1. Assuming a population of 498 practicing Advocates, the research also selected 20% giving a sample of 100 respondents. To sample out the Department of Lands' customer the researcher will also select 100 respondents who will be drawn from the various contact points in the Ministry. This will make the sample size to be 230.

**Table 3.1: Population and sample size for employees in MoL**

<b>Job Group</b>	<b>Population</b>	<b>Sampling Technique</b>	<b>Sample size</b>
A – F	155	20%	31
G – J	261	20%	52
K – N	218	20%	44
P – T	17	20%	3
<b>Total</b>	<b>651</b>	<b>20%</b>	<b>130</b>

*Source: Department of Land in Ministry of Land (2012)*

### **3.4.2 Sampling technique**

Stratified random sampling techniques was used to draw employee respondents from the population. The technique is justifiable since Kothari (2003) recommended a sample size of at least 20%. At the same time, the technique ensured that all employment levels are proportionately represented in the sample. The sample size from each stratum will be calculated as tabulated in table 3.1 above:

## **3.5 Data Collection procedures**

### **3.5.1 Piloting**

Before the actual study was carried out, the researcher undertook a pilot study with 5 customers and five employees. Their response were used to identify any questions that were ambiguously presented and corrections were made as appropriate. Those respondents who participated in pilot study were not included during the actual study.

### 3.5.2 Survey

The researcher used primary sources to collect the data. This consisted of semi structured questionnaires comprising of both open-ended and close-ended questions. Open ended questions were addressing the essential concepts, processes, and skills that go beyond the specifics of instruction as well as those areas that the researcher wished to get deeper explanation from the respondents. At the same time, these questions encouraged the respondents to give a full, meaningful answer using their own knowledge and/or feelings on institutional image.

Close ended questions on this study enabled the researcher to capture quick information from the respondents as well as those that are express in meaning and thus did not require explanations beyond what is stated. These set of questions also assisted the researcher in saving time for data collection.

In addition to both the open-ended and the close-ended questions, the researcher used Likert-Scales to collect information that was semi-discrete in nature. This entailed the use of a five-point scale that assisted the respondent to indicate their level of agreement or disagreement with certain statements as placed by the researcher. Likewise multiple-response data was collected by listing the variables on which the respondents ticked on all relevant answers as required by the researcher. The researcher used a face to face interview as well drop and pick method to administer and collect the questionnaires from the respondents. The questionnaires were dropped and picked after one week the following Sunday. Questionnaires administered to the customers were collected after a few minutes to ensure maximum return rate.

### **3.6 Data analysis and presentation**

Data collected from respondents was both quantitative and qualitative in nature. Quantitative data was processed using the Statistical Package for Social Scientists (SPSS). Data was analyzed using descriptive statistics such as frequencies, mean scores and the standard deviations. The basis of using descriptive approach was to give a basis for determining the weights of the variables under the study. The findings were then presented using tables, pie charts, and bar graphs for easier interpretation. On the other hand, qualitative data were analyzed using thematic analysis

### **3.7 Ethical Considerations**

For ethical considerations, the researcher sought permission from all relevant authorities before going to the field for data collection. This included the University of Nairobi, the Law Society of Kenya and the the Ministry of Lands.

## CHAPTER FOUR

### 4.0 DATA ANALYSIS AND INTERPRETATION

#### 4.1 Introduction

This chapter presents data analysis and interpretation. The purpose of the study was to investigate the role of public relations in enhancing institutional image in the Department of Lands; Ministry of Lands. Specifically, the study determines the role of public relations in enhancing institutional efficiency, the role of public relations in diminishing institutional corruption, the role of public relations in institutional reputation as well as investigating the role of public relations in enhancing institutional social responsibility in the Ministry of Lands. Respondents for this study were both the employees in the Ministry of Lands and the Department of Lands' customers as largely represented by Advocates. The study targeted the practicing advocates within Nairobi. Response rate was 91.3 percent as detailed in Table 4.1.

**Table 4.1: Response rate**

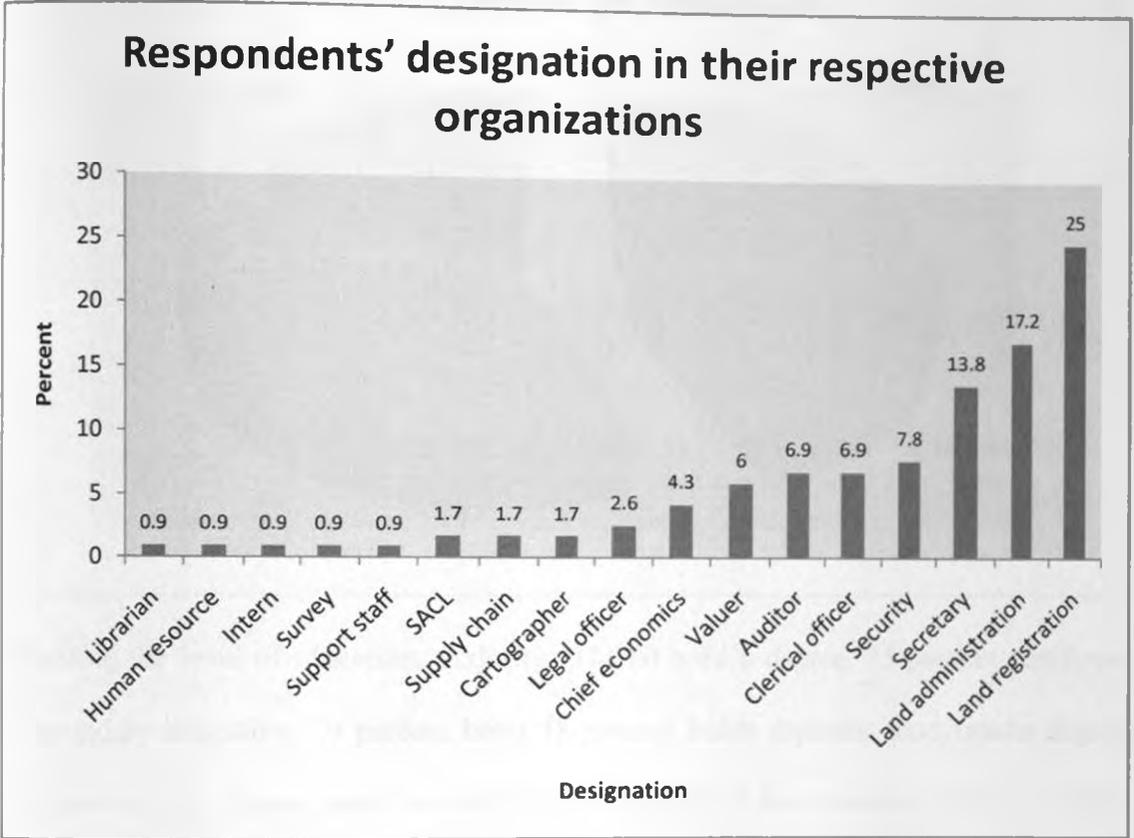
<b>Respondents</b>	<b>Sample Size</b>	<b>Response</b>	<b>Response Rate (%)</b>
Employees	130	116	93.9
Customers	100	94	94.0
<b>Total</b>	<b>230</b>	<b>210</b>	<b>91.3</b>

#### 4.2 Demographic Information

This section was based on the personal information of the respondents as categorized under employees and customers

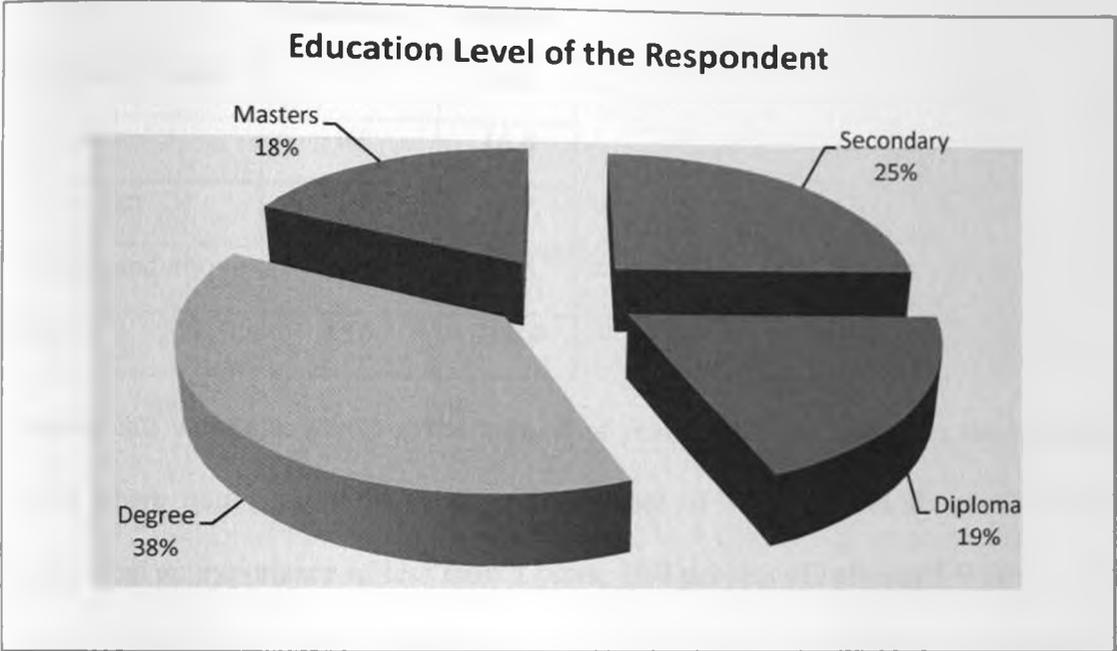
## 4.2.1 Employees

Figure 4.1: Respondents designations



According to the findings, 25 percent were from the land registration designations, 17.2 percent land administration designation and 13.8 percent secretarial designation. A few of them (3.6%) were from library, human resource, intern, survey and support staff designations. This implies that respondents in this study were mainly drawn from designations of Land Registration, Administration and Secretarial as opposed to other designations including Library, Human Resource and Interns.

**Figure 4.2: Education level**



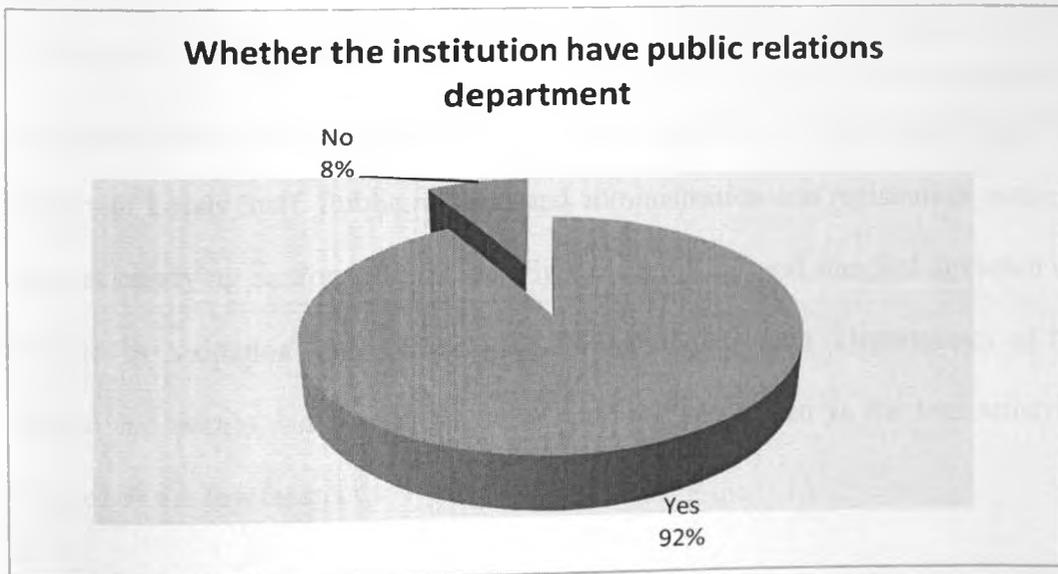
Regarding the level of education, majority (37.9%) hold a degree, 25 percent certificate in secondary education, 19 percent and 18 percent holds diploma and master degree respectively. This shows more than half of the respondents have attained a degree course and thus are aware of the best tactics of enhancing good public relations.

**Table 4.2: Experience in the institution**

	<b>Frequency</b>	<b>Percent</b>
Less than 5 years	40	34.5
5-9 years	19	16.4
10-14 years	10	8.6
15 years and above	47	40.5
<b>Total</b>	<b>116</b>	<b>100.0</b>

Respondents were also asked on the number of years they have worked in the Ministry of Lands where majority (40.5%) had an experience of 15 years and above. Others 34.5 percent had an experience of less than 5 years, 16.4 percent of between 5-9 years and the rest 8.6 percent had worked between 10-14 years. This is an indication that majority of employees have experience in the field of lands and thus aware of most of customers complains and how they should be handled through better public relations.

**Figure 4.3: Whether the institution have public relations department**



The researcher also sought to know if the respondents' were aware of presence of public relations department in the MoL. Majority (92.2%) agreed that the public relations department was there while 8% were not aware of such a department. Presence of public relations department is vital for any institution to relate well with both the internal and external customers. It should be a fully fledged department/division which is charged with some objective roles/functions for customer service delivery.

**4.2.2 Demographic information**

**Table 4.3: Area of experience of the customer**

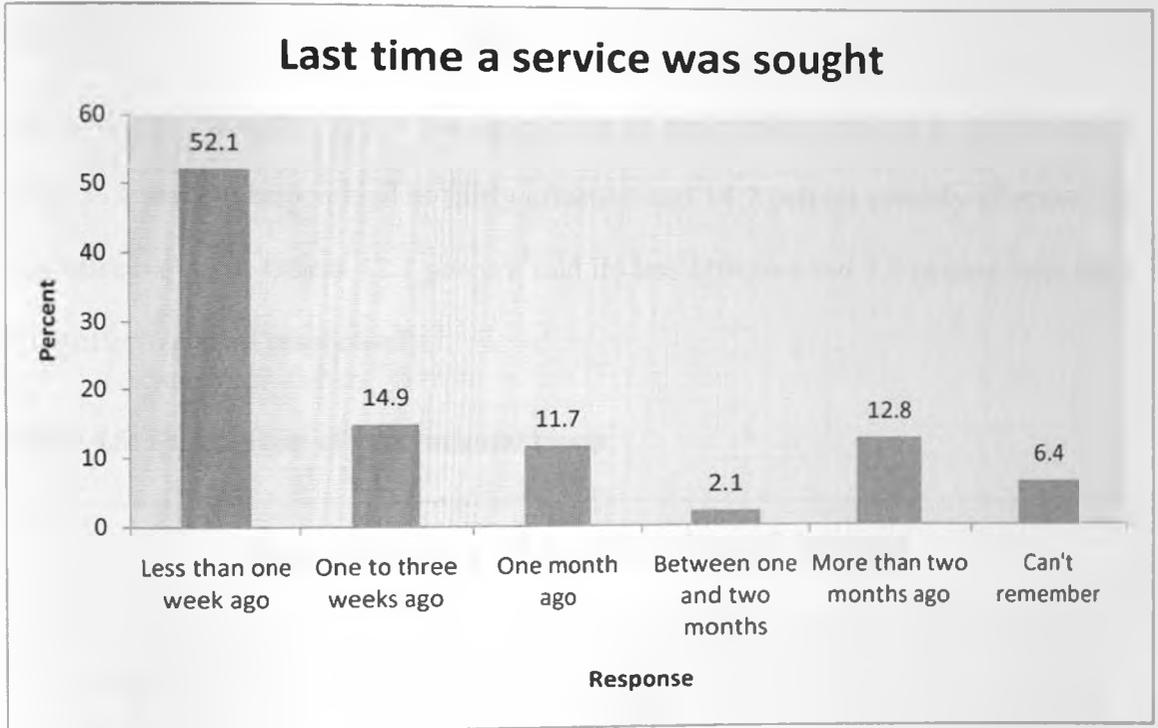
	<b>Mean</b>	<b>Standard Deviation</b>
Department of land (Administration and Registration	2.7	1.5
Survey	2.6	1.6
Valuation	2.6	1.6
Physical planning	2.1	1.9
Adjudication and settlement	1.9	1.6
Public relations	2.7	1.5
Legal	2.3	1.8
Human resource and admin	2.0	1.7

The respondents were also asked to rate their experience while interacting with the Ministry of Lands Staff. Public relation and administration and registration section were the most satisfying section as indicated by a mean of 2.7 and standard deviation of 1.7, followed by valuation and survey with means of 2.6 each. Departments of human resource and admin and that of physical planning were seen as the less satisfying as indicated by the low means.

## 4.2 General Information

This section addresses the research objectives where the respondents were both the employees in the Ministry of Lands as well as the customers who are the Practicing Advocates.

Figure 4.4: Last time a service was sought



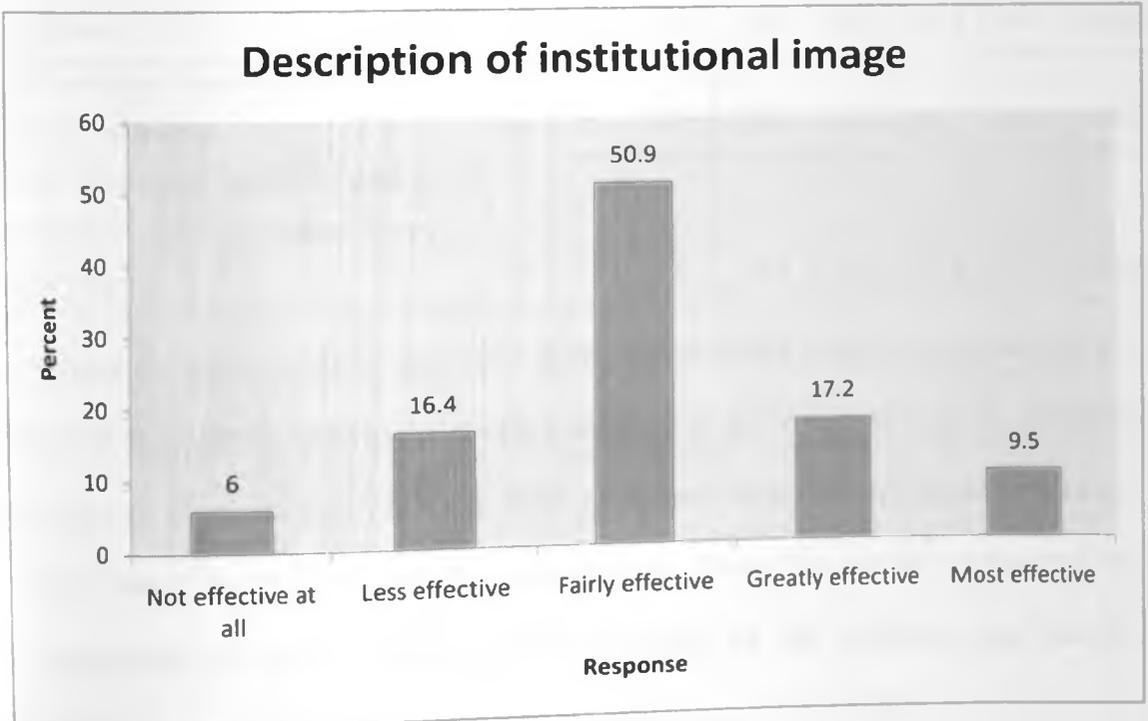
The researcher also sought to know the last time the respondents had sought services from the Ministry of Lands. This implies customers frequently seek services from the Ministry of Lands and hence at an adequate position in addressing the research objectives.

**Table 4.4: Description of the public relations in the institution**

	<b>Frequency</b>	<b>Percent</b>
Not effective at all	6	5.2
Less effective	14	12.1
Fairly effective	62	53.4
Greatly effective	17	14.7
Most effective	17	14.7
<b>Total</b>	<b>116</b>	<b>100.0</b>

The study also sought to know the description of the public relations in the institution where 53.4 percent responded as fairly effective and 14.7 percent greatly effective and most effective each. Others 12.1 percent said its less effective and 5.2 percent responded as not effective at all respectively.

**Figure 4.5: Description of institutional image**



The respondents were also asked to describe the institutional image where majority (50.9%) respondent as fairly effective, 17.2 percent greatly effective, 16.4 percent less effective and 9.5 percent described it as most effective. The rest 6 percent described it as not effective at all.

**Table 4.5: Public relations and institutional image**

	Frequency				Percent			
	Yes	No	Not sure	Total	Yes	No	Not sure	Total
Every department in the ministry makes decisions on its own	51	59	6	116	44.0	50.9	5.2	100.0
Every department has a public relations department	17	91	8	116	14.7	78.4	6.9	100.0
Managers from the various outstations are involved in determining the public relations policy to make for the institution	25	55	36	116	21.6	47.4	31.0	100.0
The outstation does not involve at all in public relations	29	46	41	116	25.0	39.7	35.3	100.0
Every department decides on what to do to improve on its institution image on its own	54	44	18	116	46.6	37.9	15.5	100.0

Regarding the public relations and institutional image 46.6% of the respondents said the statement that every department decides on what to do to improve on its institution image on its own was true while the other statements such as every department in the ministry makes decisions on its own, managers from the various outstations are involved in determining the public relations policy to make for the institution and that the outstation does not involve at all in public relations were seen to be false.

**Table 4.6: Practices enhancing institutional image**

	Not at all	Less extent	Moderate extent	Great extent	Very great extent	Me an	Std. Deviation
Social issues	8.6	22.4	51.7	12.9	4.3	3.2	0.9
Legal issues	4.3	8.6	49.1	32.8	5.2	2.7	0.9
Discretionary issues	12.1	19.8	53.4	12.9	1.7	3.3	0.9
Ethical issues	13.8	17.2	48.3	13.8	6.9	3.2	1.1
Economical issues	6.0	20.7	44.8	19.0	9.5	2.9	1.0

Respondents were also asked on the extent to which the above practices have enhanced institutional image in the organization where discretionary issues, social issues and ethical issues were seen to be less effective as indicated by a higher mean and legal issues as well as economical issues were seen of great extent indicated by the low mean. This implies that legal issues and economical issues have greatly enhanced the institutional image as compared to the other practices.

As indicated by the findings, an institution does its part in meeting societal welfare, as opposed to what governments, social service organizations, educational institutions, non-profits and the like should do in their role to meet societal welfare (Friedman, 1970). At the same time, the societal validity of such commitments will be greater where they align with emerging (but, as yet, not globally accepted) external frameworks for ethical and social values. It is also worth noting that, public relation is not just an issue of relevance to corporations and their business stakeholders. PR is also an issue of potential

significance to governments in welfare states and in developing states. Social responsibility of corporations may assist a government in fulfilling welfare state goals of a political character or based in law as obligations.

Therefore, viewing social issues as strategic issues is important in order to more fully integrate public relation into strategy. The examination of economic issues is best framed within the context of strategy because it is the role of strategy to identify, assess and respond to such issues.

**Table 4.7: Extent to which public relation has enhanced institutional image**

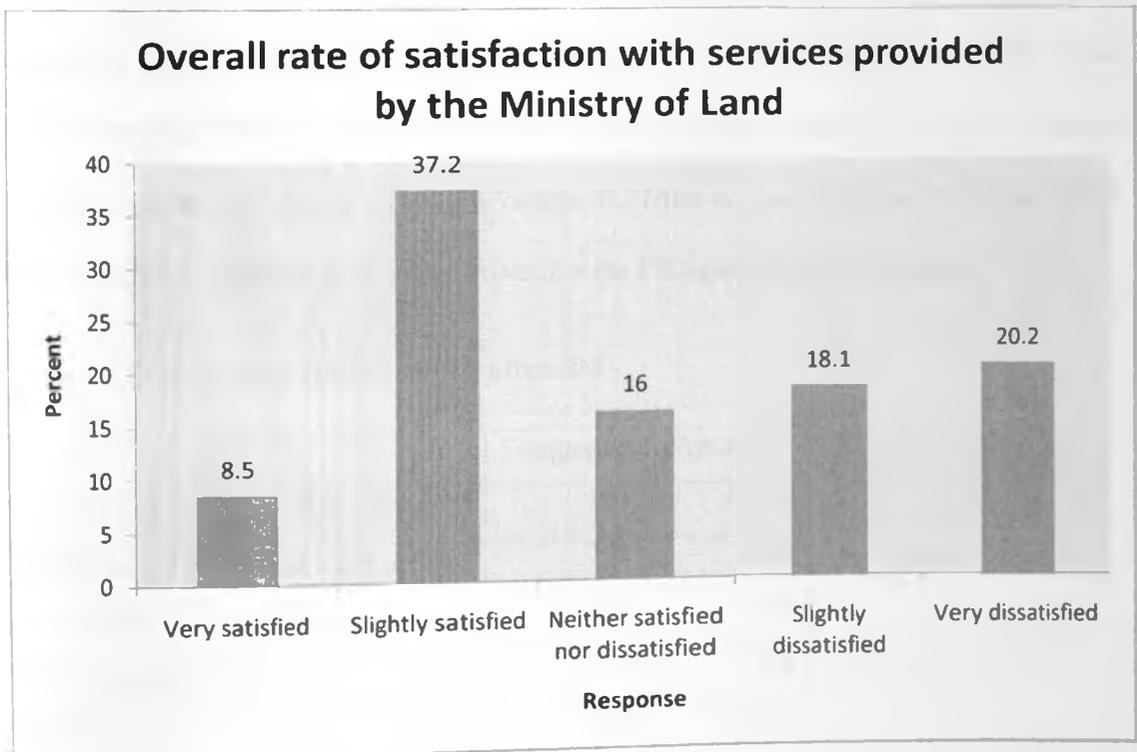
	Not at all	Less extent	Moderate extent	Great extent	Very great extent	Mean	Std. Deviation
a) Consistency of behaviour	9.5	19.8	46.6	19.8	4.3	3.1	1.0
b) Accomplishment of business mission	8.6	10.3	45.7	28.4	6.9	2.9	1.0
c) Discretionary issues	6.0	19.8	53.4	18.1	2.6	3.1	0.8
d) Creation of brand identity	3.4	24.1	37.1	32.8	2.6	2.9	0.9
e) Accomplishment of business mission	3.4	10.3	42.2	34.5	9.5	2.6	0.9
f) Value for customer needs	5.2	6.9	32.8	42.2	12.9	2.5	1.0
g) Proper allocation of resources	10.3	19.8	37.9	25.9	6.0	3.0	1.1
h) Enhancing institutional efficiency	0.9	19.8	36.2	36.2	6.9	2.7	0.9
i) Diminishing institutional corruption	2.6	19.0	33.6	31.0	13.8	2.7	1.0
j) Enhancing institutional reputation	0.9	15.5	31.0	35.3	17.2	2.5	1.0
k) Enhancing institutional social responsibility	9.5	14.7	35.3	24.1	16.4	2.8	1.2

Concerning the extent to which public relations has enhanced the institutional image on some areas, proper allocation of resources, discretionary issues and consistency of

behavior were the areas which public relations was seen to enhance institutional image to less extend as indicated by the higher means, while areas like enhancing institutional reputation, valuing customer needs and accomplishing business mission were seen as of great extend.

This indicates that institutional identity and proper allocation of resources is an essential component of reputation management for many companies. The business case for PR in terms of creating institutional image is strengthened by the fact that enterprises are more exposed to public scrutiny and criticism than in the past. This also means that there is greater pressure on companies to embed PR deeply within their values and operations. rather than to assume it can be used as a simple public relations tool.

**Figure 4.6: Overall rate of satisfaction**



Respondents were also asked about the overall rate of satisfaction with service delivery at the ministry of land where 37.2 were slightly satisfied, 20.2 percent very dissatisfied, 18.1 slightly dissatisfied, 16 percent and 8.5 percent neither satisfied nor dissatisfied and very satisfied respectively. This implies that there is a number of customers who are dissatisfied with the service delivery in the ministry of lands an indication that public relations in the ministry is not enhanced.

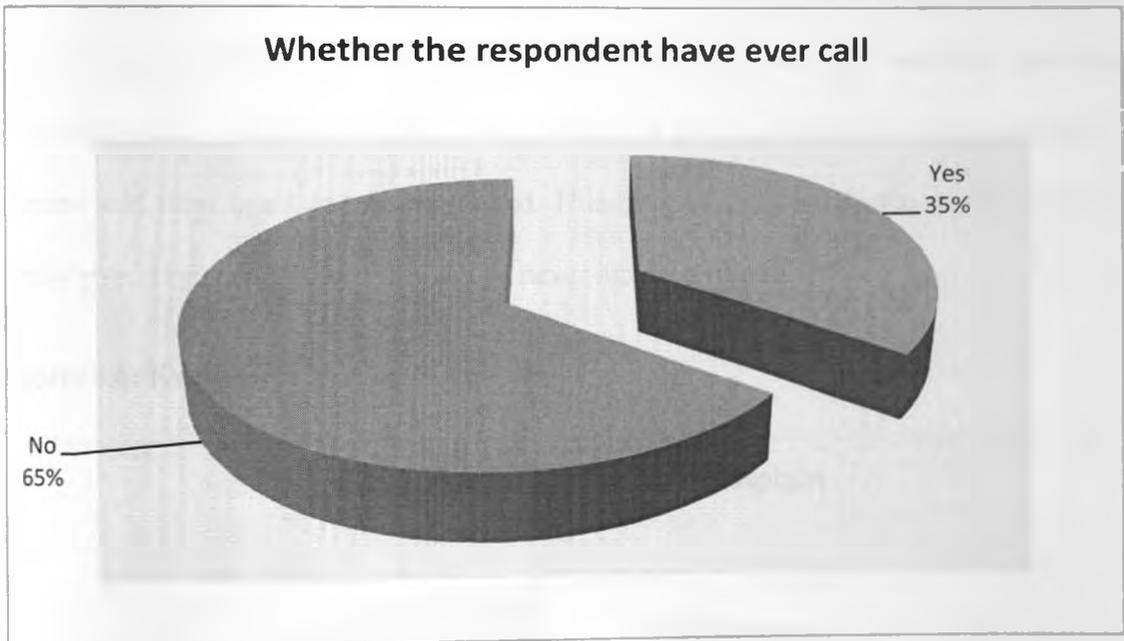
The findings revealed that, it is necessary for any institution to understand the relations and significance of the economic performance to take the responsibility and keep a positive institutional image, thus they can earn more admiration and trust from customers. Researchers have investigated the interface between PR and the institutional image. Many surveys developed at an international level suggest that a positive relationship exists between a institution's PR actions and institutional image as portrayed by the consumers' reaction to that institution and its product (Sen & Bhattacharya, 2001). Toyne (2003) provides further evidence that the risk and reputation aspects of PR are important for SMEs. Based on interviews with a variety of SMEs and key informants, Toyne (2003) identifies risk to reputation as a key driver for the PR agenda of institutions.

**Table 4.8: Time taken before being attended**

	Frequency	Percent
In less than 3 minutes after arrival	21	22.3
In more than 10 minutes after arrival	24	25.5
In more than 15 minutes after arrival	40	42.6
Never attended to all	9	9.6
<b>Total</b>	<b>94</b>	<b>100.0</b>

Findings on the time taken before someone attended the customers on their visit to the Ministry of Lands showed that majority, (42.6%) were attended in more than 15 minutes. 25.5 percent in more that 10 minutes and 22.3 percent in less than 3 minutes of arrival. Some 9.6 percent were not attended at low. This shows the ministry of land is slow in attending customers as many were attended after a long period of time and thus need of public relations awareness.

**Figure 4.7: Whether the respondent have ever call**



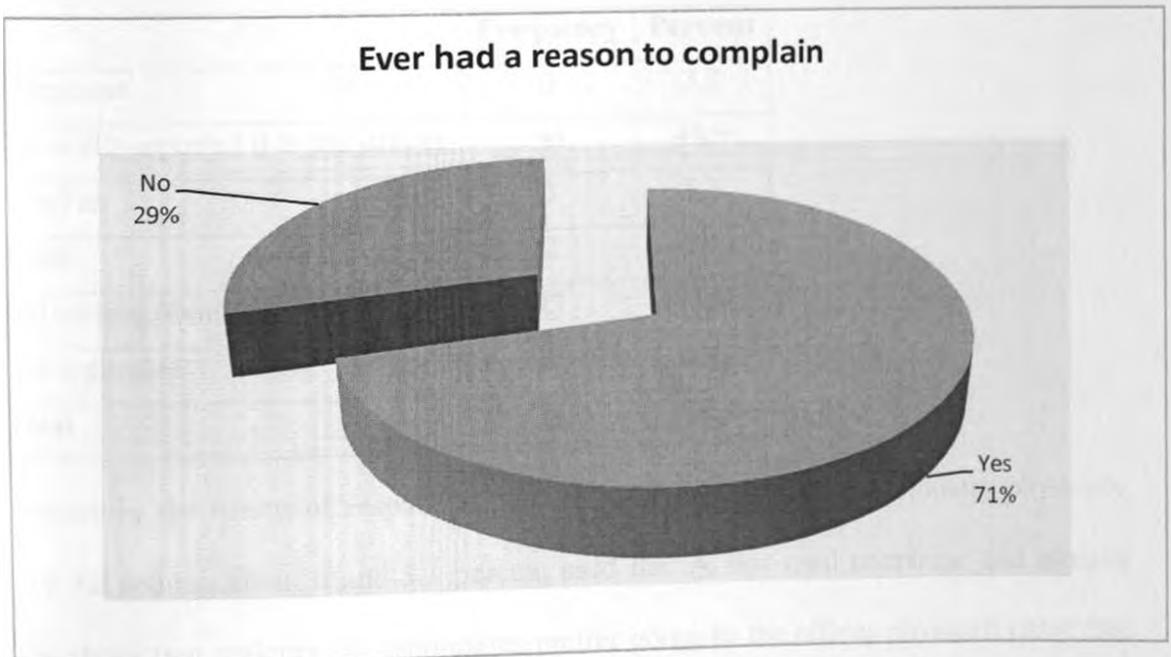
The respondents were also asked if they had ever called were majority said they had never and 33 percent said they had. Those who had never called said they never knew their contacts and thus they went physically to their offices if need arises.

**Table 4.9: Time taken before the call was picked**

	<b>Frequency</b>	<b>Percent</b>
Within 2 rings	13	13.8
After more than 3 rings	13	13.8
Was picked but kept on hold for a long time	9	9.6
It was never picked	5	5.3
Not applicable	54	57.4
<b>Total</b>	<b>94</b>	<b>100.0</b>

Those who had ever called the ministry of lands were also asked on the time taken before their call was picked where majority (13.8%) said within two calls and after more than three calls each, 9.6 percent said it was picked but kept on hold for a long time and 5.3 percent said their bcall was never picked. This implies that staff in the ministry of lands rarely give services to those who call or never attend to them.

**Figure 4.8: Ever had a reason to complain**



The study also sought to know whether the respondent had ever had a reason to complain where majority (71.3%) said they had and the rest 28.7 percent said they had not. This implies that most of customers had ever had a reason to complain irrespective of the few. It is worth noting that, most complaints in public institutions are not solved to satisfying level. Most public institutions do not take keen that, public relations are all about doing well in the governance of an institution and good customer relationship. It also involves effective communication, proper customer care and resolution of public complaints in government. A good public relations makes easy for an institution to attain its objective because it gains the ability to transform values into actions, vision into realities, obstacles into innovations, separateness into solidarity and risk into rewards. Institutional image is usually portrayed by the values of that institution. Values are essential components of institutional culture and instrumental in determining, guiding and informing behavior.

**Table 4.10: Means of reporting**

	<b>Frequency</b>	<b>Percent</b>
Telephone	3	3.2
Physically reported it to the officer	46	48.9
Post/Fax	5	5.3
Email	2	2.1
Did nothing about it	13	13.8
Not applicable	25	26.6
<b>Total</b>	<b>94</b>	<b>100.0</b>

Concerning the means of reporting, majority (48.9%) went in the ministry physically, 13.8 did nothing about it and 5.3 percent used fax. A few used telephone and emails. This shows that majority of respondents prefer going to the offices physically rather than

using electronic means. Those who said not applicable are those who had never had complain. The government has officers as information or public Communication officers mostly referred as Public Relations Officers (PROs) who propagate government agenda.

Functioning public services match intentions and results. The charter aims to bridge intentions and result-expected behavior and actual behavior so that the public can at all times, serve the need and expectation of the citizen impartially, responsively and without discrimination of any kind. For an institution to enhance good public relations it should respect its superiors and everybody, follow protocols, understand that we can't all be on the same grade, be and feel proud of their position and have an effective communication and customer care which is a prerequisite in ones performance.

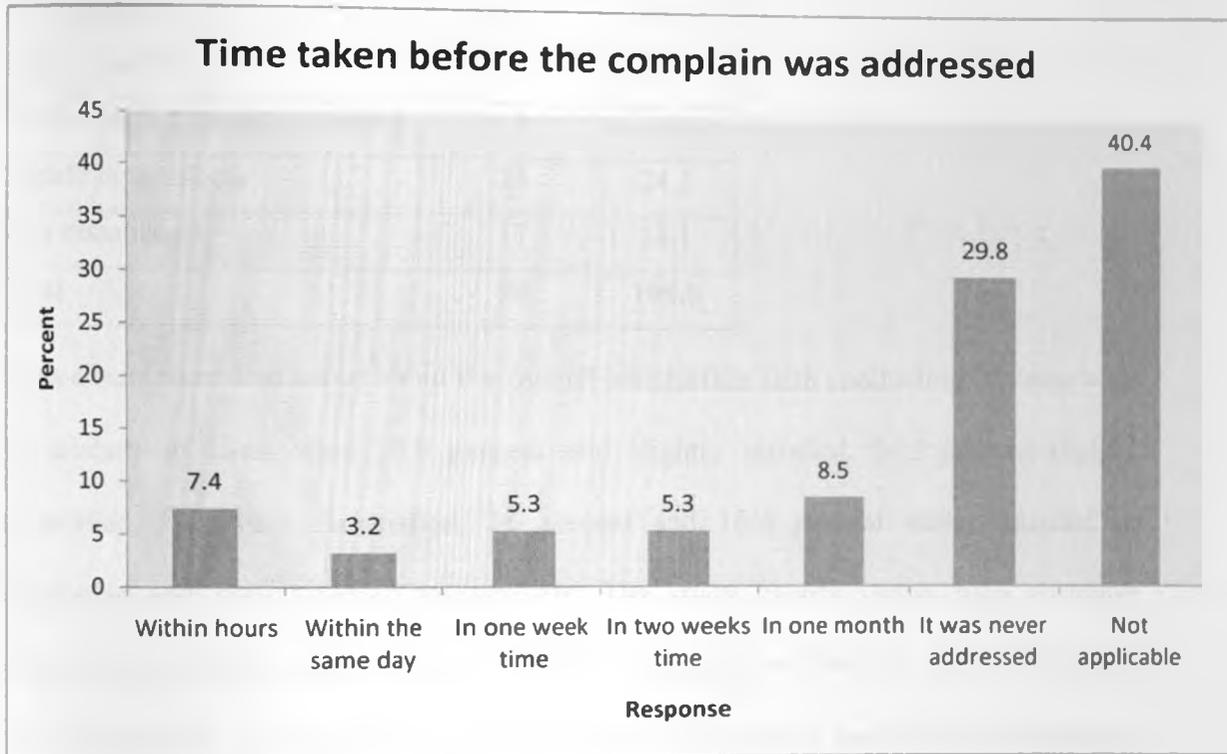
**Table 4.11: Whether satisfied with the way the complain was addressed**

	<b>Frequency</b>	<b>Percent</b>
Yes	17	18.1
No	43	45.7
Not applicable	34	36.2
<b>Total</b>	<b>94</b>	<b>100.0</b>

Findings on whether the respondents were satisfied on how the complain was addressed, majority (45.7%) said not satisfied and 18.1 percent said they were. This implies the handling of complains in the ministry of land is not that good as many customers are never satisfied and thus an indication that the public relations in the ministry is not good. Consumer gets impressed on how new categories to enter even though a institution may have no competencies in making or marketing that type of product or service (Wheelen & Hunger, 2008). On the other hand, if customers do not think highly of a institution, even

marketing of very suitable products will be difficult. For example, a institution that consistently fails to keep its promises will project a weak image to the customers and it will find it difficult to distribute its products no matter how well they package them.

**Figure 4.9: Time taken before the complain was addressed**



On the time taken before the complain was addressed majority (29.8%) their complain was never addresses. 8.9 percent was addressse in one month, 7.4 percent was addressed within hours and 5.3 percent in one week and two weeks time each. Other 3.2 percent were addressed within the same day. This shows addressing of complains in the ministry of lands takes time even some of the complains are never addressed. Findings in this study are contrary to the contention by the Ministry that, the National lands policy (NLP) makes provision for timely, efficient and affordable lands disputes resolution mechanism in a bid to ensure efficient markets, tenure security and investments stability in the lands

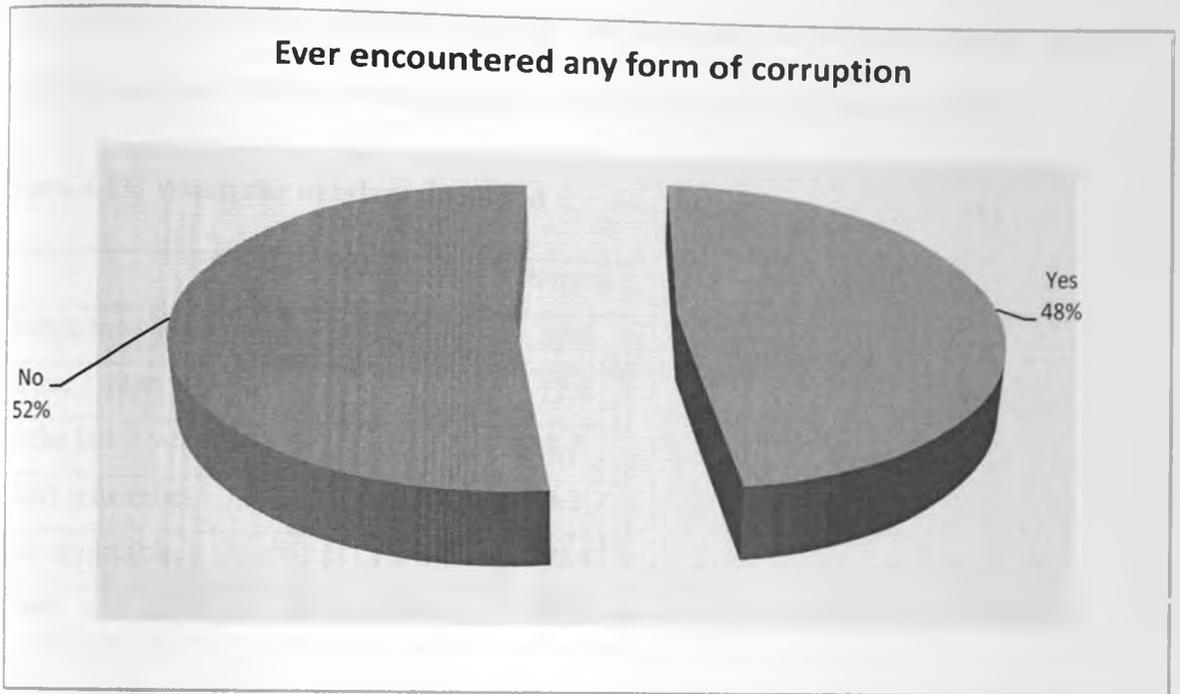
sector. From the study, the Department of Lands does not facilitate effective, fair and efficient dispute resolution that are satisfying addressing the customers' issues.

**Table 4.12: Overall satisfaction with conducting business with the ministry of lands**

	<b>Frequency</b>	<b>Percent</b>
Very satisfied	10	10.6
Slightly satisfied	29	30.9
Neither satisfied nor dissatisfied	15	16.0
Slightly dissatisfied	23	24.5
Very dissatisfied	17	18.1
<b>Total</b>	<b>94</b>	<b>100.0</b>

Respondents were also asked about the overall satisfaction with conducting business with the ministry of lands were 30.9 percent said slightly satisfied, 24.5 percent slightly dissatisfied, 18.1 vary dissatisfied, 16 percent and 10.6 percent nither satisfied or dissatisfied and very satisfied respectively. The study clearly shows high customer dissatisfaction on their relation with the Ministry of Land and thus not satisfied with the services provided. Contrary to allegation by some employees in the Ministry, the team at the ministry, has not put concerted efforts at modernization through the digitalization of records and similar initiatives and thus improving public service delivery. The team should therefore be concerned in improving their service delivery and customer satisfaction as stipulated in their Service Charter. In addition it has made specific efforts to attain ISO certification, control spending, encourage innovation, improve skills competencies and control HIV/AIDs in the workplace (ARDHI, 2011).

**Figure 4.10: Ever encountered any form of corruption**



The study also sought to know whether the respondents had ever encountered any incident of corruption where 52.1 percent said they had not and the remaining 47.9 percent they had. This shows a good number of customers have encountered incident of corruption implying the ministry is corrupt had thus destroying its institutional image. The magnitude of corruption in the Ministry of Lands could therefore be said to be rampant.

The corruption is particularly extended in the issue of the Title Deeds. According to the Ministry of Lands there is circulation of fake title deeds, part development plans (PDP) and allotment letters among other lands documents used in the dirty lands operation among others. This milt-million shillings unscrupulous lands deals has seen unsuspecting persons lose million of shillings. Example is the title deeds and documents used in Syokimau debacle bore fake signatures of senior Ministry of Lands officials. Many

people have ended up in tears after buying off nonexistent lands that just exists in papers. This ministry is also faced by the challenge that there are 130 physical planners against a required number of 800 physical planners in the ministry (Ardhi bulletin, 2011).

**Table 4.13: When the incident occurred**

	Frequency	Percent
Within the past 6 months	32	34.0
In last 1 year	12	12.8
In the last 2 years	8	8.5
Can't remember	4	4.3
Not applicable	38	40.4
Total	94	100.0

The respondents were also asked when the incident of corruption occurred where majority (34%) said within the past 6 months, 12.8 percent in the last one year, 8.5 percent in the last two years and 4.3 percent could remember. This implies that the ministry is much more corrupt even in recent times hence implying a bad institutional image.

**Table 4.14: Level at which the following are pronounced at the ministry**

	Most pronounced	Strongly pronounced	Fairly pronounced	Less pronounced	Not pronounced	Don't know	Mean	Std. Deviation
Bribery	43.6	19.1	7.4	6.4	9.6	13.8	3.4	1.9
Embezzlement	8.5	13.9	17.0	14.9	20.2	25.5	2.0	1.6
Fraud	22.3	10.6	24.5	9.6	12.8	20.2	2.6	1.8
Extortion	22.3	12.8	19.1	12.8	16.0	17.0	2.6	1.8

Findings on the level at which different types of corruption are pronounced showed that, bribery was the most pronounced with a mean of 3.4 and standard deviation of 1.9, fraud and extortion followed with a mean of 2.6 and standard deviation of 1.8 respectively. Embezzlement was the least pronounced. This implies there is a lot bribery going on in the ministry in the process of servicing customers indication a bad institutional image.

**Table 4.15: How public relations has enhanced the ministry's image**

	Not at all	Less extent	Moderate extent	Great extent	Very great extent	Mean	Std. Deviation
Consistency of behaviour	26.6	26.6	26.6	19.1	1.1	2.4	1.1
Accomplishment of business mission	22.3	20.2	43.6	9.6	4.3	2.5	1.1
Discretionary issues	24.5	21.3	29.8	21.3	3.2	2.6	1.2
Creation of brand identity	3.4	24.1	37.1	32.8	2.6	3.1	0.9
Accomplishment of strategic issues	25.5	18.1	39.4	13.8	3.2	2.5	1.1
Creation of ready markets	33.0	23.4	34.0	8.5	1.1	2.2	1.0
Value for customer needs	40.4	17.0	22.3	12.8	7.4	2.3	1.3
Proper allocation of resources	30.9	18.1	34.0	7.4	9.6	2.5	1.3
Enhancing institutional efficiency	26.6	22.3	36.2	12.8	2.1	2.4	1.1
Diminishing institutional corruption	28.7	19.1	35.1	9.6	7.4	2.5	1.2
Enhancing institutional reputation	24.5	27.7	27.7	12.8	7.4	2.5	1.2
Enhancing institutional social responsibility	24.5	29.8	21.3	16.0	8.5	2.5	1.3

Research on the extent to which the respondent thought public relations has enhanced the ministry's image in different areas showed that, Creation of brand identity was of much extent with a mean of 3.1 and standard deviation of 0.9 followed by discretionary issues with a mean of 2.6 and standard deviation of 1.2. Other areas where of less extent which included; accomplishment of strategic issues, creation of ready markets, enhancing institutional efficiency and consistency of behaviour as indicated by the low means.

### **4.3 Discussion of Findings**

In overall, public relations are the predecessor to the corporate communication function and thus a factor determining institutional image. Argenti explains that this function, which was tactical in most organizations, grew out of necessity to respond to external constituencies and was almost always called either public relations or public affairs. Meanwhile, Cox, Brammer and Millington (2000) say that many public relations practitioners use the term public affairs to describe their work but this is misleading. According to the authors, public affairs are actually a highly specialized kind of public relations that involves community relations and governmental relations. They explain that it is a critical part of a public relations programme but it is not the whole programme.

This indicates that the public relations in the Ministry of Land is effective although in a few of the institution is less or not effective at all. As aserted by Cox, Brammer and Millington (2000) say that many public relations practitioners use the term public affairs to describe their work but this is misleading. According to the authors, public affairs are actually a highly specialized kind of public relations that involves community relations

and governmental relations. They explain that it is a critical part of a public relations programme but it is not the whole programme.

At the same time, ethical and commitments to public works represent the values element of social resources. They comprise the ethical standards and social objectives the organization subscribes to and are manifested in its mission, strategic objectives, strategy programmes, organizational policies and corporate culture. These commitments should be broadly based to encompass the legal, economic and ethical dimensions of Schwarz and Carroll (2003) as well as the rights associated with citizenship suggested by Matten and Crane (2005).

This implies the institutional image in almost every institution is effective. For a more effective public image, one or more symbols should trigger institution or brand recognition. The logos should be designed for instant recognition. The institution's stationery and business cards should reflect the image that the institution wants to convey. The physical space in which organizations produces or delivers its products and services is another powerful image generator (Kotler, 1998). For example, a institution that wants to look friendly must choose the right building design, interior design, layout, colors, materials and furnishings. It should also choose the type of events it wants to sponsor.

Given the findings, public institutions should enhance their public relations department and make it conspicuous and more accessible to the public. In an exclusive interview with one of the customers, it was observed that, in the Ministry of Lands, the office charged with public relation matters is located at one, less accessible 12<sup>th</sup> floor corner

where services provided are less satisfying. These findings are consistent with the Kotler (1998) assertion that a strong image consists of one or more symbols that trigger institution or brand recognition. The logos should be designed for instant recognition. The institution's stationery and business cards should reflect the image that the institution wants to convey. The physical space in which organizations produces or delivers its products and services is another powerful image generator (Kotler, 1998). For example, a institution that wants to look friendly must choose the right building design, interior design, layout, colors, materials and furnishings. It should also choose the type of events it wants to sponsor.

Dealing with PR issues such as transparency, human rights, and supply-chain requirements from a institutional image perspective have lead some companies to discover additional positive impacts of PR. In their germinal work, Brown and Dacin (1997) introduced and studied PR under the rubric of institutional image. They demonstrated that "what consumers know about a institution can influence their evaluations of products introduced by the institution" (p. 68) and that "different types of corporate associations can have important" (p. 68) but different influences on institution image.

## CHAPTER FIVE

### 5.0 SUMMARY, CONCLUSION AND RECOMMENDATIONS

#### 5.1 Introduction

This chapter presents the summary of findings, conclusions and recommendations. The chapter also presents suggestions for further studies.

#### 5.2 Summary of findings

From the findings 46.6% of the respondents said that every department decides on what to do to improve on the institution image while the other respondent denied the allegations that every department in the Ministry makes decisions on its own. Managers from the various outstations are involved in determining the public relations policy to make for the institution and that the outstation does not involve at all in public relations. Respondents were asked about the overall rate of satisfaction with service delivery at the ministry of land where 37.2 were slightly satisfied, 20.2 percent very dissatisfied, 18.1 slightly dissatisfied, 16 percent and 8.5 percent neither satisfied nor dissatisfied and very satisfied respectively.

The findings revealed that, it is necessary for any institution to understand the relations and significance of the economic performance to take the responsibility and keep a positive institutional image, thus they can earn more admiration and trust from customers. Researchers have investigated the interface between PR and the institutional image. Findings on the time taken before someone attended the customers on their visit to the

Ministry of Lands showed that majority, (42.6%) were attended in more than 15 minutes. 25.5 percent in more that 10 minutes and 22.3 percent in less than 3 minutes of arrival. Some 9.6 percent were not attended at low.

The study also sought to know whether the respondent had ever had a reason to complain where majority (71.3%) said they had and the rest 28.7 percent said they had not. This implies that most of customers had ever had a reason to complain irrespective of the few. Concerning the means of resporting, majority (48.9%) went in the ministry physically, 13.8 did nothing about it and 5.3 percent used fax. A few used telephone and e0mails. This shows that majority of respondents preffer going to the offices physicall rather than using electronic means. Findings on whether the respondents were satisfied on how the complain was addressed, mojority (45.7%) said not satisfied and 18.1 percent said they were. This implies the handling of complains in the ministry of land is not that good as many customers are never satisfied and thus an indication that the public relations in the ministry is not good.

The respondents were finally asked about the overall satisfaction with conducting business with the ministry of lands were 30.9 percent said slightly satisfied, 24.5 percent slightly dissatisfied, 18.1 vary dissatisfied, 16 percent and 10.6 percent nither satisfied or dissatisfied and very satisfied respectively.

### **5.3 Conclusions**

The services sought by customers from the ministry of lands included; registration of documents as well as court orders. conveyance services such as transfers, searches.

surveys, cautions, inhibitions, title deeds, mortgage, cautions, leases and boundary disputes, assessment of stamp duty, buying of green card. This indicates the ministry of land is of more importance to citizens as they seek more services from it and thus its staff should work hard towards enhancing the public relation to make it easier in serving customers.

With the MoL introducing new processes in dealing with issues of fraud, the increase in bureaucratic measures only helped to further mystify the processes of MoL, leaving members of the public, and many professionals, to hire services of brokers, to facilitate the expediting of their various transactions.

The problems of land administration and management have been seen by all as purely a problem for the MoL to resolve. Whereas the MoL is indeed charged with the mandate of handling all matters relating to land, it clearly does not have the capacity, nor the necessary funding, to manage this efficiently. The longer the MoL grapples with lack of capacity, the more the ills being perpetrated on the ground, which will in essence keep this country forever on the path of correcting past errors and calling for reform. We need a definite destination to look to, otherwise we shall remain in our state of hope for a better tomorrow forever looking only at promise of reform, with no clue if shall ever get there. With increased consultation between stakeholders, and on the principle of step-by-step progress, the MoL can begin to identify areas where stakeholders can step in to assist the process. Private sector has to commit to assist when called upon to do so, to ensure the success of this process.

Interviewees also observed that, those who were served in the first ten minutes was due to some friendly employees and also because they were lawyer and on duty. Those who were served after more than ten minutes was because of; much insistence, lack of direction as to who is to attend them, staff living in past but not in present, long queues, poor public relations, slow and rude staff, favourism to brokers and quakes who are better known by the staff, staff not valuing customers as well as poorly mannered and corrupt staff. This implies the staff in the Ministry of Lands is more corrupt and less valuation to customer needs hence need to improve in public relation for better service to customers. One concern of the MoL is how to ensure such allocation of land are not done for speculation purposes but for immediate investment.

The researcher also sought to know comments on picking up of calls. Majority, responded that their calls were not picked up due to; congestions, prioritizing of brokers and bad working communication system. This implies that there is communication barrier in the ministry and thus there is need for the ministry to streamline their operations and improve service delivery.

The interviewees were also asked if they were satisfied with how the complains were addresses. Those who said yes although not many commented that, they were served quickly when they got the right office and were given a date, for the same week to appear before the public complains resolution committee. While those who said not satisfied commented that; some, the staff tried to cover up the matter to protect their officers. others their complains were not responded, unconvincing excuses, the staff not really able to trace documents, some faced the same problem after a short while, some the problem

was handled but never succeeded and others their complains were delayed yet they were urgent. This implies that its too difficult to trace the right office to address ones complain as well as the addressing of complains does not really satisfy the customers and hence need to improve.

Explanations on how the interviewees are satisfied with conducting business with the ministry of land were given. Those who said satisfied was because most of their matters are addressed and that the services are prompt. Dissatisfied gave the explanation that, the staff has to be forced to serve customers, the ministry is overwhelmed, the staff is corrupt, the officials seem to be unmotivated, poor service delivery as well as chronic delays.

The study also sought to know the incidents of corruption the customers had encountered were some said they were asked for money in order to find missing files as well as the documents attached to it, others were asked bribery for them to be served, land officer seeking small token after delivering a service and need to appreciate the clerical officers for faster service delivery. This implies that the ministry of lands is totally corrupted and there is need for improvement.

The interviewees were also asked on what should be done to avoid reoccurrence of the incidents of corruption. Suggestion given included; the public to be given better mechanism of reporting these kind of corrupt officials stakeholder open office services should be encouraged, formation of independent monitors from various stakeholders to keep corrupt officials, the ministry to employ honest staff, conduct awareness on corruption to both staff and customers, often transfer of staff, to retrain land officers,

have the policy of 'first come first served', so no jumping the queue, penalties to the corrupt officers, computerization of the system, enforce service charter as well as creation of public relation department.

Suggestion on improvement were also given which included: requirement of radical change, the PR function should be promoted to its rightful position, accountability to be enhanced at all levels, contact performance of senior personnel as well as proper training of staff and frequent seminars on public relations. Other suggestion included: employment of competence and qualified workers, establish a system of workable and sustained feedback from customers, putting a public relations desk at every outstation, sacking off corrupt staff, regular transfer of staff and staff to consider and cater for customer needs.

#### **5.4 Recommendations**

Given the findings and conclusion of this study, the research recommends that:

- i. The role of public relations department in public institution should be enhanced by clearly redefining their roles for customer protection. Public relation offices should also be accessible to customers in an efficient manner by removing hierarchical protocols.
- ii. The government should put in place better controls to reduce corruption that is found rampant in the Ministry of Lands. This should be enhancing through formulating effective policies in transfer of Title Deeds and Land possession certificates.

- iii. Since reputation of an institution is created by how social and ethical issues are handled, the Ministry of Lands should consider creation of ethical framework that should be communicated to all the members of the staff. The framework should dictate on the different codes that should be observed across all departments particularly on customer contact points.
- iv. Ministry of Lands should also take their responsibility to a social level by outreaching the society by facilitating some social activities. This include environmental conservation, charity work and welfare activities.
- v. There is need to identify active steps that can be taken to ensure that the efforts to improve both the service delivery and customer relation with the members of the public, is actually felt on the ground. This is necessary to change the attitude of the general public towards the MoL – In essence, a rebranding of the MoL.
- vi. It is recognized that the culture that has developed at the MoL is merely a reflection of our society. Issues of corruption and integrity require effort both on the part of the employees of the MoL as public servants and the service users who are willing to adopt any means to accomplish their ends.
- vii. There is need to start tackling large problems from their smallest elements, and progressively build from this small foundation. For example on document storage and management, there appears to be a culture that this is someone else's problem; yet even automation of lands record will only be a real solution if the initial paper record are in good condition, and well ordered. MoL employees need

to be sensitized on the important of safeguarding records at the current time, to facilitate a smoother automation process.

- viii. The solution to change in the MoL does not lie with the management of MoL alone. The actions of each employee in the MoL, contribute to the overall image of the MoL. The de-motivation of employees is to a large part based on the sense of helplessness, and disconnect from understanding one's role in the overall achievement of the MoL; it is such disconnect that results in the attitude of 'what is in it for me', leading to the vulnerability of employees to corruption and incorporation into cartels.
- ix. Further, there is urgent need for all professionals that work closely with land offices to develop professional practice standards to safeguard the quality of practice. This may reduce the level of rejection of documents by registries, and ensure that there is a good understanding of what is expected of documentation. At present, the combination of quacks passing off as professionals, bribing to get work done and the challenge of training and lack of qualified MoL employees has lowered the quality of documentation produced and registered by the MoL.
- x. With practice standards in place, these can be clearly communicated to the MoL and in turn, advice on how the MoL is affecting its processes can be communicated clearly to service users. Lack of communication between the MoL and stakeholders has in large led to the proliferation of brokers-the more mysterious the land office systems, the more helpful brokers become, and vice versa.

- xi. A public communication and awareness programme needs to be put in place by the Government of Kenya, to educate people on land matters, and to demystify land ownership. With this in mind, legislation and reform processes should be aimed at simplifying the processes of dealing with land, to facilitate full participation by Kenyans of all cadres.

## **5.5 Suggestions for further studies**

Given the fact that this study was limited in scope, the researcher suggests that,

- i. The study should be expanded to cover other Ministries in the government for comparison purpose
- ii. A similar research should be carried out in private institution to identify the role of public relation in enhancing organization image

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10) To what extent has public relations enhanced the institution image of the organization in the following areas?

	Not at all	Less Extent	Moderate extent	Great Extent	Very Great Extent
Consistency of Behaviour					
Accomplishment of Business Mission					
Discretionary issues					
Creation of Brand Identity					
Accomplishment of Strategic Issues					
Creation of Ready Markets					
Value for Customer Needs					
Proper Allocation of Resources					
Enhancing institutional efficiency					
Diminishing institutional corruption					
Enhancing institutional reputation					
Enhancing institutional social responsibility					

## Appendix II: Questionnaire for customers

### Section A: General Information

1. How do you relate with Ministry of Land?

a) As a client [ ]

b) As an employee [ ]

2. What services do you seek from Ministry of Land?

.....  
 .....  
 .....

3. When was the last time you sort a service from Ministry of Land (other than today)?

c) Less than one week ago [ ]

d) One to three weeks ago [ ]

e) One month ago [ ]

f) More than one month but less than two months ago [ ]

g) More than two months ago [ ]

h) Can't remember [ ]

4. How do you rate your experience while interacting with the Ministry of Land staff in the following sections? Please satisfied indicate how satisfied you are with the following sections in **Ministry of Land**?

Section	Very satisfied	Slightly satisfied	Neither satisfied nor dissatisfied	Slightly dissatisfied	Very dissatisfied	DK	N/A
Department of Land							
Finance Section							
Procurement							
ICT							
Human Resource & Admin							
Consumer Protection							

Legal							
Planning							
Corporate Communications							

Any other (please specify & Rate accordingly)

.....  
 .....

5. Overall, what would you say is your satisfaction with service delivery at Ministry of Land?

- a) Very satisfied [ ]
- b) Slightly satisfied [ ]
- c) Neither satisfied nor dissatisfied [ ]
- d) Slightly dissatisfied [ ]
- e) Very dissatisfied [ ]

**Section B: Public relation and institutional image**

6. Thinking of the last time you visited the Ministry of Land offices, how long did it take before someone attended to you

- a) In less than 3 minutes after arrival [ ]
- b) In more than 10 minutes after arrival [ ]
- c) In more than 15 minutes of arrival [ ]
- d) Never attended to all [ ]

Comment

.....  
 .....

7. Have you ever called the Ministry of Land offices?

- a) Yes [ ] b) No [ ]

8. Thinking of the last time you called Ministry of Land offices, how long did it take before your call was picked up?

- a) Within 2 rings [ ]
- b) After more than 3 rings [ ]
- c) Call was picked up but I was kept on hold for a long time [ ]
- d) It was never picked up [ ]

Comment

.....  
 .....

9. Have you ever had a reason to complain about services at the Ministry of Land?  
a) Yes [ ] b) No [ ]

If yes,

i. What was the nature of the complaint?

.....  
.....  
.....  
.....  
.....  
.....

ii. By what means did you report?

- a) Telephone [ ]  
b) Physically reported it to the officer [ ]  
c) Post/Fax [ ]  
d) Email [ ]  
e) Did nothing about it [ ]  
f) Any other [ ]

10. Are you satisfied with the way the complaint was addressed?

- a) Yes [ ] b) No [ ]

Explain your answer

.....  
.....  
.....  
.....  
.....

11. How long did it take before the complaint was addressed?

- a) Within hours [ ]  
b) Within the same day [ ]  
c) In one week time [ ]  
d) In two weeks time [ ]  
e) In one month [ ]  
f) It was never addressed [ ]

12. Overall, how satisfied would you say you are with conducting business with Ministry of Land?

- a) Very satisfied [ ]  
b) Slightly satisfied [ ]  
c) Neither satisfied nor dissatisfied [ ]  
d) Slightly dissatisfied [ ]  
e) Very dissatisfied [ ]

13. Explain your answer

.....  
 .....  
 .....  
 .....  
 .....

14. Have you ever encountered any incidences of corruption recently while trying to get services from Ministry of Land?

- a) Yes [ ]
- b) No [ ]

15. How long ago was the incident?

- a) Within the past 6 months [ ]
- b) In the last 1 years [ ]
- c) In the last 2 years [ ]
- d) Can't remember [ ]

16. To what level (in your opinion) are the following corruption metrics pronounced at Ministry of Land?

Corruption form	Most pronounced	Largely pronounced	Fairly pronounced	slightly pronounced	Not pronounced	D/K
a) Bribery						
b) Embezzlement						
c) Fraud						
d) Extortion						
e) Any other (specify)						

17. Please tell me the incident of corruption that you encountered?

.....  
 .....  
 .....  
 .....

18. What do you suggest should be done to avoid recurrence

.....  
 .....  
 .....  
 .....

19. To what extent do you think public relation has enhanced the Ministry's image in the following areas?

	Not at all	Less Extent	Moderate extent	Great Extent	Very Great Extent
Consistency of Behaviour					
Accomplishment of Business Mission					
Discretionary issues					
Creation of Brand Identity					
Accomplishment of Strategic Issues					
Creation of Ready Markets					
Value for Customer Needs					
Proper Allocation of Resources					
Enhancing institutional efficiency					
Diminishing institutional corruption					
Enhancing institutional reputation					
Enhancing institutional social responsibility					

20. What is your main reason for choice above?

.....

.....

21. Please give suggestion for improvement

.....

.....

.....

.....