

**AN ASSESSMENT OF INTERNAL FACTORS AFFECTING PUBLIC  
RELATIONS PERFORMANCE IN THE KENYA PRISON SERVICE: A CASE  
OF PRISONS IN NAIROBI REGION**

**MULINGE DORCAS NDUNGWA**

**K50/75327/2014**

**A Research Project Paper Submitted In Partial Fulfillment of the Requirements for  
the Award of Master of Arts Degree in Communication Studies of**

**The University of Nairobi**

**2016**

## DECLARATION

This project is my original work and to the best of my knowledge this research work has not been submitted for any other award in any University

Dorcas Mulinge: \_\_\_\_\_ Date: \_\_\_\_\_  
(K50/75327/2014)

This project report has been submitted in partial fulfillment of the requirement of the Master of Arts in Communication Studies of the University of Nairobi with my approval as the University supervisor.

Dr. Consolata Mutisya: \_\_\_\_\_ Date: \_\_\_\_\_  
School of Journalism

## **ACKNOWLEDGEMENT**

To the Almighty for this great gift of life so as to accomplish this far I have come.

To my loved ones; family and friends, for their great support and encouragement throughout my academic years

To my supervisor Dr. Consolata Mutisya, for her support, guidance, time, and positive criticism during my research process.

To my classmates Winnie Owiti and Brenda Akinyi who shared ideas and provided assistance during this project, I say Thank you

## **DEDICATION**

I dedicate this work to my loving parents for their love and support in my entire learning process. For their endless prayers towards my success, may God bless them abundantly.

<b>DECLARATION .....</b>	<b>ii</b>
<b>ACKNOWLEDGEMENT .....</b>	<b>iii</b>
<b>DEDICATION .....</b>	<b>iv</b>
<b>LIST OF TABLES .....</b>	<b>viii</b>
<b>LIST OF FIGURES .....</b>	<b>ix</b>
<b>ACRONYMS AND ABBREVIATIONS.....</b>	<b>x</b>
<b>ABSTRACT.....</b>	<b>xi</b>
<b>CHAPTER ONE: INTRODUCTION.....</b>	<b>1</b>
1.1 Overview.....	1
1.2 Background of the Study .....	1
1.3 Statement of the Problem.....	3
1.4 General objective of the study .....	4
1.5 Specific Objectives .....	5
1.6 Research Questions.....	5
1.7 Justification of the Study .....	5
1.8 Definitions of Significant Terms .....	6
<b>CHAPTER TWO: LITERATURE REVIEW.....</b>	<b>7</b>
2.1 Introduction.....	7
2.2 Historical Development of PR in Kenya .....	7
2.3 Literature Review .....	9
2.3.1 Public Relations Policy on Performance of Public Relations.....	9
2.3.2 Technology on Performance of Public Relations .....	11
2.3.3 Public Relations Officers Skills on Performance of Public Relations.....	13
2.4 Theoretical Framework.....	16
2.4.1 Commitment-Trust Theory.....	16
2.4.2 The Balanced Scorecard theory .....	19
2.5 Conceptual Framework.....	21
<b>CHAPTER THREE: RESEARCH METHODOLOGY .....</b>	<b>23</b>
3.1 Introduction.....	23
3.2 Research Design .....	23
3.3 Target Population.....	23

3.4 Sampling Procedure and Sample Size .....	24
3.5 Research Instruments.....	24
3.6 Data Collection Procedures .....	25
3.7 Reliability of the Instrument.....	25
3.8 Validity of the Instrument.....	26
3.9 Method of Data analysis and Presentation.....	26
3.10 Assumptions of the Study .....	26
3.11 Limitations of the Study .....	26
3.12 Ethical Considerations .....	27
<b>CHAPTER FOUR: DATA PRESENTATION, ANALYSIS AND</b>	
<b>INTERPRETATION OF FINDINGS.....</b>	<b>28</b>
4.1 Introduction.....	28
4.2 Response Rate.....	28
4.3 Demographic Data .....	29
4.3.1: Respondent's Ages .....	29
4.3.2: Respondents' Level of Education .....	30
4.3.3: Years worked in the Prisons department by the Respondents .....	31
4.4 Public Relations Policy and Performance of Public Relations.....	31
4.4.1 There Is a Clear Policy on How the Public Relations Should Be Conducted.....	32
4.4.2 There is Policy that Empowers Leaders on Public Relations .....	33
4.5 Public Relations Technology and Performance of Public Relations .....	34
4.5.1 Poor Investment on Public Relations in Technology.....	34
4.5.2 Response on Sufficient Budget of Acquiring Modern Technology	
Communication Systems .....	35
4.6 Public Relations Officers Skills and Public Relations.....	37
4.6.1 Response on Highly Skilled Public Relations Staff on Public Relations .....	37
4.6.2 Response on Supportive Officers to Enhance the Performance of Public	
Relations .....	38
4.6.3 Public Relations Staff Involve Other Stakeholders.....	39
4.6.4 Satisfaction Rate of the Current Skills of Public Relations Staff .....	40

<b>.CHAPTER FIVE: SUMMARY, CONCLUSIONS AND</b>	
<b>RECOMMENDATIONS .....</b>	<b>42</b>
5.1 Introduction.....	42
5.2 Summary of the Findings.....	42
5.3 Conclusion .....	45
5.4 Recommendations.....	46
5.5 Recommendations for further research.....	47
<b>REFERENCES. ....</b>	<b>48</b>
APPENDIX I: INTRODUCTION LETTER .....	53
APPENDIX II: QUESTIONNAIRE.....	54
APPENDIX III: BUDGET PLAN .....	57
APPENDIX IV: RESEARCH PROJECT WORK PLAN .....	58
APPENDIX V: CERTIFICATE OF FIELD WORK .....	59
APPENDIX VI: CERTIFICATE OF CORRECTION .....	60
APPENDIX VII: DECLARATION OF ORIGINALITY FORM .....	61
APPENDIX VIII: CERTIFICATE OF ORIGINALITY FORM.....	62

## LIST OF TABLES

Table 3.1 Target Population .....	24
Table 4.1: Respondent’s Gender.....	29
Table 4.3: Respondents Level of Education .....	30
Table 4.4 :Respondents Years Worked in Prisons department.....	31
Table 4.5: There are Supportive Policies that Encourages the Public Relations.....	32
Table 4.6: There Is a Clear Policy on How the Public Relations Should Be Conducted..	32
Table 4.7: There is Policy that Empowers Leaders on Public Relations.....	33
Table 4.8: Lack of Modern Public Relations System Equipment’s.....	34
Table 4.9: Response Poor Investment on Public Relations in Technology .....	35
Table 4.10: Response on Sufficient Budget of Acquiring Modern Technology Communication Systems.....	36
Table 4.11: There are ICT Systems to Monitor How Public Relations is undertaken .....	36
Table 4.12: Response on Highly Skilled Public Relations Staff on Public Relations.....	37
Table 4.13: Response on Supportive Officers to Enhance the Performance of Public Relations.....	38
Table 4.14: Public Relations Staff Involves Other Stakeholders .....	39
Table 4.15: Satisfaction Rate of Management Practice.....	40



## LIST OF FIGURES

Figure 1. Conceptual framework.....	21
-------------------------------------	----

## **ACRONYMS AND ABBREVIATIONS**

ACP-----Assistant Commissioner of Prisons

CCTV-----Closed Circuit Television

CIP-----Chief Inspector of Prisons

IP-----Inspector of prisons

KIO-----Kenyan Information Office

NGO's-----Non Governmental Organizations

PR-----Public Relations

ROI-----Return on Investment

SP-----Superintendent of Prisons

SSP-----Senior Superintendent of Prisons

## **ABSTRACT**

This study sought to assess the internal factors affecting the performance of public relations in the Kenya Prison Service. The specific study objectives were; to assess the public relations policy on the performance of public relations in the Kenya prisons department; to examine the role of technology on the performance of public relations in the Kenya prisons department and to establish the effects of the public relations officers' skills on the performance of public relations in the Kenya prisons department. The study used a descriptive survey research approach which targeted four (4) prison stations across Nairobi region with a sample size of 120 management employees and public relations officers. The study adopted a census sample design. The research instrument used was questionnaire and the drop and pick method was used to collect data. The SPSS tool Version 22 was used to analyze data. Data collected implied that there is lack of supportive policies that encourages the public relations which in turn have led to poor performance of public relations; there is also no clear policy on how the public relations should be conducted. The department also lacks modern public relations equipment and information communication technology systems to monitor how PR is undertaken. The respondents also indicated that the department lacks highly skilled public relations staff. Key recommendations of the study are; Prisons department managers need to understand the role of technology on the performance of public relations. This will ensure that they acquire latest technology like modern cameras and the use of internet that will boost their public relations, they should ensure that there is clear public relations policy that will enhance the public relations in the department and also ensure that they embark on building the technical capacity of public relations officers in order to ensure that they are able to handle communication within and outside the organization.

## **CHAPTER ONE**

### **INTRODUCTION**

#### **1.1 Overview**

This chapter contains the background of the study, the statement of the problem, the study objectives that guided the research and research questions that the researcher sought to answer. The study justification is also highlighted here.

#### **1.2 Background of the Study**

Public relations has become popular among prisons in the developing countries (Grunig, 2010). Although the concept is not practiced in most prisons, where it is practiced involves planning and evaluating public relations initiatives that should be within the frame of organizational goals. In the United States of America, effective public relations has been made part of strategic management of prisons to help manage the prisons program effectively. Its main goal is to balance between internal and external activities in order to achieve strategic goals of the organization. Consequently, public relations is a critical determinant of organizational effectiveness. It ensures that a good working relationship exists between stakeholders that help it achieve its mission (Repper, 2009).

In Europe, maximum prisons have adopted public relations as a strategy to enhance their public relations with the public by providing the vital link to the outsiders. As a functional strategy, the public relations has provided focus and direction for an organization's communication with stakeholders, building symbolic and behavioral relationships with various stakeholders. It is the thinking and logic behind the public relations function in most European public organizations. This does not only act as communication plans but

also provides the framework for the implementation of communication plans necessary to enhance the organization performance (Charles, 2012).

In India, public relations in government institutions has been used develop public relations that can produce a positive return on investment. While it is increasingly difficult to attach a monetary value on public relations, it has been known to improve relationships and reduced the cost of litigation and negative publicity, increased revenue through the sale of products and services to the public (Bayon& Bauer, 2008). Effective public relations has demonstrated to be the most important tool for any organization, thus reinforcing the value, and ROI, public relations provides (Crosby &Johnson, 2010);

In South Africa, effective public relations has resulted to organizational alignment in their correctional facilities and also the extent to which the components of the organization are arranged and optimally support the intent, objectives and goals of the organization. The results of effective public relations were found to have aligned organization areas such as the work being completed, key business projects and work processes, the goals, tools and technologies and resources (including budget) that support the work being completed. Without effective public relations, it is increasingly difficult for the organization to achieve its strategic goals (Krone, 2009).

The Nigeria government has established effective public relations in prisons service which in turn has influenced the opinion that individuals and civil groups hold towards the government services and products in a positive way. Media is the tool for achieving the goals and objectives of public relations. However, it should not be considered public relations in itself. Passing critical information to groups and people and maintaining good working relationships generate the required environment for marketing products and services (Ogedebe, 2012).

The government of South Sudan has emulated so much in public relations in their prisons services from Kenya prison services. Prisons officers in South Sudan were first trained in Kenya at the prison staff training college where they were instilled with all values including public relations (Karanja and Nyambura, 2014). According to the United Nations Correctional Department (2015), the public relations of prisons in South Sudan are still below the expected levels despite training from Kenya prisons services.

The Kenyan prison service has taken over a lot of years to gain confidence from the public including its operations (Human Rights, 2011). In the past, prisons in Kenya were regarded as places of punishment and deaths. This notion was attributed to many factors key among them poor public relations. Due to this the social systems were not ready to assist the prison service to reintegrate inmates back to the society and the stigma that is associated with life after incarceration. The government of Kenya has embarked on numerous interventions through the open door policy and even partnering with NGO's and other stakeholders. The Kenya Prisons public relations section was founded in 2010 and has been in force since then, however, it still faces major challenges.

### **1.3 Statement of the Problem**

According to Jounghwa & Yoonhyeung, (2009) Public relations is an effective management tool if conducted with integrity and focus. An organization that is coherent and focuses its resources on a specific goal is much more effective than one that disseminates inconsistency messages from the management. A well-managed, sustainable and consistency public relations agenda or initiative can reap long term benefits for an organization.

The Kenya Prisons Department has experienced calamities which have challenged their public relations performance. They range from prison breaks, fire outbreaks in the staff lines, communicable disease outbreaks, prison riots, and power outages. In such events, the department is supposed to disseminate information to the public regarding the calamities through its public relations office but that is not always the case (Human Rights, 2012).

The department's spokesperson is supposed to relay information to the public but there is always a laxity in the prisons department. As a result of this the public is misinformed as the media is forced to give out information which is not verified. A recent case is that of the Kamiti prison break in May, 2015 as cited in the Standard Digital, of 23<sup>rd</sup> May, 2015 whereby three hardcore criminals escaped from the maximum prison and the public relations office failed to disseminate the information to the public on time, Another case is the April, 2014 Nairobi West prison fire outbreak in the staff quarters which left sixty four families displaced as retrieved from Capital News, on 28<sup>th</sup> April, 2014. One of the skills needed by the Prison department is effective public relations in order to ensure they give the public the information needed to foster peace and security. It is thus important to carry out this study to assess the internal factors affecting the performance of public relations in the Kenya Prison Service.

#### **1.4 General objective of the study**

The general objective of the research study was to assess the internal factors affecting the performance of public relations in the Kenya Prison Service.

### **1.5 Specific Objectives**

1. To assess the public relations policy on the performance of public relations in the Kenya prisons department
2. To examine the role of technology on the performance of public relations in the Kenya prisons department.
3. To establish the effects of the public relations officers' skills on the performance of public relations in the Kenya prisons department.

### **1.6 Research Questions**

The study sought to answer the following research questions;

1. To what extent does public relations policy affect the performance of public relations in the Kenya prisons department?
2. How does technology affect the performance of public relations in the Kenya prisons department?
3. How do public relations officers' skills affect the performance of public relations in the Kenya prisons department?

### **1.7 Justification of the Study**

This study assessed the internal factors affecting the performance of public relations in the Kenya Prison Service. Based on that, the researcher came up with recommendations on how to improve the performance of public relations in the prisons department. The recommendations will help the prisons department to find out the internal causes of its poor performance in public relations which has affected its general performance. This will help the prisons department to review the way they do their public relations in order to improve their service delivery and overall organization performance.



This research will also help other organizations facing similar problems in public relations and thus, it will be important to such organizations in improving their organizational public relations. In addition, other researchers who have an interest in this field will find this document useful and it can be used as a secondary source of their data.

### **1.8 Definitions of Significant Terms**

**Performance-** the process of accomplishing a given task or the actions involved in accomplishing a given task.

**Policy-** A course of action that guides a party, government, business or person.

**Prison-**A place in which convicted people and those awaiting trial stay.

**Public Relations-**A strategic communication process establishes mutually beneficial relationships between organizations and the public.

**Public Relations Officers Skills-** This refers to the prison officer's deployed to work in the PR department. The skills of these officers will determine how effective the PR will be in the prisons department.

**Public Relations Policy-** This refers to the guidelines put in place by the prisons department to ensure that communication within the department is well managed and the public's gets the right information.

**Technology-** This refers to the systems put in place by the prisons department to engage their public relations. Availability of modern computers, CCTV's and satellites communications will influence the prisons department PR.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.1 Introduction**

This section of the study contains a review of studies done in the past by other scholars. The main aim is to examine existing literature from other researchers and scholars. The literature reviewed provided a guide to the study and offered a critical analysis of these past studies.

#### **2.2 Historical Development of PR in Kenya**

The PR history in Kenya can be traced back to the colonial times whereby it was basically a low key activity considering the fact that the media was not very well established. Most things were basically controlled by the colonial government and there was minimal need to reach the majority audience who were basically Africans. The economy was controlled by the Queen of England and executed through established governance structure. The influence of colonialism on the practice of public relations cannot be ignored. By reviewing the way the British administered Kenya it can be understood how different PR practices emerged.

L'Etang and Muruli (2004) noted that public relations in Kenya emerged due to increased desire of various interest groups to manage public opinion. The colonial practice where a few interest groups represented the interest of the majority necessitated careful management of relationships that were based on tactics and rhetorical strategies.

The necessity to manage public opinion was a common practice of the British civil servants. This was critical especially with the emergence of democracy, expansion of political and social legislations in Britain from 1830's. Consequently, relationship between people and government changed considerably. However, it is argued that British government PR in Kenya started with building and maintaining relationships with key local leaders. The British used social relations and interpersonal skills to ensure harmony and acceptance by the local communities (L'Etang & Muruli, 2004).

Kenyan Information Office (KIO) was later on set up to deal with information and press functions. A greater strategic responsibility was achieved when in 1942; the post of Principal Information Officer was established. The PIO was in charge of producing and supplying publicity materials (Blankson, 2009). However, it was challenging to distinguish information from propaganda at the time.

The colonial government used a top-down communication approach. They used existing chiefs and 'baraza' as the central points for passing information between communities and the government. When the government was not using the top down approach, it was utilizing propaganda among the settler and African communities (Mbeke, 2009). They even used enhanced propaganda to defeat the Mau-Mau. This top-down structure exists in the government systems to date, PR officers from the government ministries mostly tell people what the government wants them to do without factoring in public opinion.

The Political, Social and Economic structures were basically modeled to satisfy the ruling colonial elites and largely ignored the Africans. With the low levels of education for the natives and the agitation of independence, it was necessary to establish tools that would vilify the freedom fighter and glorify the white man as an agent of civilization.

Even with the modern times the government owned mouthpieces KBC and KNA still use the top-down model to structure their news. They still give prominence to functions conducted by state officials however trivial they are. Most information that still comes from government is not well researched and sometimes lacks relevant substance. Examples are numerous findings and reports from statutory committees

In post-independence Kenya leading business organizations acknowledged the need for planned public relations. Mbeke (2009) argues that recognizing public relations as a critical component of successful relations are essential to the success of the organization. Public institutions have internal public relations personnel while most private firms mostly use external consultants to boost the efforts of their internal PR teams.

The growth of mass media has also seen opportunities and new platforms emerge for executing PR programs. PR spends in the form of advertising in both print and electronic media contributes to high revenue turnovers. Leading media firms like Nation Media and Standard Group are both listed in the Nairobi Stock Exchange.

## **2.3 Literature Review**

### **2.3.1 Public Relations Policy on Performance of Public Relations**

According to Mbue (2009), public relations policy issued by the government may not necessary support the performance of public relations. Ouma (2011) argued that it was found there is rigidity in public organization policy formulation and this resulted to poor performance of public relations. Most public organizations rely much on policies cascaded from the top authority for implementation and improve the performance of public relations.

Delays in formulating friendly and supportive policies will always make performance of public relations to fail. In his study, he recommended that the government should give authority to managers in the ground to formulate policies that they consider necessary to enhance performance of public relations. However, all these policies have to be in line with the legal framework set by the government and help in realizing the mandate of the organization as provided by the Act or by any other written law (Zarruk 2008),

Barajas et al (2007), insists that good policies cannot be effective if they are not implemented. Consequently, it is much better to have a second class policy that to have a first class policy that is not effective. Barajas et al (2007), argues that slightly less than 50 percent organizational policies get implemented. Additionally, failure in implementation of public relations policies is a pointer to failure in the formulation of the policy. The utility of any policy or tool lie in proper usage. A public relations strategy is a tool for an organization to use in order to take advantage of opportunities in the existing market. Consequently, organizational performance is determined by its effectiveness in formulating and executing public relations policies. Thus policy implementation is perceived as a key determinant to organizational performance.

Capri (2010) defines public relations policies implementation as the process through which PR policies are executed using strategies, budgets and programs. This requires the introducing changes to the organization for the purpose of administration of public relations. Changes often affect roles and functions of people, reporting procedures and evaluation and control methods. It is concerned with the flow of actual information with the existing communication channel in the organization (Capri 2010)

### **2.3.2 Technology on Performance of Public Relations**

An intelligent agent either is provided as part of a service on a search engine, portal or infrastructure with the purpose of adding value or encouraging usage. In some cases, it may be provided to the consumer directly. Some researchers have argued that intelligent software may lead to elimination of intermediaries between sellers and buyers such as brokers and agents (Benjamin & Wigand, 2010). Consequently, organizations such as eBay and Yahoo are increasingly offering intermediaries in the form of intelligence software for the purpose of facilitating B2B transactions.

Maes (2011) noted that while new forms of intermediaries were emerging, he suggested that they are likely to disappear in future. Sarkar et al (2013) insisted that traditional PR intermediaries will promote growth for web-based software intelligent tools ('cybermediaries'). Sarkar et al (2013) argued that intermediaries will eventually be bypassed by new forms of electronic communications. Consequently, various functions of PR intermediaries will eventually be involved in the electronic markets. Sarkar et al (2013) also highlighted various institutional and social factors that may cause elimination of PR technology in the marketplace.

Jin and Robey (2011), noted that public relations is enabled by information technology tools. They investigated public institutions that used electronic tools in public relations. Evidence showed an increasing role being played by online intermediaries which included supplying inter-organizational information, building providing trust and aggregating information. They insisted that there are numerous benefits of enlisting many providers using intermediaries. Their approach of analysis is theoretical and economics-based.

A study by Coombs (2007) noted that shift to a relational perspective and the need to establish and maintain mutually beneficial relationships is concurrent with a dramatic shift in the means by which public relations operates. From electronic mass media and print, the wide range of digital means of communication is creating the need for a new grouping of PR skills and disciplines. The email, internet, and mobile telephones, online chat, graphics and associated SMS (short message service) and satellite television systems and capacity, handheld personal digital assistants that allow for interactivity between viewers, are fundamentally changing the means of communication (Corbin & Strauss, 2008).

Doorley & Garcia (2007) argue that new communication technologies have influence on internal and external communication especially in times of crisis. Today, people are using social networks, mobile phones and cameras to share information instantly. Coombs (2007) argues that people directly involved in a crisis are increasingly experiencing trauma as a result of the sharing of news on the internet and other media. Consequently, the reputation of government and non-profit entity, public and private held company or a public figure can be threatened through sharing of wrong information.

Eyrich, Padman, & Sweetser, (2008) noted that public relations practice requires a number of activities which include technology to strengthen public confidence, assessing risks and identifying causes.

Jefferson (2006) insists that the web has become a critical tool in sharing of information about disasters such as tsunami and hurricanes. Jefferson (2006) concluded that combining information through unofficial Internet bloggers, official channels, and observer information is becoming increasingly challenging for organizations. However, this is seen as critical for accuracy, timeliness, and completeness of the information.

Fearn (2011) insists that control of information is increasingly becoming a major issue since companies have little time to prepare and present correct and accurate information about reality. Additionally, distributing such information in various media channels is also a major issue (Argenti, 2006). Consequently, companies have to deal with public relations challenges presented by new forms of technology. In addition, companies have to utilize the different channels in during crisis in order to communicate with internal and external audiences.

### **2.3 3 Public Relations Officers Skills on Performance of Public Relations**

It has been widely acknowledged that employee's skill is a critical factor in effective performance of public relations especially where an organization lacks qualified manpower. Drucker (2009) argued that managerial skill required decision making skills which are necessary for prioritizing in public relations. Dandira (2011) insists that an executive committee is necessary to establish the vision and mission of the public relations. Additionally, manpower is necessary for efficient planning of communication strategies. Key skills noted include interpersonal skills, communication skills, and environmental analysis skills.

Dandira (2011) proposes a top to bottom approach in communication. This is essential for employees to understand public relations performance. Managers of public institutions should therefore be encouraged to share information for the purpose of enhancing public relations performance. Consequently, professional skills are key especially at the planning stage. Effective communication skills are important for managers to pass down to various employees. However, it is continuous learning that enables employees to obtain skills to scan the market environment.



Sherman, Rowley and Armandi (2007) observes that in Africa, many managers are appointed to positions that they do not qualify. For example, it is common for a former army general to be appointed as a university administrator. The two positions require different styles of leadership. This contributes to a mismatch of personalities and policies thus becoming a major challenge to the organization. Consequently, the recruitment of innovative and business minded people is seen as critical to the improvement of public relations performance.

According to a study done by Gakure (2013) on PR strategic dimensions in Kenya, found out those highly skilled employees are requisite for effective performance of public relations. The study argues that there is need for having qualified staff for effective performance of public relations. Successful performance of public relations is tied to empowerment of staff and organization needs to place great emphasis on recruiting and retaining the staff involved. Sami (2011) emphasizes that the ability to adapt to changing market environment is a key determinant of the quality of service delivered to customers. Additionally, public relations makes it possible for organizations to respond to situations in the market place and thus secure the reputation of the organization in the long term.

Schaap (2009) argues that government quality of public relations often fails because employees do not possess the necessary skills and competencies for effective service delivery. They lack the specific skill levels and experience as a result of lack of training.

It is often a challenging task to have an effective performance of public relations is a difficult task for any management team. The situation is worsened by the fact that many employees lack the requisite skills (Hrebiniak 2012). It is evident that poor PR dramatically affects organizations communications efforts. Additionally, good execution cannot replace the overcome the limitations of bad PR strategies or a poor

communication strategy. Allio, (2009) argues that necessary skills that employees have will impact on communication strategies and plans. Alexander (2010) argues that it is important to ensure that employees are trained in order to help promote successful formulation and implementation of public relations policies.

A study by Mauborgne (2010) on modern communication strategies found out that the question of performance of public relations is critical for successful formulation and consistent implementation of public relations policies. Bantel (2009) argues that specific market strategies or products can be achieved using specific performance targets. Bantel (2009) concluded that communication strategies and the employee's capabilities should be matched. Bantel (2009) insisted that public relations ultimately impacts on trust, commitment and social harmony. It also affects level of satisfaction of managers.

Singh (2011) argues that employee commitment and trust in performance of public relations will need specific cognitive requirements which can be achieved using decision support software tools. Singh (2011) concluded that computerized cognitive tools can be incorporated into decision support software to empower decision makers and support strategy execution. Consequently, these tools have a positive effect on efficiency and effectiveness of decisions and made. However, decision support systems is much more strongly rooted in performance of public relations and it requires employees to have the skills that will help them and the entire public relations team succeed.

Chimhanzi (2009) supported interdepartmental working relations since they are critical for consistent implementation of public relations. Conflict negatively affects performance effectiveness of PR while communication positively affects PR. Additionally, interpersonal communication is better compared to written communication. The dynamics

affecting departments within the organizations are in turn influenced by the level of support from senior management as well as information integration and joint reward systems. The main people involved in the execution process include senior management, middle level managers, low level managers and other employees. Effectiveness of performance of public relations is generally determined by the reputation of employees involved in the process (Govindarajan, 2010).

Sweeney (2010) on his study on employee's factor in communication strategic management argues that public organizations should have the quality employees who can handle required task or position. This study finding indicated that success in public relations is determined by the employees involved in the process. The people formulating the PR strategy determine the success of the strategy. Other factors are system related. In the same manner, Harrington (2009) noted that involvement of the right people in public relations work positively impacted on the profitability of the organization.

## **2.4 Theoretical Framework**

### **2.4.1 Commitment-Trust Theory**

The commitment-trust theory is based on two important factors which are trust and commitment. The theory insists that these two factors are critical for any relationship to succeed. In business, relationship marketing is the process of creating bonds with customers in order to better meet their needs. Consequently, the company foregoes short-term gains and builds relationships with customers in order to ensure the long-term goals of the organization are met. As a result, customers establish trust with the organization. The relationship is mutually beneficial. The theory was advanced by Morgan and Hunt (1994).

Morgan and Hunt (1994) suggested a relationship based on trust and commitment is the main determinants of a successful relationship that in cooperates positive behaviors between parties and supports long-terms relationships through effective communication. They argued that such a relationship should focus on trust and commitment in order to allow acceptance of high-risk scenarios. This is critical to ensuring that each party trusts that the other party will take the long-term best interests of the other while undertaking important business activities. Morgan and Hunt experimented on this theory on companies in the automobile industry and their suppliers. They used public relations and communications as the main strategies in the business relations. They concluded that the commitment-trust theory suggests that commitment and trust are important components that also act as mediating variables. Accordingly, they argued that trust is improved by partners sharing common values in addition to communication. On the other hand, trust is eroded when partners engaged less in communication.

Morgan and Hunt (1994) insisted that shared values are important not only for commitment but also trust. Additionally, perceptions of existence of shared values increased the ability of each partner to predict the other partner's behaviors and motives. On the other hand, communication refers to sharing of relevant and timely information between parties. Teachers who communicate with learners about what to expect on a course have a high likelihood of improving their trust with the students. Communication between teachers and learners can also eliminate misunderstanding and create an environment for resolving conflicts. Additionally, it is important to note that opportunistic behavior is often regarded as a violation of trust. In the Commitment/Trust Model, trust affects the output either directly or indirectly. Trust influences decision making, cooperation and functional conflicts.

This theory comes into this study since there must be communication to enhance trust with the prisons department between the public and the department in order to accomplish common objectives. Morgan and Hunt argue that cooperation gives outcomes that would otherwise not be possible to achieve if such a relationship did not exist. Functional conflicts are common in cooperation relationships and often improve the relationship rather than destroy it. From this perspective, disagreements are seen to strength relations rather than tear them apart. They are viewed as opportunities to communicate with partners and review expectations.

In this study, there is need for prisons department to ensure there is trust. Trust is seen as essential to viewing conflicts from functional point of view and offering a win-win situation. The level of uncertainty in decision making is defined as the degree to which partners have enough information to arrive at important decisions with confidence. Consequently, uncertainty in decision making impacts on commitment between managers and other employees in the organization. Additionally, trust enables partners to consider the long-term aspects of relationships. Consequently, the relationship becomes the object instead of the outcomes of communication between partners.

It can be concluded that this theory will help the prisons department to create an enabling communication and public relations environment that will help in the creating a good relationship between the management and the employees and the public's for better performance of the department. This theory supports the independent variables which includes public relations policy, technology and public relations officers skills. When this theory is put in practice with the prisons department public relations department, there will be effective performance of the department.

### **2.4.2 The Balanced Scorecard theory**

The Balanced Scorecard is a management theory that was developed by Robert S. Kaplan & David P. Norton (1996). The theory generates performance measures from the organization's mission, vision and strategy. It provides a tool for comprehensively measuring the performance of the organization. It includes the financial aspect which determines the economic outcomes of the different decisions undertaken by the organization. Another important aspect measured is customer satisfaction levels. It focuses on the customer and market and measures critical success measures targeted at these segments. Another important measure is on internal processes. It identifies the business processes in which the organization performs well. Lastly, balanced scorecard focuses on learning and growth which are essential for long term growth of the business.

To create balanced scorecard, the management of an organization has to undertake the activity of changing its vision, mission and strategies into a scorecard. Additionally, the scorecard values should reflect on the short-term and long-term goals of the organization. The scorecard should also indicate the measure before performance and highlight the main performance variables in order to guide future performance. The balanced scorecard clarifies the vision and enables managers to effectively communicate performance to employees of the organization. It also enhances learning and enables managers to set targets, plan and align strategic programs to the vision and mission of the organization. Kaplan and Norton emphasized the importance of balanced scorecard in strategy development and implementation. A balanced scorecard is a change management approach, implemented using a scorecard (Kaplan and Norton 1996).

This study has adopted three independent variables namely public relations policy, technology and public relations officers skills. All these variables are in tandem with the theory and have impact in the public relations. In this study, public relations is a strategy

adopted by prisons department in order to improve its overall performance. Prisons department is a service sector that has been undergoing transformation from the old system of being a punitive center to a correctional and rehabilitation center. The four tenets of this theory which are the financial aspect, the customer, internal business process and learning and growth are applicable in the day to day running of the prisons department.

In order to offer services that are acceptable to the society, the four perspective of balance score card needs to be integrated by prisons department in the implementation of performance contracting. Adequate finances should be provided in order to ensure that there are readily measurable economic consequences of actions already taken by the department.

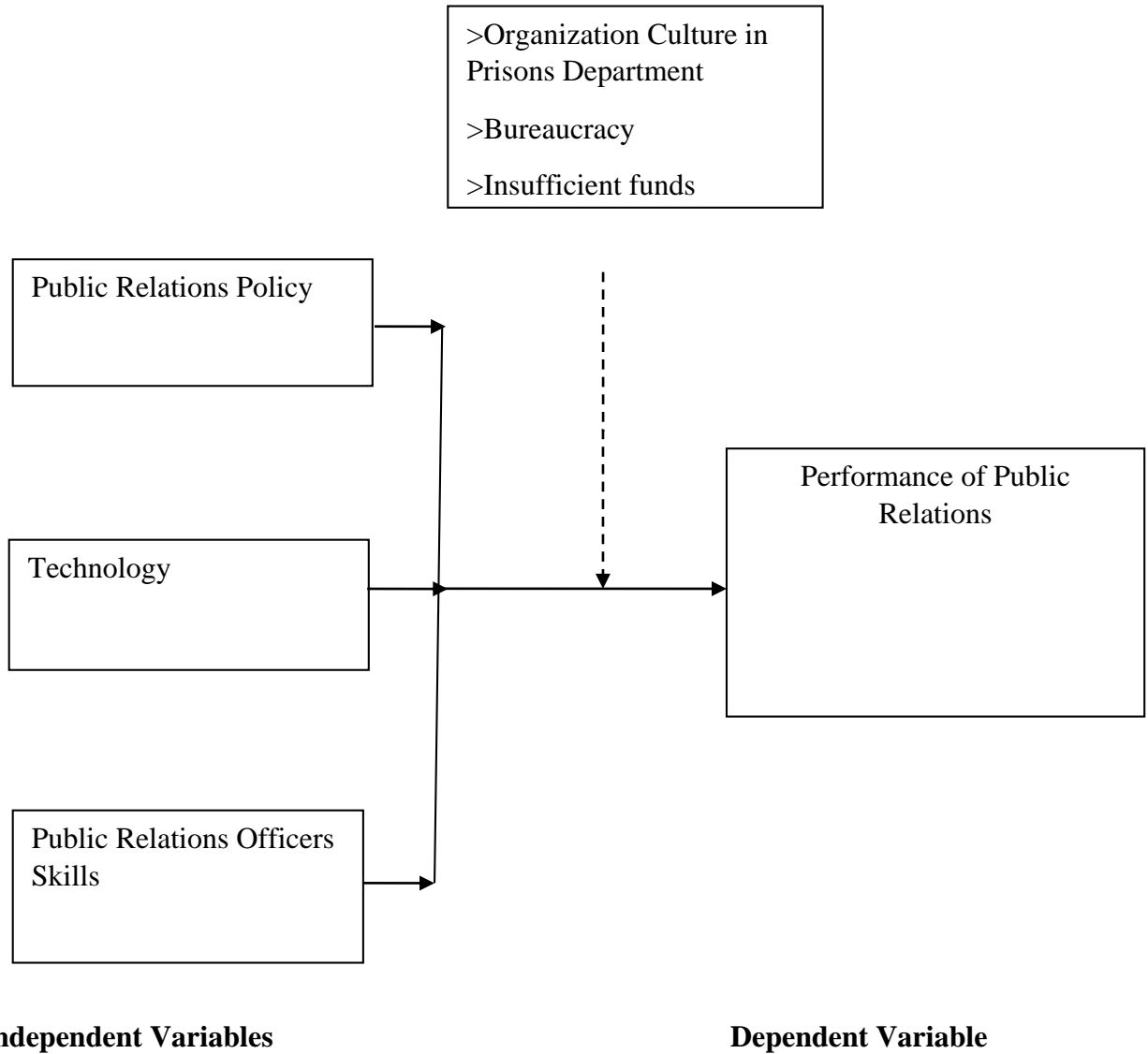
The customers of prisons department are the offenders. Measures should be put in place to ensure that rehabilitation programs are put in place to ensure the customers are well rehabilitated in order to reduce recidivism among the offenders who are the customers of prisons department.

Prisons department should also have ensured that their internal organization process measures the critical internal processes in which the organization must excel in order to ensure that performance contracts are effectively implemented.

Lastly, in order to ensure public relations is fully effective in prisons department, the perspective of learning and growth is adopted which will help them to measures the infrastructure that the prisons department must build to create long-term growth and improvement in its public relations department.

## 2.5 Conceptual Framework

### Moderating Variables



**Figure 1. Conceptual framework**

**Source: Researcher, (2016)**

The above diagram conceptualizes that public relations policy, technology and public relations officers' skills largely affect the performance of public relations in the prisons department. Thus the number of policies available matters a lot and the implementation of the Policy should be relevant in order to improve the PR performance. For a better PR



performance the PR officers should be trained often and training budgets allocated for in house training. The type of technology in place also greatly affects the PR performance thus place in there should be a budget in place to ensure that the modern technology is acquired to ensure effective PR performance. However, it further indicates that there are some factors that might interfere with the effective PR performance if not well addressed, they include, the organizations culture which might not fully support the PR system, bureaucracy which makes it hard for some people to accept change hence making the PR work ineffective and lastly insufficient funds which interferes with the running of the PR work.

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.1 Introduction**

This chapter presents the research design and methodology which were adopted for this study. It also discusses the sampling methods and describes the data collection methods, the target population and tools which were used to collect data from respondents. Finally, it describes the process of data analysis.

#### **3.2 Research Design**

This method was deemed appropriate for the current study since it provided a flexible way for data collection without having to manipulate the respondents. According to Walter (2009) descriptive research design is appropriate when the problem is known and well defined.

#### **3.3 Target Population**

The survey targeted 120 prison Officers within four (4) prison stations in Nairobi region. In choosing the members to participate, the researcher focused on the management and public relations officers. This is because they are the major stakeholders in the day-to-day operations of these correction facilities hence they are key stakeholders in the communication and public relations issues. There are 95 management employees of prisons department in Langata prison, Kamiti prison, Nairobi west prison and Nairobi Remand and 25 public relations officers. They include the Assistant Commissioner of Prisons (ACP), Senior Superintendent of prisons (SSP), Superintendent of prisons (SP), Chief Inspector of prisons (CIP) and Inspector of prisons (IP). They are mandated with disseminating information on behalf of prisons department.

**Table 3.1 Target Population**

	<b>Stations</b>	<b>RANKS</b>	<b>ACP</b>	<b>SSP</b>	<b>SP</b>	<b>CIP</b>	<b>IP</b>	<b>Total</b>
1	Langata Women prisons			1	2	8	17	<b>28</b>
2	Kamiti Maximum Prisons		1	3	7	13	15	<b>39</b>
3	Nairobi Remand & Allocation		1	1	2	12	23	<b>39</b>
4	Nairobi West Prisons			1	1	5	7	<b>14</b>
<b>Total</b>			<b>2</b>	<b>6</b>	<b>12</b>	<b>38</b>	<b>62</b>	<b>120</b>

**Source: Prisons Headquarters, (2016)**

### **3.4 Sampling Procedure and Sample Size**

The study adopted a census sample design approach. This is because the target population was manageable. Additionally, respondents were within systems which could be accessed easily. According to Kothari (2010), census is a complete enumeration of all items in the population. It is presumed that in a census inquiry, all the respondents are covered and there is no element of chance which is left and the highest accuracy is obtained especially when the population is small as it is evident in this study where the sample size was 120 respondents.

### **3.5 Research Instruments**

Data was collected using a questionnaire (see appendix II). The questionnaire had both open ended and closed ended questions. Open ended questions enables the respondents to give a number of possible answers, be able to answer in detail and give adequate answers to complex issues as well as permit their creativity, self expression and richness of detail. The closed ended questions on the other hand are quicker for respondents to answer, gives answers which are easier to code and statistically analyze, less literate respondents are not at a disadvantage and respondents are more likely to answer sensitive questions.

(Marelize&Jody) 2010. The questions were simple and logical. It contained simple but straight forward instructions for the respondents so that they did not struggle in answering the questions. The method was the best in terms of costs since it is inexpensive, freedom from bias of the interviewer, adequacy of time to give well thought out answers, convenience in reaching respondents, and the results can be more dependable and reliable as supported by Saunders (2007).

### **3.6 Data Collection Procedures**

A drop and pick approach was used. A booking appointment was made with the officer in charge of prison administration in order to obtain consent to collect the research data. The approach was appropriate since the questionnaires were administered and data collected without any form of external interference (Neville 2007). The completed questionnaires were then obtained after a period of 2 days to avoid interference with the respondents programs.

### **3.7 Reliability of the Instrument**

Sekran and Bougie (2010), defined reliability as a measure of the level which a data collection instrument provides consistent measure of data for duplicated trials. The test-retest method was conducted at the Prisons Staff Training College which has a population of 110 officers. A sample size of 11 respondents which is 10 percent of the total population at the Prisons Staff Training College was used and correlation coefficient calculated using spearman's formula. A reliability coefficient of 0.83 was achieved, according to Kothari (2010), a reliability coefficient of 0.7 and above is acceptable to make inferences that are accurate in social sciences research.

### **3.8 Validity of the Instrument**

Validity is defined as the level at which a data collection instrument measures what it is supposed to measure, (Orodho 2009). The questionnaire was validated through a pilot with a sample of 11 respondents which is 10 percent of the total population at prisons staff training college. Prisons staff training college was used in piloting since it has an established public relations department and it has a high number of management officers. The pilot study was done to help avoid interference of results and also ensure consistency, uniformity and clarity of data collection instrument to all respondents.

### **3.9 Method of Data analysis and Presentation**

Data analysis process included data sorting, editing, coding, or variable generation, data entry, cleaning, processing and interpretation of results. The SPSS tool Version 22 was used to analyze data. The study was purely Quantitative and data was presented using tables.

### **3.10 Assumptions of the Study**

Since the study did not include the policy makers of prisons department from the prison headquarters, the study assumed that the responses given by the regional management employees were the same responses that policy makers of prisons department would have given. It also assumed that there would be no significant changes of the population which would materially affect the study outcomes.

### **3.11 Limitations of the Study**

The study was faced with the following limitations. First, most prison wardens consider some information as confidential. Consequently, some of them were unwilling to share some information for the purpose of the study. The researcher overcame this limitation by

obtaining a letter of introduction from the university. This gave respondents confidence that the information will only be used for research purposes and that privacy and confidentiality will be upheld.

### **3.12 Ethical Considerations**

The respondents were informed about the purpose of the study and requested to participate. This was done before the questionnaire was submitted to them for completion. Only those who gave their consent were included in the actual data collection. Additionally, a cover letter was attached to every questionnaire which specifically requested for cooperation of the respondent (see appendix I). After developing the proposal I presented it to a panel of examiners and upon passing I was cleared for fieldwork and issued with a certificate of fieldwork (see appendix V). On successful completion of fieldwork I presented my findings to a panel of examiners who made some recommendations on my work. After incorporating the suggested correction I was issued with a certificate of corrections (see appendix VI). As required by the university I signed a declaration of originality form (see appendix VII) and my work was tested for originality which was successful hence I was awarded certificate of originality see appendix (VIII)

## **CHAPTER FOUR**

### **DATA PRESENTATION, ANALYSIS AND INTERPRETATION OF FINDINGS**

#### **4.1 Introduction**

This section of the study presents the data analysis, interpretation and discussions. The findings are focused on the research questions that the study intended to accomplish. The data from the questionnaire were in the “agree” and “disagree” format. The data was interpreted on three levels. Strongly disagree and disagree were analyzed to mean “disagree”. Additionally, neutral and uncertain were accorded the same interpretation. Lastly, “agree” and “strongly agree” were interpreted to mean “agree”.

#### **4.2 Response Rate**

120 questionnaires were issued to the respondents. Only 72 questionnaires were returned which accounted for 60% return rate. The reasons for this response rate was attributed to some of the respondents who were issued with the questionnaires and failed to return them on time and others were not well filled, while other few did not respond at all. However, the response rate was deemed adequate, According to the recommendations of Saunders, Lewis and Thornhill (2007) who suggested a 30-40% response is adequate, Sekaran (2010) who recommend 30%, and Hager, et.al., (2008) recommend 50%. Based on these assertions, this implies that the response rate for this study was adequate. The recorded high response rate can be attributed to the data collection procedures, where the researcher pre-notified the respondents of the intended study and utilized a self-administered questionnaire.

### 4.3 Demographic Data

The table below represents the distribution of the gender of the respondents. The respondents for the study were asked to state their gender.

**Table 4.1: Respondents' Gender**

Response	Frequency	Percent
Male	54	75.0
Female	18	25.0
Total	72	100.0

The table above shows that majority of the respondents were males at 75% and female 25%. This shows that men seem to outdo women in the gender balance in the management of prisons department.

#### 4.3.1: Respondent's Ages

The table below represents the distribution of the ages of the respondents. The respondents for the study were asked to state their age category.

**Table 4.2 Respondents' Age**

Responses	Frequency	Percent
25-30 Years	3	4.2
31-35 Years	8	11.1
36-40 Years	3	4.2
41-45 Years	18	25.0
46- 50 Years	32	44.4
Over 51 Years	8	11.1
Total	72	100.0



Data collected indicated that majority 44.4% of the respondents were of age category 46-50 years, 25% of the respondents were between 41-45 years, 11.1% were between 31-35 years and Over 51 years and 4.2 % were of the age between 25-30 years. This shows that most of the management employees in prisons department are not young people therefore despite their age and experience factors such as bureaucracy, organizational culture and lack of proper training on Public relations might be hindering them from performing well in public relations.

#### **4.3.2: Respondents' Level of Education**

The table below shows the response of level of education of the respondents. The respondents' level of education was considered to be significant for the study as it would help to establish the literacy levels of the respondents that would influence managerial decision making on public relations

**Table 4.3: Respondents Level of Education**

Responses	Frequency	Percent
Diploma	30	41.7
Degree	32	44.4
Masters & Above	10	13.9
Total	72	100.0

Data collected indicated that majority 44.4% of the respondents had a bachelor's degree while 41.7% of the respondents had diploma education. Only 13.9% of the respondents had masters' degree and above. This shows that management staff of prisons department are well versed with management skills which could be used to transform their public relations and communication systems.

### **4.3.3: Years worked in the Prisons department by the Respondents**

The respondents were asked to indicate the number of years they have worked in the prisons department. The respondents working experience with prisons department was significant for the study as it would help to establish how experience of the respondents would help them influence decision making in regard to performance of prisons department.

**Table 4.4 Respondents Years Worked in Prisons department**

Responses	Frequency	Percent
5-10 Years	10	13.9
11-15 Years	47	65.3
Over 16 Years	15	20.8
Total	72	100.0

Data collected indicated that majority of the respondents 65.3% had worked for 11-15 years in the prisons department. It was also found that 20.8% had also worked for a period of over 16 years while only 13.9 % of the respondents had worked for a period of 5-10 years. This shows that the management staff of prisons department are people who are quite experienced and this experience should be used to enhance prisons department performance.

### **4.4 Public Relations Policy and Performance of Public Relations**

This section sought to gather the responses of the respondents in regard to the public relations policy and performance of the public relations. Respondents were asked to tick the most appropriate response on the kind of public relations policy to enhance the performance of public relations. The table 4.5 below presents respondents responses to the items.

**Table 4.5: There are Supportive Policies that Encourage the Public Relations**

The respondents were asked to indicate whether there are supportive policies that encourage public relations. Their responses were tabulated in the table below.

Responses	Frequency	Percent
Strongly Agree	7	9.7
Agree	18	25.0
Disagree	25	34.7
Strongly Disagree	22	30.6
Total	72	100.0

Majority of the respondents 65.3% disagreed that there are supportive policies that encourages the public relations, while 34.7% agreed that there are supportive policies that encourages the public relations. These findings show that there is lack of supportive policies that encourages the public relations which in turn leads to poor performance of public relations, just as Zarruk (2008) says that delays in formulating friendly and supportive policies will always make the performance of public relations to fail.

#### **4.4.1 There Is a Clear Policy on How the Public Relations Should Be Conducted**

The respondents were asked to indicate whether there is a clear policy on how the public relations should be conducted. Their responses were presented below in table 4.6.

**Table 4.6: There Is a Clear Policy on How the Public Relations Should Be Conducted**

Responses	Frequency	Percent
Strongly Agree	3	4.2
Agree	11	15.3
Neutral	5	6.9
Disagree	14	19.4
Strongly Disagree	39	54.2
Total	72	100.0

Majority of the respondents 73.6% disagreed that there is a clear policy on how the public relations should be conducted while only 19.4% agreed that there is a clear policy on how the public relations should be conducted and 6.9% of the respondents were neutral. This implies that there is no clear policy on how the public relations should be conducted in the prisons department. Barajas et al (2007) asserts this fact when he says that great policies are worth nothing if they cannot be implemented as implementation is the key to performance given the appropriate policies.

#### **4.4.2 There is Policy that Empowers Leaders on Public Relations**

The respondents were asked to indicate whether there is policy that empowers leaders on public relations their responses were presented below in table 4.7 below.

**Table 4.7: There is Policy that Empowers Leaders on Public Relations**

Responses	Frequency	Percent
Strongly Agree	10	13.9
Agree	20	27.8
Neutral	6	8.3
Disagree	36	50.0
Total	72	100.0

Data obtained revealed that majority of the respondents 50% disagreed that there is policy that empowers leaders on public relations while 41.7% of the respondents agreed with this construct. Only 8.3% were neutral. The finding implies that there is lack of policy that empowers leaders on public relations in the department therefore leading to poor public relations.

#### **4.5 Public Relations Technology and Performance of Public Relations**

This section sought to gather the responses of the respondents in regard to the public relations technology and performance of public relations. They were asked to indicate the most appropriate response on the public relations technology and performance of public relations. Table 4.8 below illustrates whether the public relations technology in place.

**Table 4.8: Lack of Modern Public Relations System Equipment**

Respondents were asked to indicate whether there is lack of modern public relations system equipment. Their responses were presented in the table below;

Responses	Frequency	Percent
Agree	53	73.6
Neutral	4	5.6
Disagree	15	20.8
Total	72	100.0

Data illustrates that majority of the respondents 73.6% agreed that there is lack of modern public relations system equipment's while only 20.8% of the respondents disagreed that there is lack of modern public relations system equipment's. This implies that there is lack of modern public relations system equipment's in prisons department.

##### **4.5.1 Poor Investment on Public Relations in Technology**

Respondents were asked to indicate whether there is poor investment on public relations in technology which may affect the public relations. Their responses were presented in the table 4.9 below;

**Table 4.9: Response Poor Investment on Public Relations in Technology**

Responses	Frequency	Percent
Strongly Agree	10	13.9
Agree	42	58.3
Neutral	1	1.4
Disagree	10	13.9
Strongly Disagree	9	12.5
Total	72	100.0

Data illustrates that majority of the respondents 72.2% agreed that there is poor investment on public relations in technology which may affect the public relations. However, it was noted that 26.4% of the respondents disagreed that there is poor investment on public relations in technology which may affect the public relations. This implies that there is poor investment on public relations in technology which may affect the public relations. According to Doorley & Garcia (2007), new technologies have undoubtedly affected how crisis communication is conducted internally and externally. Publics today are empowered with text messaging, blogging, tweets, and cell phone cameras and videos to share their voices instantaneously during a crisis.

#### **4.5.2 Response on Sufficient Budget of Acquiring Modern Technology**

##### **Communication Systems**

Respondents were asked to indicate whether there is sufficient budget of acquiring modern technology communication systems. Their responses were presented in the table 4.10 below;

**Table 4.10: Response on Sufficient Budget of Acquiring Modern Technology Communication Systems**

Responses	Frequency	Percent
Strongly Agree	9	12.5
Agree	35	48.6
Neutral	5	6.9
Disagree	23	31.9
Total	72	100.0

Data illustrates that majority of the respondents 61.1% agreed that there is sufficient budget of acquiring modern technology communication systems. However, it was noted that 31.9% of the respondents disagreed that there is sufficient budget of acquiring modern technology communication systems. This implies that there is sufficient budget of acquiring modern technology communication systems thus the department should fully utilize this budget to acquire modern technology communication systems.

**Table 4.11: There are ICT Systems to Monitor How Public Relations is undertaken**

Respondents were asked to indicate whether there are ICT Systems to Monitor How Public Relations is undertaken. Their responses were presented in the table below

Responses	Frequency	Percent
Strongly Agree	7	9.7
Agree	21	29.2
Disagree	25	34.7
Strongly Disagree	19	26.4
Total	72	100.0

Data illustrates that majority of the respondents 61.1% disagreed that there are ICT systems to monitor how public relations is undertaken while 38.9% of the respondents agreed that there are ICT systems to monitor how public relations is undertaken. These findings show that there are no ICT systems to monitor how public relations is undertaken. According to Coombs (2007), it is essential that public relations practitioners, whether they represent a private or publicly held company, non-profit or government entity, or a public figure, evaluate their crisis communication strategy to adjust to the rapidly evolving digital world.

#### **4.6 Public Relations Officers Skills and Public Relations**

This section sought to gather the responses of the respondents in regard to public relations officers skills and performance of public relations in the prisons department. The respondents were asked to indicate the most appropriate response on the public relations officers skills. Table 4.6.1 below illustrates their responses;

##### **4.6.1 Response on Highly Skilled Public Relations Staff on Public Relations**

Respondents were asked to indicate whether the public relations officers were highly skilled. Their responses were presented in table 4.12 below

**Table 4.12: Response on Highly Skilled Public Relations Staff on Public Relations**

Responses	Frequency	Percent
Agree	14	19.4
Neutral	5	6.9
Disagree	37	51.4
Strongly Disagree	16	22.2
Total	72	100.0



Data illustrates that majority of the respondents 73.6% disagreed that there is highly skilled public relations staff to enhance the performance of public relations while 26.4% of the respondents agreed that there is highly skilled public relations staff to enhance the performance of public relations. These findings show that there is no highly skilled public relations staff. According to study done by Gakure (2013) on PR strategic dimensions in Kenya, found out that those highly skilled employees are requisite for effective performance of public relations. The study argues that there is need for having qualified staff for effective performance of public relations. Successful performance of public relations is tied to empowerment of staff and organization needs to place great emphasis on recruiting and retaining the staff involved.

#### **4.6.2 Response on Supportive Officers to Enhance the Performance of Public Relations**

Respondents were asked to indicate whether there are supportive officers to enhance the performance of public relations. This was presented using the table 4.6.2 below

**Table 4.13: Response on Supportive Officers to Enhance the Performance of Public Relations**

Responses	Frequency	Percent
Strongly Agree	8	11.1
Agree	42	58.3
Neutral	5	6.9
Disagree	13	18.1
Strongly Disagree	4	5.6
Total	72	100.0

From the analyzed data, majority of the respondents 69.4% agreed that there are supportive officers to enhance the performance of public relations while 23.7% of the respondents disagreed that there are supportive officers to enhance the performance of public relations. This can be inferred that there are supportive officers to enhance the performance of public relations in the prisons department. These officers thus need to be fully facilitated in order to perform well

#### **4.6.3 Public Relations Staff Involve Other Stakeholders**

Respondents were asked to indicate whether public relations staff involves other stakeholders in order to enhance the performance of public relations. This was presented using the table 4.6.3 below.

**Table 4.14: Public Relations Staff Involves Other Stakeholders**

Response	Frequency	Percent
Agree	14	19.4
Neutral	15	20.8
Disagree	43	59.7
Total	72	100.0

From the analyzed data, majority of the respondents (59.7%) disagreed that the public relations staff involve other stakeholders in order to enhance the performance of public relations while 40.3% of the respondents agreed that the public relations staff involves other stakeholders in order to enhance the performance of public relations. This can be inferred that the public relations staff does not involve other stakeholders in order to enhance the performance of public relations.

Chimhanzi (2009) suggests that interdepartmental working relations play a critical role to play in the successful performance of public relations. PR performance effectiveness is affected negatively by conflict and positively by communication and specifically, interpersonal, not written. In turn, these interdepartmental dynamics are affected by

senior management support, joint reward systems, and informal integration. Executors are comprised of top management, middle management, lower management and non-management. Effectiveness of performance of public relations is affected by the quality of people involved in the process (Govindarajan, 2010).

#### **4.6.4 Satisfaction Rate of the Current Skills of Public Relations Staff**

Respondents were asked to indicate how satisfied they are with the current skills of public relations staff. This was presented using the table 4.5.4 below

**Table 4.15: Satisfaction Rate of the Current Skills of Public Relations Staff**

Responses	Frequency	Percent
Highly Satisfied	8	11.1
Satisfied	17	23.6
Neutral	4	5.6
Dissatisfied	28	38.9
Highly Dissatisfied	15	20.8
Total	72	100.0

From the table above, it was found that majority of the respondents 59.7% were dissatisfied with current skills of public relations staff while only 34.7% of the respondents were satisfied. It can be concluded that that there is dissatisfaction with the current skills of the management and public relations staff in the prisons department.

Sweeney (2010) on his study on employee's factor in communication strategic management argues that public organizations should have the quality employees who can handle required task or position. This study finding indicated that public relations success depends solely on the people who are assigned the work to develop PR strategy and less on organization and systems related factors. Similarly, Harrington (2009) finds out that a higher level in total organizational involvement in public relations had positive effects on the level of success, organization profits and overall organization success.

To have an effective performance of public relations is a challenging task for many managers especially if the employees do not have the requisite skills (Hrebiniak 2012), it is evident that a poor PR can affect organizations communications efforts. Additionally, good policy execution cannot replace the impact of bad PR strategies or poor communication strategies. Allio, (2009) argues that necessary skills that employees have will determine the kind of communication strategies that an organization adopts. Alexander (2010) insists that the first step towards successful formulation and use of public relations policies is to have employees trained. This will help promote successful performance of public relations. Departmental heads should review the members of staff tasked with carrying out public relations duties

## CHAPTER FIVE

### SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

#### 5.1 Introduction

This section of the study provides a summary of the findings and conclusions. A number of recommendations are then made and suggestions for areas of further study highlighted. This is specifically intended to fill gaps in the existing study. The study pursued four objectives upon which conclusions were aligned to.

#### 5.2 Summary of the Findings

Majority of the respondents (65.3%) disagreed that there are supportive policies that encourages the public relations as shown in table 4.5. It was noted that there is lack of supportive policies that encourages the public relations which in turn have led to poor performance of public relations. Zarruk (2008) says that delays in formulating friendly and supportive policies will always make the performance of public relations to fail.

It was also found that there is no clear policy on how the public relations should be conducted, as majority of the respondents (73.6%) disagreed as indicated in table 4.6. Data obtained revealed that majority of the respondents (50%) disagreed that there is policy that empowers leaders on public relations. Barajas et al (2007) asserts that great policies are worth nothing if they cannot be implemented as implementation is the key to performance given the appropriate policies.

Data collected from majority (73.6%) of the respondents as indicated in table 4.8 implies that there is lack of modern public relations system equipment in the prisons department. It was also found that there is poor investment on public relations in technology which may affect the public relations. (73.6% ) of the respondents agreed as indicated in table 4.9 According to Doorley & Garcia (2007), new technologies have undoubtedly affected

how crisis communication is conducted internally and externally. Publics today are empowered with text messaging, blogging, tweets, and cell phone cameras and videos to share their voices instantaneously during a crisis.

Data collected also implies that there is sufficient budget of acquiring modern technology communication systems in the department with majority (61.1 %) of the respondents agreeing as indicated in table 4.10. Further, it illustrates that majority (61.1%) of the respondents disagreed that there are ICT systems to monitor how public relations is undertaken as indicated in table 4.11. These findings show that there are no ICT systems to monitor how public relations is undertaken. According to Coombs (2007), it is essential that public relations practitioners, whether they represent a private or publicly held company, non-profit or government entity, or a public figure, evaluate their crisis communication strategy to adjust to the rapidly evolving digital world

Further, data collected illustrates that majority (73.6%) of the respondents disagreed that there is highly skilled public relations staff to enhance the performance of public relations as indicated in table 4.12. These findings show that there is no highly skilled public relations staff. According to study done by Gakure (2013) on PR strategic dimensions in Kenya, found out that those highly skilled employees are requisite for effective performance of public relations. The study argues that there is need for having qualified staff for effective performance of public relations. Successful performance of public relations is tied to empowerment of staff and organization needs to place great emphasis on recruiting and retaining the staff involved.

From the analyzed data, it was found from majority (69.4%) of the respondents that there are supportive officers to enhance the performance of public relations as indicated in table 4.13. This can be inferred that there are supportive officers to enhance the performance of public relations in the prisons department.

The analyzed data also indicates that majority (59.7%) of the respondents disagreed that the public relations staff involves other stakeholders in order to enhance the performance of public relations as shown in table 4.14. This can be inferred that the public relations staff does not involve other stakeholders in order to enhance the performance of public relations. Chimhanzi (2009) suggests that interdepartmental working relations are critical for successful performance of public relations. PR performance effectiveness is affected negatively by conflict and positively by communication and specifically, interpersonal, not written. In turn, these interdepartmental dynamics are affected by senior management support, joint reward systems, and informal integration. Executors are comprised of top management, middle management, lower management and non-management. Effectiveness of performance of public relations is determined by the reputation of employees involved in the process (Govindarajan, 2010).

Lastly it was found that majority (59.7%) of the respondents were dissatisfied with current skills of public relations staff in the prisons department as indicated in table 4.15. Sweeney (2010) on his study on employee's factor in communication strategic management argues that public organizations should have the quality employees who can handle required task or position. This study finding indicated that public relations success depends on the people who are assigned the work to develop PR strategy. Similarly, Harrington (2009) finds out that total employee involvement in public relations policy formulation and implementation positively the profitability of an organization.

To have an effective performance of public relations is a challenging task for many management teams especially if the employees do not have the requisite skills (Hrebiniak

2012), it is evident that a poor PR can drastically affect organizations communications efforts. Additionally, the shortcomings of bad PR strategies or poor communication strategies cannot be replaced with good execution. Allio, (2009) argues that necessary skills that employees have will influence the effect of communication plans. Alexander (2010) insists that the first step is to ensure all employees involved in the public relations policy formulation are skilled in order to help promote successful performance of public relations. This dissatisfaction thus means that the department should review the members of staff tasked with carrying out public relations duties.

### **5.3 Conclusion**

The study concludes that for public relations to be successful in the Kenya prisons department, new technology must be embraced to deal with the changing times; public relations policy should also be implemented fully and rolled out to all the stations countrywide to ensure that all public communication is guided by the policy. Staff manning the public relations office should also be well trained as well as the station managers and county commanders. The PR staff should also focus on maintaining good relationship and disseminating information to people in the organization as well as to other stakeholders, and creating good climate for marketing its products and services.

The Kenyan prison service has taken over a lot of years to gain confidence from the public including its operations. In the past, prisons in Kenya were regarded as a place of punishment and deaths. This notion was attributed to many factors key among them poor public relations. Due to this the social systems were not ready to assist the prison service to reintegrate inmates back to the society and the stigma that is associated with life after incarceration. It is therefore important to ensure that the prisons department embraces fully



functioning public relations so that it can continue excelling in its performance and winning the hearts of the public thus ensuring a good public image.

#### **5.4 Recommendations**

The recommendations of the study are based on findings of the objectives of the study as follows;

The Kenya Prisons department managers should realize that in the present competitive economy, they should ensure that there is a clear public relations policy that will enhance the public relations in the department.

Prisons department managers need to understand the role of technology on the performance of public relations. This will ensure that they acquire latest technology like modern cameras and the use of internet that will boost their public relations and help in disseminating information to the public.

Management should ensure that they embark on building the technical capacity of public relations officers' in order to ensure that they are able to handle communication within and outside the organization.

The PR staff should involve other stakeholders in order to enhance the performance of public relations as this would lead to sharing of ideas on how to improve the public relations performance in the department.

Lastly, the department should ensure good information flow to its publics in order to build a good public image

### **5.5 Recommendations for further research**

This study is a base for future research in this area, particularly in the other disciplined forces like the Kenya Police. Another study should be conducted in other forces to establish their level of public relations performance. Another study can also be conducted to assess the external factors affecting public relations performance in the department.

## REFERENCES

- Alexander (2010). Impact of People Management Practices on organizational Performance: *Analysis of a Causal Model*.
- Allio, (2009). Reforming the African public sector: Retrospect and prospect. *Council for the development of social science research*. ISBN: 2-86976-186-5
- Argenti, (2006). *Public sector performance in Belgium & Flanders*, Paris, Public Management Committee: OECD.
- Bantel (2009). Effects and communication accuracy: Liking as an integral dimension in evaluating performance. *Journal of applied psychology*.
- Barajas et al (2007). *Performance leadership: The next practices to motivate your people align stakeholders and lead your industry*. McGraw Hill.
- Bayon, F. & Bauer, G. (2008). *The Adaptability of Network Organizations: Some Unexplored Questions*. *Journal of the Academy of Marketing Science*
- Benjamin & Wigand, (2010). *Performance measurement in the Flemish public sector; a supply and demand approach*. (Unpublished PhD thesis) Catholic University, Leuven.
- Blankson, (2009). *Public Relations in Sub Saharan Africa*
- Capri (2010). Measuring relationships is a key to successful public relations. *Public Relations Quarterly*.
- Charles, M. (2012). *Firm Organization, Industrial Structure, and Technological Innovation*. *Journal of Economic Behavior & Organization*
- Chimhanzi (2009). *Excellence in Public Relations and Communication Management*, Hillsdale, New Jersey: Lawrence Erlbaum Associates.

- Coombs (2007). *Ongoing crisis communication: Planning, managing, and responding* (2nd Ed.). Los Angeles, CA: Sage Publications.
- Corbin & Strauss, (2008). *Basics of qualitative research: Techniques for developing grounded theory* (3rd Ed.). Los Angeles, CA: Sage Publications.
- Crosby S. & Johnson, M. (2010). *The Internet and Public Relations: Investigating Practitioners' Roles and World Wide Web Use*. Journalism and Mass Communication Quarterly.
- Dandira (2011). New public sector performance; Making fiscal consolidation smarter. (Unpublished discussion paper).
- Doorley & Garcia (2007). Organizational performance management in a government context; a literature review. *Scottish government social research*.
- Drucker (2009), Empirical studies of innovative activity, in *Handbook of the Economics of Innovation and Technological Change*. Paul Stoneman, ed. Cambridge: Blackwell.
- Eyrich, Padman, & Sweetser, (2008). PR practitioners' use of social media tools and communication technology. *Public Relations Review*, 34, 412–414.
- Fearn (2011). *Crisis communications: A casebook approach* (4th Ed.). New York, NY: Routledge.
- Gakure (2013). *Public Service Reform in Eastern and Southern Africa: Issues and Challenges*.
- Govindarajan, (2010). *Innovations and best practices in public sector reforms: The case of Civil Service in Ghana, Kenya, Nigeria and South Africa*
- Grunig, (2010). *Excellent Public Relations and Effective Organizations*. Lawrence Erlbaum Associates.

- Harrington (2009). *Efficiency, Accountability and Implementation, Public Sector Reform in East and Southern Africa*, Democracy, Governance and Human Rights Programme Paper, Number 3, UNRISD. Geneva.
- Hrebiniak (2012). Problems of measuring innovative performance, in Casper, S. & F. Van Waarden. (Eds.). Edward Elgar Publishing.
- Human Rights Practices, (2012). *Kenya Prisons Practices in Human rights and Labor*. United States Department of States.
- Human Rights Watch in Prisons, (2011). *Evading Accountability of Prisoners Rights*. United States Department of States.
- Jin and Robey (2011). Communication and media studies in Australian universities. *Australian Journal of Communication*, 29(1).
- Jounghwa, S. and Yoonhyeung, D. (2009). *Imperializing Spin Cycles: A Postcolonial Look at Public Relations, Green washing, and the Separation of Publics*. Public Relations Review.
- Kaplan and Norton (1996). *The Balanced Scorecard: Historical Development and Context*. Foundations of Management; Anderson University.
- Karanja, J. and Nyambura, E (2014). *A study in the relationships between organizational structures and public relations practitioner roles*. International Journal of Economics Commerce & Management.
- Kothari, C.R. (2010). *Research Methodology*. New Age International Publishers. India.
- Krone, C. (2009). *Corporate Reputation Management: The Role of Public Relations Planning, Management*. Public Relations Review.
- L'Etang & Muruli (2004) *Public Relations, Decolonization and Democracy pp215*)

- Maes (2011). *Report on adoption and use of communication management systems Including performance measurement, monitoring and evaluation in Africa.* Conference of African Ministers of Public Service.
- Mauborgne (2010). Technology adoption and consumer payments: evidence from survey data. *Review of Network Economics*, 2(2).
- Mbue (2009). *The role of Kenya's public service in a changing global environment; Opportunities and challenges.* Kenya association of public administrators and Managers.
- Mbeke (2009) *Status of Public Relations in Kenya.* In Sriramesh (Ed) *The Global Public Relations Handbook: Theory, Research and Practice* ( 2<sup>nd</sup> edition )
- Marelize G ergens& Jody ZallKusek (2010).*Making Monitoring and Evaluation Systems Work: A Capacity Development Toolkit*
- Morgan and Hunt (1994). *Theory of Commitment.* Basingstoke: Macmillan.
- Neville, C. (2007). *Research Methods for business students* (4th edition); University of Bradford School of Management Press.
- Orodho, J. (2009). *Elements of education and social science research methods.* Nairobi, Kenya.
- Ouma (2011). *The role of Kenya's public service in a changing global environment; Opportunities and challenges.* Kenya association of public administrators and Managers.
- Repper, (2009). *Comparing Respondents of E-Mail and Mail Surveys: Understanding the Implications of Technology.* Marketing Intelligence & Planning.

Sarkar et al (2013). *Civil Service Reforms: Limping into the Twenty-First Century*, pp 155-71.

Saunders, M. (2007). *Research methods for business student's*. 3<sup>rd</sup> edition. London Prentice Hall.

Schaap (2009). *The Term Structure of Japanese communications: The equilibrium spread with asymmetric dynamics*. The Japanese and International Economics

Sekran and Bougie (2010). *Research methods: Quantitative and qualitative approaches*. Nairobi; Laba Graphics Services.

Sherman, Rowley and Armandi, (2007). *Encyclopedia of Survey Research Methods*. Sage Publications: Los Angeles, United States of America.

Singh (2011). *Reinventing Government: How the Entrepreneurial Spirit Is Transforming the Public Sector*. New York: Penguin

Sweeney (2010). *How to Evaluate Performance of Government Agency: A manual for Practitioners*. World Bank.

Walter (2009). *Research methods; quantitative and qualitative approaches*. Africa Center for Technology (ACTS).

Zarruk (2008). *The practice of public relations* (10th ed.). New Jersey: Pearson Prentice Hall.

<http://www.capitalfm.co.ke/news/2014/04/fire-at-nairobi-west-prison-leaves-families-homeless/>

<http://www.standardmedia.co.ke/article/2000163207/police-release-photos-of-hardcore-criminals-who-escaped-from-kamiti-maximum-prison>

## **APPENDIX I: INTRODUCTION LETTER**

**Dorcas Mulinge**

**University Of Nairobi**

Dear Sir/Madam,

### **RE: DATA COLLECTION**

This is to kindly inform you that I am carrying out an academic research for the purpose of examination leading to the award of a degree of Masters in Communication Studies of University of Nairobi. The purpose of this letter is to request you to provide the required information as per the questionnaire provided. Kindly be as honest and thorough as possible. The information you will provide will be considered as confidential and will only be used for the purpose of my examination only. Confidentiality of the collected data and anonymity of the respondents is assured, and time taken to fill the questionnaire will be highly appreciated.

Thanking you in advance for your cooperation.

Yours Faithfully

Dorcas Mulinge



## APPENDIX II: QUESTIONNAIRE

### GENERAL INSTRUCTIONS

By means of a tick ( ✓ ) kindly indicate an option that best describes:

### SECTION A: BACKGROUND INFORMATION

1. Your gender

- a. Male ( )
- b. Female ( )

2. Your age:-

- a. Below 25 years ( )
- b. 25-30 years ( )
- c. 31-35 years ( )
- d. 36-40 years ( )
- e. 41-45 years ( )
- f. 46-50 years ( )
- g. Over 51 ( )

3. Your level of education:-

- a. Primary education ( )
- b. Secondary education (O level) ( )
- c. Diploma ( )
- d. Degree ( )
- e. Masters & Above ( )

4. Years you have worked with Prisons Department:-

- a. Below 5 years ( )
- b. 5-10 years ( )
- c. 11-15 years ( )
- d. 15- 20 years ( )
- e. Above 21 years ( )



d) There is adequate funding for communication technology systems					
e) There is ICT systems to monitor how public relations is undertaken					

**SECTION D: PUBLIC RELATIONS OFFICERS SKILLS**

8. Describes the public relations officers skills in your organization to which it influences performance of public relations in your organization

1. Agree
2. Neutral
3. Disagree

There are highly skilled public relations staff to enhance the performance of public relations	1	2	3
There are supportive officers to enhance the performance of public relations	1	2	3
The public relations staff involves other stakeholders in order to enhance the performance of public relations	1	2	3

9. How satisfied are you with the current skills of public relations staff in regard to the performance of public relations.

- a. Highly satisfied. ( )
- b. Satisfied. ( )
- c. Neutral. ( )
- d. Dissatisfied. ( )
- e. Highly dissatisfied. ( )

10. Give two suggestions on what should be done to improve on skills of public relations staff in the prisons department in order to enhance performance of public relations .

- i. ....
- ii. ....

**Thank you very much for your cooperation**

### APPENDIX III: BUDGET PLAN

Particulars	Units	Cost in kshs.	Total cost in kshs.
a) Full scarps	1	300	300
b) Pens	½ dozen	120	120
c) Staples	1 pkt	50	50
d) photocopy papers	3 reams	400	1200
e) spring files	2 pcs	50	100
f) type setting	100 pages	30	3,000
g) binding	5	100	500
h) transport	5 days	1500	7500
i) subsidence	5 days	500	2500
a) Transport	2 days	700	1,400
Substance	2 days	600	1,200
<b>Grand totals</b>			<b><u>20,890.00</u></b>

**APPENDIX IV: RESEARCH PROJECT WORK PLAN**

Months	December	January	February	March	April	May	June	July	August	September
Research proposal writing										
Literature review										
Presentation of proposal to the supervisor										
Correction of report										
Defense of the research proposal										
Correction of the Research Proposal										
Data collection										
Data analysis										
Report writing										

**APPENDIX V: CERTIFICATE OF FIELD WORK**

**APPENDIX VI: CERTIFICATE OF CORRECTION**

**APPENDIX VII: DECLARATION OF ORIGINALITY FORM**



**APPENDIX VIII: CERTIFICATE OF ORIGINALITY FORM**