UNIVERSITY OF NAIROBI

THE ROLE OF PUBLIC RELATIONS IN ENHANCING CORPORATE IMAGE OF GOVERNMENT INSTITUTIONS: A CASE STUDY OF KENYA FILMS AND CLASSIFICATION BOARD.

BY

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STUDENT'S DECLARATION

I, the undersigned, declare that this is my original work and has not been submitted to any other college, institution or university other than the University of Nairobi for academic credit.

Signed: _____ Date: 22/11/2022

LINDA JUMBARI -K50/5731/2017.

This project has been presented for examination with my approval as the appointed supervisor.

Signed: _____ Date: 22/11/2022

DR. JANE THUO

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To all God bless you.

DEDICATION

I dedicate this work to my beloved family. My husband for his immense love and gracious support. My three daughters Hope, Amani and Naalya for always motivating me to push forward and my father Tom Jumbari for encouraging me throughout my academic life ensuring that I acquire quality education. To all who indirectly supported our project plays a huge role to me. I sincerely appreciate it.

ABSTRACT

The purpose of this study was to examine the role of public relations in enhancing the corporate image in government institutions, a case drawn from Kenya Films and Classifications Board (KFCB). The objectives of the study were to determine the PR strategies used for enhancing the corporate image at KFCB, to find out the effectiveness of KFCBs stakeholders' engagement on its corporate image and to investigate the channels of PR employed or used by KFCB to enhance its corporate image. The study employed a descriptive research design. 90 KFCB employees, both staff and academics, made up the study's population. Ninety respondents in total were chosen using the stratified sampling technique. A questionnaire was employed by the researcher to acquire the necessary data from the participants. Data was analyzed using descriptive statistics. The results suggested that effective public relations as a PR strategy strengthened the ideology of relations, which was a determinant of corporate identity, by discovering a strong relation between PR and PR. The positive and strong correlation between effective involvement of stakeholders and PR channel utilization showed that there was a causal link between the two that would impact the institution's corporate image. The study found that KFCB had successfully used public relations strategies through internal communication systems, the involvement of important stakeholders like other public institutions, actors in films, buyers, and the public at large, and also expert knowledge and reliability. The company also used interaction with clients, media through a variety of channels that it truly understood quite well, and media relations to improve its corporate reputation. According to the report, KFCB should enhance its publicity tactics, particularly those that target engaging users, broaden the scope of such initiatives, and promote widespread use of alternative PR platforms.

TABLE OF CONTENT

LIST OF TABLES

LIST OF FIGURES

ABBREVIATIONS.

CAS   Cabinet Administration Secretary.

CEO   Chief Executive officer.

CS   Cabinet Secretary

GoK   Government of Kenya.

KFCB   Kenya Films and Classification Board.

PR   Public Relations.

PRSA   Public Relation Society of America.

PRSK   Public Relations Society of Kenya

SPSS   Statistical Packages for Social Sciences.

CHAPTER ONE

INTRODUCTION

1.1 Introduction

This section entails the research's background, problem statement, general and specific research objectives, research questions, and justification of study. The scope and limitations are further explained in this chapter.

1.2 Background Information:

1.2.1 Definition of Public Relations

Public relations are a management practice that assesses public opinion and defines a person or organization's guidelines. To gain the understanding and approval of the general public, this planned and implemented program necessitates execution (Black, 2002). The public's perspective of an institution is termed as "corporate image. It is dependent upon how that entity is perceived via marketing, PR campaigns, media coverage, stakeholder interviews, employee testimonials, and trade union and consumer advocacy groups. The development and preservation of a favorable brand image, which is essential to the competitive status, consumes a significant portion of institutions' and businesses' marketing and advertising budgets (Brady, 2005). Public relations is a deliberate strategy that fosters positive interactions between businesses and the public (PRSA, 2012).

Public relations, according to Amy Thurlow, Dottori, and Sévigny (2018), is an ever-evolving dynamic but it unquestionably involves the general public and its network as a whole with a particular organization or group. Loss of customer loyalty and scepticism, according to Prindle (2011), is a natural wake-up call for businesses to smooth out their PR strategy and do so rigorously. He adds that establishing trust is a crucial component in achieving organizational legitimacy, which has a major beneficial effect on all of an institution's units.

1.2.2 Role of Public Relations in Government Institutions

Privately or publicly, public relations remain to be the cornerstone of corporate communication strategies. It is an innovative method of disseminating information to the

general population. Any government institution's credibility is enhanced by public relations. The primary responsibility for building, preserving, and consolidating the institution's reputation falls to public relations (Unal Cimcek, 2017). He continues by saying that because public relations is a human-centered service, it is crucial to how well businesses and governmental entities interact with the general public. Public relations should be regarded as a crucial tool for enhancing visibility, promoting one's reputation, and demonstrating one's ideals and expertise; yet, it should not be looked at as the only option for establishing an enduring brand and controlling reputation, especially in government organizations (Orekauskas & Maiien, 2007).

According to Johan and Noor (2013), in order for businesses and government organizations to develop strong reputations, they must establish a robust line of contact with their stakeholders. They further advise these organizations to teach their staff members how to appropriately utilize information from corporate communication. As a potent strategic instrument, PR is capable of handling crises coolly and restoring the organization's image (Raweh & Otieno, 2015).

For corporate sustainability to be achieved, government corporations must ensure successful Public Relations Strategy (Rivero & Theodore, 2014). This is because, effective communication both internally and externally has to be achieved to enhance positive results and desired goals. Gilaninia, Taleghani, & Mohammadi (2013) argues that PR service has been thrown into turbulence by new emerging aspects, like a new type of audience in relation to electronic media, PR constant change and expansion and PR turning out to be a direct communication technique to communication technology. They further argue that Public Relations is entering the new world of internet as its main character.

Kim (2007) argues that public institutions with outstanding communication departments maintain preemptive and effective PR activities with a long-term perspective, build and maintain cordial relationships with their stakeholders. This serves to reinforce the idea that PR's primary duty is to guarantee the mutual advantage of all parties, i.e., service supplier and recipient. Alhadid (2016) discovers that social media and public relations are specifically linked.

According to Nyenjeri & Wawire (2014), PR is crucial for increasing brand recognition, igniting consumer interest, disseminating knowledge, and fostering loyalty to products. The PR department, in conjunction with steadfast corporate support and ideology, is accountable for how the public perceives any corporation (Rivero & Theodore, 2014). The public relations department's critical task is to develop the organization's brand and image (Newjeri & Wawire, 2014).

1.2.3 Comparative Analysis

In Russia, the executive branch of government is very highly developed, whereas the judiciary branch is almost nonexistent, and the legislative branch is severely underdeveloped. Despite all, it is vital to preserving the State's reputation. In Turkey, Public relations seems to have major impact concurrently and incidentally on public sentiment and hence entities need to preserve favorable image through PR (Suciyat, 2013). According to Mikáová and Gavlaková (2014), public relations is a crucial component in demonstrating the strength and worth of a company's brands to all relevant parties.

In South Korea, Lee (2009) proposes that a company wishing to enhance its corporate image should focus on fostering trust. In that instance, each PR campaign and message should be created to demonstrate how sincere the company is and what it says about its goods and services. Public relations are seen as a necessary procedure in Indonesia for obtaining reputation and a competitive edge, particularly as a window for corporate social responsibility (Kriyantono, 2015). According to Sihite, Sule, Azis, and Kaltum (2016), a company's reputation has a favorable relationship with and influence on attaining a competitive advantage. Thoughtful product and service improvement, a great workplace, the CEO's leadership, business management, competency, and social responsibility are aspects of a company's reputation that help it expand its competitive advantage and corporate image in Indonesian institutions.

In Singapore, public relations is used concurrently with corporate social responsibility in maintaining excellent public image (Pang et al., 2018)(Kriyantono, 2015). Wijaya, Kriyantono, and Wisadirana (2015) make the claim that an organization's leaders' attitudes toward public relations and its operations represent the corporate culture and note that the majority of Indonesian institutions are not keen on including public relations

officials in their work but instead only employ communications officers as PR officers. In order to integrate the goal of public relations with the constantly shifting external and internal environments of the business, CEOs of firms are accountable for the strategic planning and deployment of public relations need to have the necessary vision (Rivero & Theodore, 2014).

According to Darkoaa Aikins and Ahyia Adu-Oppong (2015), the public relations role in Ghana is not given the same prominence as other senior management positions, is not sufficiently involved in decision-making, and has inadequate resources to carry out its duties. Additionally, it was noted that public relations departments used events and websites as their main instruments for informing the public (Agyapong, Twum-Ampomah, & Acheampong, 2015). Christian and Basil, (2018) opine that reputation management, customer relationship and the media relations have a strong association with institution objectives in Ghana and surely depend on strong public relations tools. Yaa and Osei, (2014) urges corporate Ghana to look more keenly public relations especially their internal and external audience

According to Nyenjeri and Wawire (2014), PR is also crucial to Kenya's efforts to increase brand recognition, generate interest in products, and provide information. They advise that PR be used more effectively to promote consciousness among the company's workers, clients, stakeholders, and the general public.

 In order to broadcast corporate news, both internally and externally, in crisis management, Raweh and Otieno (2015) discovered that PR enables organizations to distribute press releases on news media wires. Corporate communications strengthen customer service delivery by dealing with client's feedback and complaints, minimising inconsistencies between the company's prescribed brand attributes and identity qualities, and fosters the development of integrity with relevant parties, staff, recipients, and organization critics through adherence to professional exercise and societal disclosure.

According to Muchilwa, Otieno, Oginda, and Oima (2014), the absence of equipment and a paucity of resources are crises in PR that are tied to resource allocation, as well as a lack of drive and the inability to process information that allays fears and clears up misunderstandings. But they do agree that using PR strategies can help an In their research, Waithaka, Kibera, and Munyoki (2015) discovered that public relations has a

fundamental responsibility in upholding a strong identity and that corporate image has an effect on institutional function. Onyiengo (2014) holds the public relations office accountable for failing to play a significant part in fostering effective internal PR within the business and further suggests that the office should enhance the communication channels utilized for internal PR in order to project a more favorable image.

1.2.2 Kenya Films and Classification Board (KFCB)

Kenyan Film Classification Board (KFCB), purpose is to control the production, broadcast, ownership, distribution, and screening of films in order to uphold national values and shield minors from inappropriate material. KFCB advocates for responsible creation and consumption of clean media and broadcast content that reflects and upholds moral values of society. KFCB is also a crusader of the production and consumption of film in the country and is faced with the severest task of ensuring right content is shared to the public at the right time to the right population.

In a liberal society with democratic rights and more a large, informed society, the functions of public relations in this industry are to the Extreme. As a government entity, their responsibility to heighten their Public Relations mandates advance to serious levels.

With a double mandate of keeping up with the government demands and standards versus satisfaction of the dynamic general public, then there is a need to research on the roles and responsibility of Public Relations in ensuring a concrete public Image is maintained.

The corporate communications officer at KFCB serves as the company's public relations expert and contacts individuals in the media who could publish or disseminate the information. The corporate communications manager is the originator of many radio or television special reports, newspaper articles, and magazine articles. However, there are instances where the Chief Executive Officer (CEO) is required to react to a unique situation that affects several government agencies.

The purpose of this study is to better comprehend how public relations can improve the corporate image of the Kenya Film Classification Board, which has the ownership of regulating the production, broadcasting, ownership, distribution, and exhibition of films in the nation in order to uphold moral and ethical standards.

1.3 Statement of the Problem

All operational businesses, firms and Corporations have a dire responsibility of maintaining and enhancing their public image to maintain public trust which can is best achieved through honest communication. Public entities have the organizational responsibility that mandates them to have a clear accountable communication approach to the public in daily service provision. This is because its primary objective is to meet the needs of the public and satisfy their interests.

KFCB as a regulator of the general morality of films within the government structure is not immune to these challenges. Severe criticisms with far reaching consequences are channeled to the authority from time to time based on a variety of decisions they make.

The study will be based on the strategies used by KFCB to enhance its corporate image, the effectiveness of KFCB's stakeholders' engagement on its corporate image and the channels of PR employed by KFCB in enhancing its corporate image. This research also looked at the methodical approach to be used by the researcher as it analyses the specific PR components and their effect to corporate image. Finally, this research seeks to critique knowledge gap theory deeply and its implication on corporate image. Therefore, this study explored how public relation makes a critical contribution in enhancing KFCB corporate image and determines approaches and models available in maintaining firm public trust despite, the numerous challenges faced and to further recommend measures that the state institution can apply to strengthen its image.

As politics is seen as an "image-intensive sector," increasing public demand for openness in public institutions, maintaining a strong reputation and image for politics and public administration is crucial. The complexity of society and the demanding requirements of the populace/customers go hand in hand with this. In government, Public Relations specialists may be given other titles that represent the work they do but are not necessarily professionals in the field. The Kenyan government, for instance, has a communications department run by the government spokesman. His principal responsibility is to tell the public about current issues that are important to the government and that they should know about. Kanze Dena, who oversees the President's Strategic Communication team, is the Director of Communication and serves as the government spokeswoman, together with Col. Rtd. Cyrus Oguna, OGW (PSU).

They inform the general public about governmental actions. There are, however, instances where the government appoints other heads and directors to do the work of a Public Relations Specialist especially in crisis management. Cabinet Secretary (CS) for Health Mutahi Kagwe, Cabinet Administrative Secretary (CAS) Dr. Mercy Mwangangi and Dr. Rashid Abdalla have been holding press conferences and media briefs on the Covid 19 situation in the country.

1.4 Research Objectives

1.4.1 General objective

The study's general objective was to establish the role of public relations in enhancing the corporate image of Kenya Films and Classification Board.

1.4.2 Specific Objectives

i.   To find out the PR strategies used by KFCB to enhance its corporate image.

ii. To assess the effectiveness of KFCB's stakeholders' engagement on its corporate image

iii. To investigate the channels of PR employed by KFCB in enhancing its corporate image.

1.5 Research Questions

i.   What are the strategies used by KFCB to enhance its corporate image?

ii. How effective is stakeholders' engagement at KFCB on its corporate image?

iii. How effective are the channels used by KFCB in enhancing its corporate image?

1.6 Justification of the Study.

This research contributed to the body of information on how government corporations' public perceptions are influenced by public relations.

It served as a reliable source of information for the institution and offered suggestions on how to increase its competitiveness.

With the use of this research, policymakers were able to identify the necessary public relations approaches that would aid in contributing to an improved reputation. The knowledge is also useful in setting regulations for their interactions with the business world.

This research contributes to the body of knowledge and will be used as a reference in the future by academics and researchers.

Their understanding of public relations management, particularly its role in establishing a strong, positive public image for institutions, was also strengthened by the information.

1.7 Scope and limitations

The study concentrated on the role of public relations in enhancing corporate image of the Kenya films and Classification Board within its headquarters. This means that the study concentrated on how the headquarters of the KFCB runs its public relations. The research was also conducted within Nairobi County.

Some of the limitation anticipated in this research was limited data collection plus dishonest responses due to individual fears that the research might expose them as the villain. As well time constraints were anticipated plus some financial challenges of carrying out the entire process.

CHAPTER TWO
LITERATURE REVIEW

2.1 Introduction

This chapter includes a survey on previous studies into the function of public relations in promoting the corporate image of governmental or commercial institutions. This will be analyzed from both the analytical and theoretical frameworks. The analytical frameworks will focus on previous studies or literature anchored on the specific objectives. The study was grounded by three theories as discussed in the chapter.

2.2 Analytical Frameworks
2.2.1 Management of Public Relation

The capability of a firm to lead within a market sector is said to be influenced by maintaining positive relationships with the public (Rahi, 2016). Hence clients will remain with the business over time, and its standing will keep rising. Alzahrani (2016) in his research alludes those public relations is backbone of the companies because it is the administrative system which cares about the affairs of the company inside and out the company. This means that great care needs to be expended to the public relations department.

Consumer impression of a company's PR strategy, according to Hsieh and Chung-Kai (2007), is a predicator of loyalty. When the brand image is positive, the effect of the concept of PR on consumer loyalty is more substantial. According to Gurel Göksel, Ali Gurel Göksel, and Zahit Serarslan (2015), corporate communication professionals adjust the official accounts' operational routines and structure while taking user feedback into to maintain a better image of the firm. Corporate communication is crucial and cannot be neglected, especially in a competitive climate where firms create objectives and delegate tasks (Onikoyi & Onikoyi, 2013). PR is a potent instrument for persuasion and may make great strides for a company. Aronczyk, Edwards, and Kantola (2017), opines that PR communication power progressively supplants the more conventional disciplinary and coercive means of power and creates consensus, inspires, stimulates, and attracts using symbolic work.

2.2.2 Challenges of PR practice

According to Geremew's research, many organizations' public relations operations have been affected by an inaccurate understanding of what a public relations professional actually works. He found through his research that there is a dearth of knowledge on the management-related public relations' key tasks and duties. This is the case since PR experts rarely engage in organizational decision-making.

Furthermore, this is related to the shortage of qualified workers in the PR industries. Euphemisms like public affairs, corporate communication, and public information have challenged public relations over time. The fields of law, marketing, and general management have gradually impacted public relations. The Public Relations Society of Kenya (PRSK) was established in 1971 in an effort to fix the PR outlook.

According to Alzahrani (2016), it is the obligation of the business to inform the public regarding what is occurring, how it will affect a large audience, and what the company's or organization's intentions are to address the situation, particularly in times of crisis.

Despite doing a considerable amount of good, the PR department has challenges such a lack of funding and suitable facilities, which makes it difficult to optimize PR operations (Nurhanifah, 2018). As put forward by Onyiengo (2014b), internal public relations could be negatively impacted by the issues the PR office experiences. Poor channeling and decision-making are the cause of this. According to Fawkes (2007), public relations can occasionally be confused with propaganda because the industry has not yet developed a practical code of ethics. This is to imply that some people may view public relations efforts as propaganda and use them against them.

Jessica Lynch, one of the most well-known Prisoners to come out of the Iraq War, was taken captive by the Iraqi forces in 2003 when she was just 20 years old after a fierce firefight. Lynch was freed in a raid after spending 9 days in captivity at a nearby hospital, where he had sustained several knife and gunshot wounds. Lynch had been the ideal embodiment of American bravery and sacrifice, and the military took advantage of her rescue to win support for the war. Lynch accused the authorities of modifying her account to serve as propaganda. She continues to criticize the narrative and frequently explains that it was not her fault that the actual circumstances of her detention were

misrepresented. However, contrary to what the military had said, Lynch was not the heroine.

A strict protocol and work ethics need to be observed for the overall success of the PR department. In the rapture of conflict in an institution, the PR department is of crucial benefit in an institution for its communication processes is a benefit to humanity and ensures peaceful co-existence

As per the findings of Thiessen and Ingenhoff's (2011), institutions' reputations are constantly under threat and the media spotlight is at its maximum during times of crisis. These circumstances beg the question of how public relations might step in to save the day in such dire circumstances.

Suggestions for further researches from past studies allude to study the effect of strategic public relations on organization (Raweh and Otieno, 2015). Institutional reputation is an integral factor in achieving institutional success as well earning reputational credibility after a damaged image is uphill task that demand sound and excellent leadership to restore trust to the public.

A good example is when activist Boniface Mwangi made a complaint about AAR insurance refusing to pay for his surgery under the hashtag #HealthInsuranceFraudsters**.** This ruined their reputation after Kenyans on twitter went on rampage to complain about the same issue. Even though the insurance company tried to give a right of reply by saying that the surgery was not inclusive in the cover, this didn't help much and the only way they could salvage the matter was to pay for the costs.

2.2.3 PR activities for persuasion

Public relations use a variety of activities for persuasion, and this range from their media relations, marketing strategies, crisis management approaches, stakeholder relations management and so forth. According to Guru, N. Sanjeevaraja, M. Parasivamurthy, and Gopala (2013), a strong corporate image enables the firm attract good partners and employees who keep it competitive, while a bad reputation can demoralize employees. This is due to the fact that corporate communication's ultimate purpose is to improve the organization's reputation in general and increase profits through effective marketing and branding engagement. In actuality, the PR department is responsible for this.

It is impossible to overstate the significance of self-efficacy in PR practitioners' performance because those with improved potency often view challenging assignments as threats that should be avoided (Gusau, Abdullah, Tamam, & Hasan, 2017The technique of persuasion attempts to sway consumers toward certain goods and services by engaging their feelings and general instincts (Kenechukwu, Asemah, & Edegoh, 2013).

PR is political for federal agencies or entities, and its tasks include developing and implementing plans for their internal and external audiences to help them achieve their objectives (Dr. Archana, 2018). The cornerstone of every free system, according to him, is the public's knowledge of what is happening in governmental organizations. Two of the most crucial responsibilities of political PR are handling the media and information.

According to Varghese and Rahman (2014), a corporation can gain an edge though aggressiveness with their media planning and partnering with clients provided it retains an honest and open culture to media inquiries. They further contend that the mutually beneficial relationship between corporate entities and media outlets benefits them by forewarning the business in the event of bad news, which enables them to plan how to handle the crisis and react quickly to ensure minimal harm to brand and image.

In their research, Kyurova and Yaneva (2017) discovered that the relevance of corporate image for an enterprise's competitiveness necessitates ongoing, organization 's strategic actions aimed at maximizing marketing efforts as well as creating and putting into practice an effective, sufficient, and innovative strategy to handle the vibrant shifts in the competitive surroundings.

2.2.4 Research Gaps

Because of innovations, shifting economic conditions, increased competition, and changing socioeconomic structures of governments and populations, prior studies have shown that a significant threat is imminent in the modern world. (2013) Sharma, Sharma, and Sharma. Milton Omondi conducted a research which looked at how well PROs fulfill their duties, the variables that influence that performance, and suggested improvements to PR practice in government ministries. The study's primary conclusions were that public relations as it is currently conducted still needs improvement and that it would be prudent to examine and re-engineer public relations in government. To give PROs the chance to

elaborate on policy issues and communicate with the public more, the study advised making them the official spokespersons of their respective ministries or departments.

It suggested more study be undertaken on the significance and effects of public relations practice in government. However, this study did not show how the PROs contributed to improving the ministries' reputations or how they employed public relations strategies to support these findings.

Muga Dorcas studied on the function of public relations and reputation of the Kenyan judicial system. The goal of the study was to find out how government organizations could use PR to improve the public's perception of them. The majority, it was found, wants the judiciary to set up a communications office to deal with public grievances, compliments, and inquiries. The findings also demonstrate that the majority of the populace believes that the judiciary's internal and exterior perceptions differ, leading them to attribute control of the judiciary to influential people in society.

According to the study, the judiciary should engage the public more by holding frequent press conferences and establishing a public relations department, which should be elevated to the position of vice president of the judiciary. However, this study did not include examples of the communication techniques used to present its conclusions.

Gildine Gatwirij Karani conducted a study on the subject of how public relations may improve institutional image, using the Ministry of Lands as a case study. The goal of the study was to find out how public relations can improve institutional image in the Department of Lands. The Ministry of Lands sought to ascertain the role of public relations in enhancing institutional effectiveness, reducing institutional corruption and examining the role of public relations in enhancing institutional social responsibility.

The study's findings led the researcher to the conclusion that the ministry of Lands has been given a mandate that it lacks the resources to effectively manage. In order to make sure that the efforts to enhance both service delivery and customer relations with the general public are felt on the ground, it was necessary to identify proactive activities that might be performed as part of the recommendation. To alter the public's perception of the department, this is necessary. Essentially, the Ministry of Lands is being rebranded. This study didn't focus on enhancing the Ministry of Lands' reputation through PR but rather on efficiency.

The purpose of Charles Kiiru Muhia's study, The Contribution of Media Relations in the Civil Service: A Quantitative Assessment of Communication Techniques in Kenya's Police Force and Defense ministry was to determine the critical position that public relations play in developing great interaction among government entities and the general population. The objective was to compare the Ministry of Defense's and the Police Department's communication strategies to see how well they work to improve public image. The study's key conclusions were that public relations as it is currently conducted has to be revisited and redesigned in government, particularly in the Ministry of Defense. The drawback is that this study wasn't necessarily intended for PROs and their audiences; rather, it was created expressly for direct communication between security personnel and their external publics.

2.3 Theoretical Framework

2.3.1 Knowledge Gap Theory

Information gaps, as defined by Gaziano (2017), are differences in the data that can be learned, whereas knowledge is defined as information acquired and preserved via a learning experience. Sections of the population with higher income typically learn this information faster than those with disadvantaged backgrounds. Knowledge Gap theory, claims that the introduction of mass media data into a social structure typically follows a coordinated procedure (Oko, 2013).

For industries or institutions, it's critical to effectively raise customer awareness of and opinions of their sector, according to Rumble and Buck (2013). According to Farina and Farina (2014), the knowledge gap theory holds that not every person of society is equally able to take use of the increase in information available to them. People with greater socioeconomic position typically have great capability to do so. An information gap exists between those who generate and use products as a result of inadequate understanding of product details, imprecise press coverage, some people's lack of drive to acquire knowledge, and industry participants' struggles to communicate with the public and the media about the industry (Rumble & Buck, 2013).

According to Oko (2013) academicians are unaware that the information gap is a prelude to the digital divide, which is a deeper and bigger gap between people and countries who can access and use the internet or new media and those who cannot. While differences in

depth of knowledge may be growing, differences in awareness of information may be narrowing (Gaziano, 2017).

According to Haider and Mariotti's (2010) an organizations ability to experience growth depends on its ability to bridge knowledge gaps. They further argue that inter-personal interactions between or amongst partners have power to facilitate the emergence of shared understandings and the sharing of relevant knowledge which in turn reduces organizational knowledge gap.

According to Jeffres, Atkin, and Fu (2011), generational inequalities will become more obvious if the knowledge gap is employed in a setting where media have undergone a significant transformation and where individual choice and control have considerably risen.

This theory will therefore be of importance in informing the systemic knowledge gaps inherent in societies and absorption of the same by the societies and it will inform the challenges which this study will be trying to identify and analyze for substantive findings.

2.3.2 Situational Leadership theory

Hersey and Blanchard (1979) defined as the act of shaping an individual's or a group's actions in an effort to achieve a goal. The situation determines who is in charge (Jago, 2007). But he makes it clear that focusing only on contextual or affective aspects of leadership will leave out a significant chunk of the phenomena. Kenneth Blanchard and Paul Hersey created and researched the situational leadership theory, a theory of leadership.

Oyelude and Fadun (2018) conducted research to determine the importance of situational leadership in an organization. They came to the conclusion that leaders should use this approach when leading their subordinates since it will help to ensure effective leadership. Additionally, they take action based on the circumstance and the subordinate's maturity level, which has an immediate impact. According to Thompson (2019), situational leadership theory concepts are reinforced when follower and leader ratings are consistent. According to Kovach (2018), situational leadership is a circumstance that shows a leader's excellent leadership talents when they can adapt their style of leading to produce the necessary results. There is no one optimal method of leadership because success depends on the situation, according to scenario leadership theory, a contingency theory

taught in academic circles (Mujtaba & Sungkhawan, 2009). This theory will make clear the significance of situational leadership theory in KFCB's leadership model for upholding the company's reputation.

2.4 Conceptual Framework

Figure 2.1 Conceptual Framework

Public Relations Strategies	→	
Effectiveness of Stakeholders	→	**Public Relations on Enhancing Corporate Image**
Channels of Public Relations	→	

Independent Variables   **Dependent Variable**
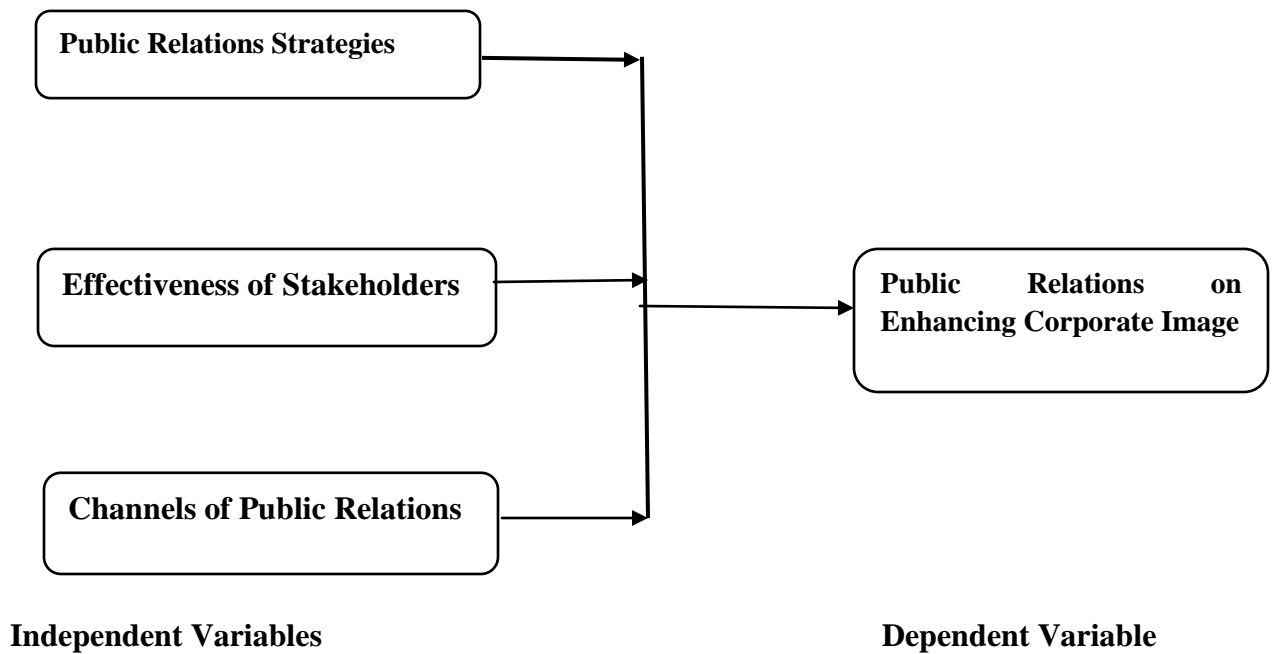
CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter described the complete study process in detail based on the methodology used. This utilized a thorough analysis of the research design, population, sampling techniques, data collection, validity and reliability, data analysis procedures, and the researcher's ethical considerations.

3.2 Philosophical paradigms

The paradigm identifies the researcher's intellectual perspective, or method of thinking. Philosophical research paradigms range from positivist, constructivist and pragmatism. It is worth noting, that it is quite possible to combine several research methodologies within one research paradigm (Kivunja & Kuyini, 2017). Positivist paradigm was chosen emphasizes that true, accurate, and factual events may be witnessed and analyzed using logic, reason, and empirical evidence, as well as explained by rational inquiry and analysis (Aliyu, Bello, Kasim, & Martin, 2014). As a result, the research aimed to logically and scientifically analyze the knowledge gaps within the research.

3.3 Research Design

A research design, according to is a plan utilized to address the research objectives (Odoh and Chinedum (2014), A structure known as a research design often directs data gathering and analysis. This study used an analytical survey research approach, which enabled the researcher to efficiently gather a wide range of first-hand information from respondents. As a result, the survey study design allowed the researcher to explore the correlations between variables and derive explanatory conclusions from the research's findings.

3.4 Population of the study

Population refers to the broader set of observations, whereas the sample refers to the smaller group (Mofolo-Mbokane (2011). The target population is the focus group that a researcher will use to extrapolate the findings of a study. 90 KFCB employees made up the study's sample.

3.5 Sample and Sampling techniques

3.5.1 Sample Frame

A sampling unit is a list of elements within which a samples can be taken, According to Teddlie and Yu, the sampling frame refers to the set of elements from which the sample is really taken (2007). In essence, this is an accurate and complete list of every person in the populace. This study chose a full sample frame because the population was clearly tiny. For this investigation, questions were asked of every KFCB headquarters employee.

3.5.2 Sampling techniques

The method of selecting responders who are designated as representative of the target population is known as sampling technique. The specific method the researcher followed in order to choose the objects from the population that would make up the sample, on the other hand, is referred to as sampling.

The census sampling was applied. Census sampling was most appropriate since the target population was low. Census sampling is advantageous because the whole population was studied. It is also advantageous in that descriptive statistics was used rather than predictive statistics. Since the target population was small and stationed at the KFCB headquarters, the researcher was able to reach to each of them. This research used all the members of staff at KFCB as the sample size.

3.6 Data Collection Methods

The research incorporated quantitative techniques and surveys was used to collect data. The methods that lead to the most accurate data set was the principle data collection method. The questionnaires were divided into parts ranging from the population demographics to Likert scaled section.

3.7 Validity and Reliability.

Validity is defined as how well a concept can be measured in a quantitative approach. (Heale and Twycross (2015). To make sure the work is done perfectly and the questions are sound, consultation with both the supervisor and the unit lecturer was conducted for this study. When an instrument measures consistently over time under the same conditions and with the same subjects, it is said to be reliable (Golfashani, 2003). Heale and Twycross, (2015) argue that a research The consistency with which a tool continually

yields the same findings when it's used again under same conditions is referred to as its reliability. After developing the evaluation tool and before the real data is collected, the researcher conducted a pilot study among the targeted group of respondents to examine out the reliability and validity of data collection instruments. The fact that the respondents were able to understand and provide accurate data for the pilot, the instruments were considered valid.

3.8 Data Analysis Methods

After editing, the verbatim was coded, and the results were tabulated. The researcher employed both quantitative and qualitative data analysis. In order to distinguish between groups, define relationships between variables, and examine quantitative data, the acquired data was analyzed using descriptive tools like frequency and percentage. Qualitative analysis facilitates the application of statics to gain a deeper comprehension of the data to be collected. According to the study, judgments and recommendations were made using the data that had been analyzed. Percentages and tables were used to present the analyzed data.

3.9 Ethical considerations.

During the study I adhered to rules and guidelines of data collection and analysis. I found consent from corresponds of research and promised them to treat the information received from them with utmost confidentiality and protect identify. I maintained objectivity and avoid infringement of intellectual property rights.

CHAPTER FOUR

DATA ANALYSIS AND PRESENTATION

4.1 Introduction

The study's analysis and data interpretation are covered in this chapter. The study presented the findings in an organized manner based on variables and as presented by the respondents in the field. The information was examined, broken down into percentages and frequencies using tables, charts, and graphs, and then it was interpreted. The conclusions reached in this chapter were primarily directed at the pertinent problems being investigated.

4.2 Response Rate

90 respondents were the targeted population for the study. 90 respondents made up the study's sample size, which represents 100% of the target population. The researcher gave out 90 questionnaires where 75 of them were returned after being completely filled out. This resulted in a response rate of 83.33% which was satisfactory for drawing study-related findings. A descriptive study needs a response rate of 50%. According to the aforementioned claims, the response rate was sufficient for analysis (Mugenda & Mugenda, 2003) and Kothari (2004).

Table 4.1: Response Rate

Response	Frequency	Percentage (%)
Returned questionnaires	75	83.33
Un-returned questionnaires	15	16.67
Total	**90**	**100**

Table 4.1: Gender Distribution

Gender	Frequency	Percentage (%)
Male	32	42.67
Female	43	57.33
Total	**75**	**100**

Figure 4.1: Gender Distribution
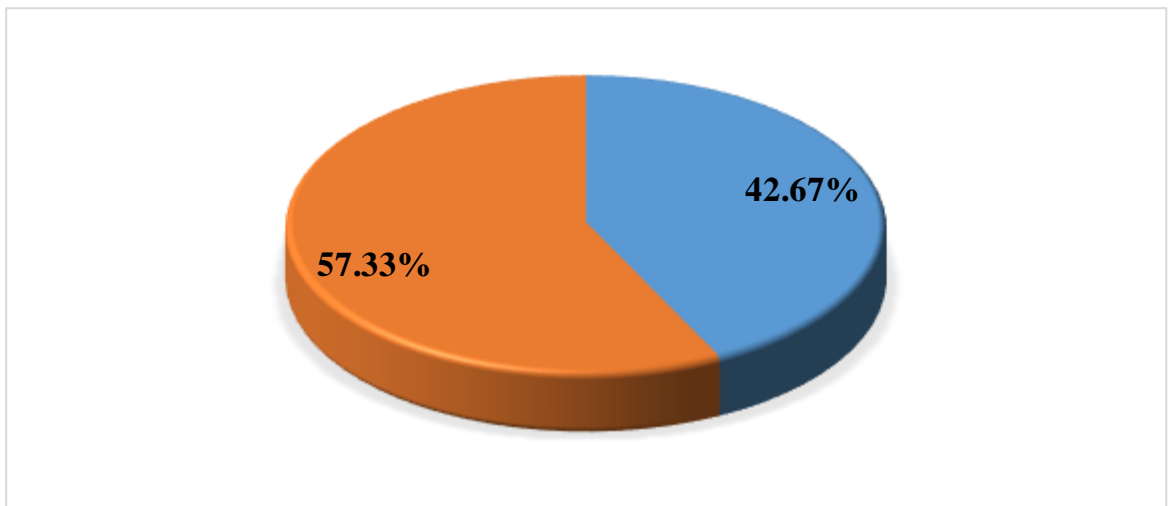

Table 4.2 and figure 4.1 show that 57.33% of the respondents were women while 42.67% of them were Men. This translates to a majority of the respondents being women. This is due to the fact that women are homemakers considering that parents were one of the stakeholders and their accessibility even in workplaces. Women are more responsive and ready to give information compared to men.

Table 4.3: Age distribution

Age	Frequency	Percentage (%)
Under 20	2	2.67
20- 29	13	17.33
30-39	34	45.33
40-49	22	29.33
50 and Above	4	5.37
Total	**75**	**100**

The age distribution of the respondents was as follows; Ages 30-39 made up the majority with 45.33%, followed by ages 40-49 with 29.33% of the respondents. 20-29 ages accounted for 17.33% with 51 and above and fewer than 20 accounting for the least number of respondents which amounted to 5.37% and 2.67% respectively.

Table 2.4: Marital Status

Marital Status	Frequency	Percentage (%)
Single	28	37.33
Married	44	58.67
Widowed	3	4
Divorced	0	0
Total	**75**	**100**

Table 4.4 indicate that married couples were the majority respondents at 58.67%. The single respondents accounted for 37.33% while the remaining 4% and 0% denoted the widowed and divorced respondents respectively.

Table 4.5: Education

Education	Frequency	Percentage (%)
No formal education	0	0.00
Primary	2	2.67
Secondary	5	6.67
Diploma	12	16
Undergraduate	41	54.66
Post graduate	15	20
Total	**75**	**100**

Table 4.5 show that the academic distribution of the respondent as follows: 6.67 % of the respondents had completed secondary school. Primary school level accounted for 2.67% of the total correspondents 54.66% and 20% denoted respondents with undergraduate and postgraduate respectively. Respondents who were not able to understand, read and write in both English and Kiswahili apart from the native language but could make informed decisions accounted for 0.00%.

4.2.5 Level understanding on Public Relation and Corporate Image

Table 4.6: Level of the Respondent

Category	Frequency	Percentage
Yes	46	61.33
Somewhat	11	14.67
No	6	8
Not Sure	12	16
Totals	**75**	**100**

Figure 4.2: Level of the Respondent
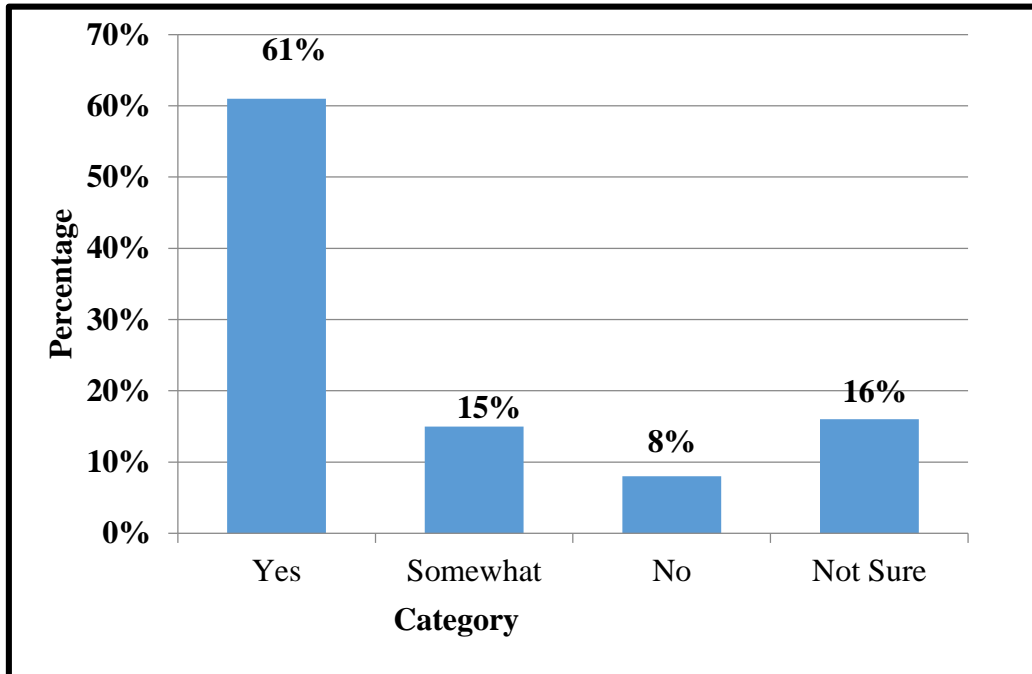
Respondents were asked to indicate the level of understanding on what public relations and corporate image is all about. 61% indicated that yes they understand, 15% were look warm, 8% didn't understand at all while 16% were not sure if they really understand.

4.3 Descriptive Statistics

This is the summary of statistics that quantitatively describes the features of a collection of information (Mugenda and Mugenda, 2012)

4.5.1 Effective of Strategies employed by PR department

This section tries to examine the opinion on the strategies employed by PR department at KFCB.
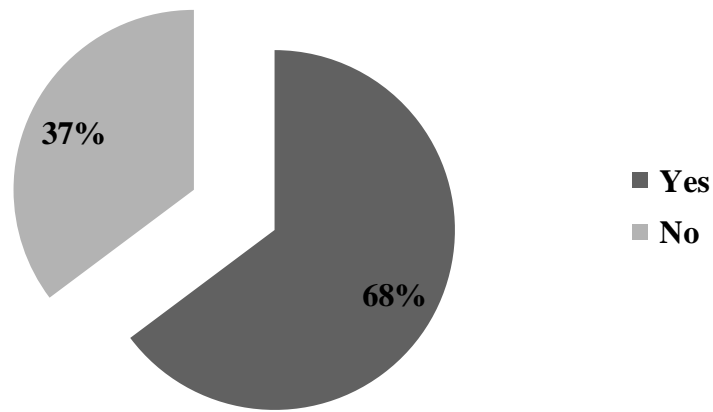
Effectivesness of Strategies Used

Figure 4.3: Effective of Strategies employed by PR department

The researcher sought to find out if the strategies used by PR department at KFCB is effective enough. The findings as illustrated in figure 4.7 indicate that 68% of the respondents strongly agreed that the strategies used have greatly influence the PR and in enhancing corporate image and only 37% strongly disagreed that the strategies used have greatly influence the PR and in enhancing corporate image.

Table 4.7: Effective of strategies Implemented

	Mean	Std. Deviation
Implementation of holistic reputation management	2.20	1.082
Regulation of ethics and behavioral rules of public institutions	3.53	1.356
Acknowledging every stakeholders importance	3.80	1.207
Implement Internal and external communications campaigns.	3.47	1.060
Special attention to abeyance for their opinion and attitudes	4.00	0.926

From the findings, respondents strongly agreed that: Special attention to abeyance for their opinion and attitudes (mean= 4.00) and that acknowledging every stakeholders' importance (mean= 3.80). It was revealed that regulation of ethics and behavioral rules of public institutions enhances corporate image (mean= 3.53). Respondents disagreed that

Implementation of holistic reputation management enhances corporate image (mean= 2.20).

4.5.2 Challenges encountered

This section tries to examine whether challenges encountered by customers are addressed with utmost importance in enhancing corporate image of government institution.
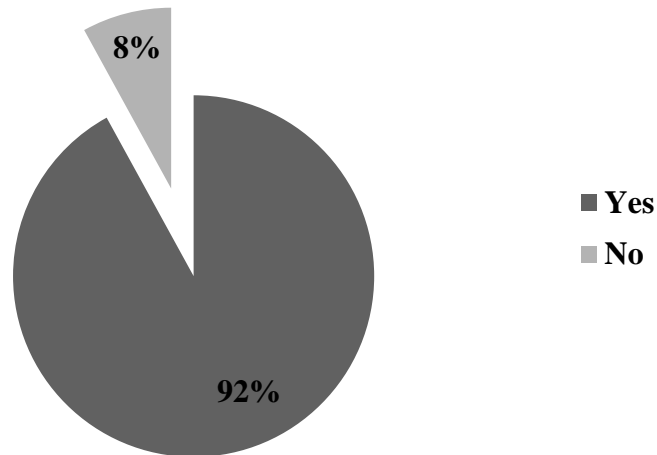
Figure 4.4: Challenges encountered whether addressed

Figure 4.4 above shows that; majority (92%) of the respondents indicated that KFCB addresses all the challenges that customers encounter on a day today basis, while 8% of respondents indicated that the challenges encountered by customers are not addressed at all or are not addressed in time. This implies that there is good attempt by KFCB to solve the stakeholders' challenges and difficulties thus in the long run improving the overall image of the institution in the corporate world.

4.5.1 Sensitization Awareness

This section examined the whether the respondents are aware of any sensitization programmes organized by KFCB to educate the public on new changes, problems and decisions. influence of the finance on organizational planning in Kenya.
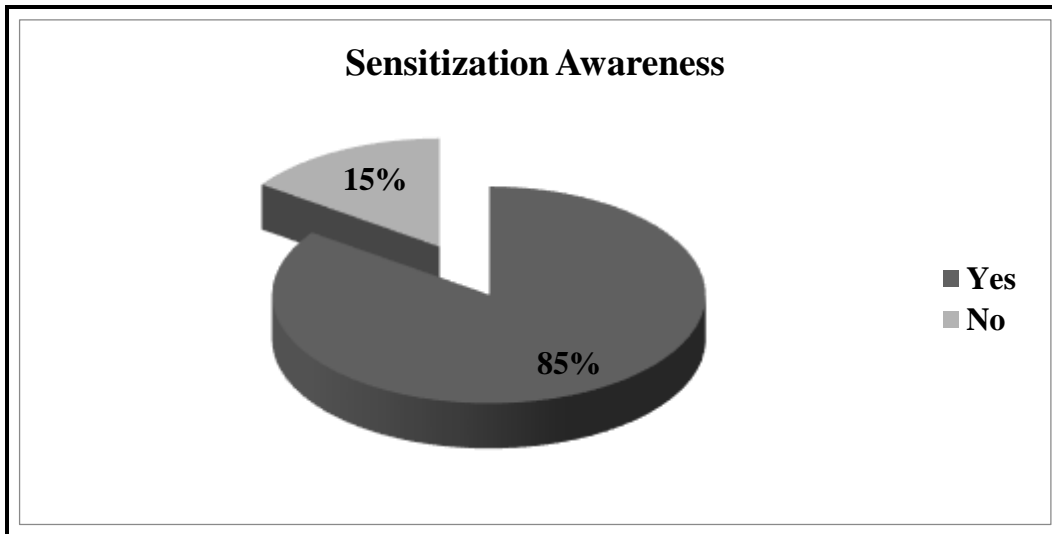
Figure 4.5: Sensitization Awareness

The data on Figure 4.5 indicates that the respondents are much aware of all sensitizations programmes that are carried out by KFCB in educating its public on new changes, problems and decisions at 85%. This was followed by 15% who said that they are not aware of any.

4.2.11 Awareness of public relations department of KFCB

Table 4.8 Awareness of public relations department of KFCB

Responds	Frequency	Percentage
Yes	71	94.67
No	4	5.33
Totals	**75**	**100**
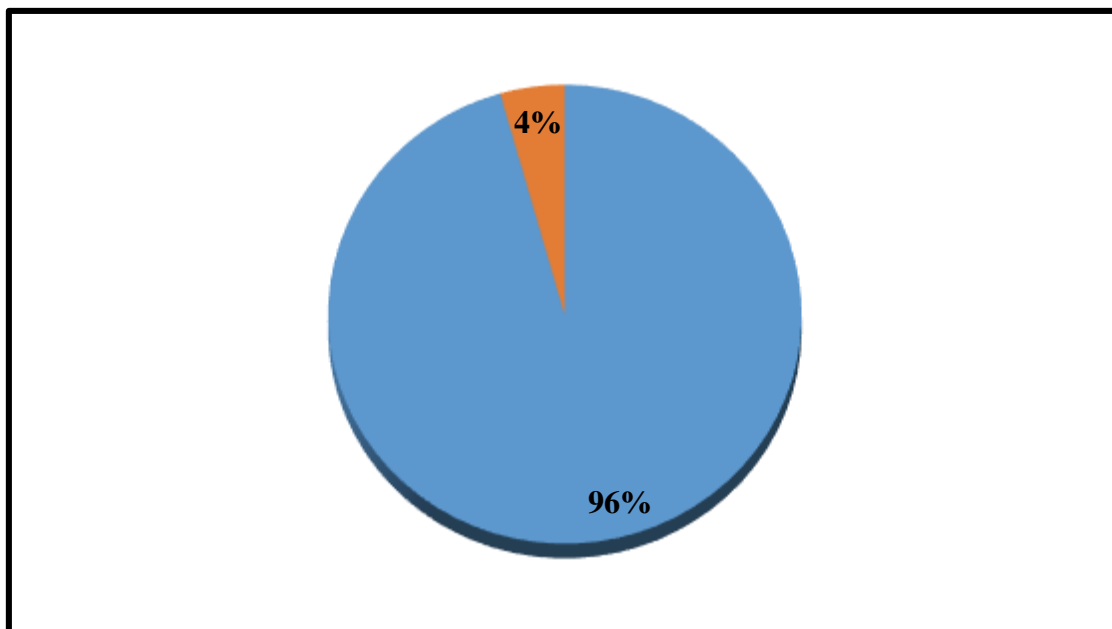
Figure 4.6 Awareness of public relations department of KFCB

From the Figure 4.6, it is evident that 96% are aware of the existence of public relation department at KFCB and how largely it enhances its corporate image and customers' satisfaction while 4% of the respondents have no idea of its existence and its impact on enhancement of corporate image and customers' satisfaction

4.2.7 Best channel that suits the organization in reaching out to external audience

Table 4.9 Best Channel used by the Organization

Channel	Frequency	Percentage
Print Media	10	13.33
Electronic Media	22	29.33
Social Media	30	40
Public Awareness campaigns	5	6.67
All of the above	8	10.67
Totals	**75**	**100**
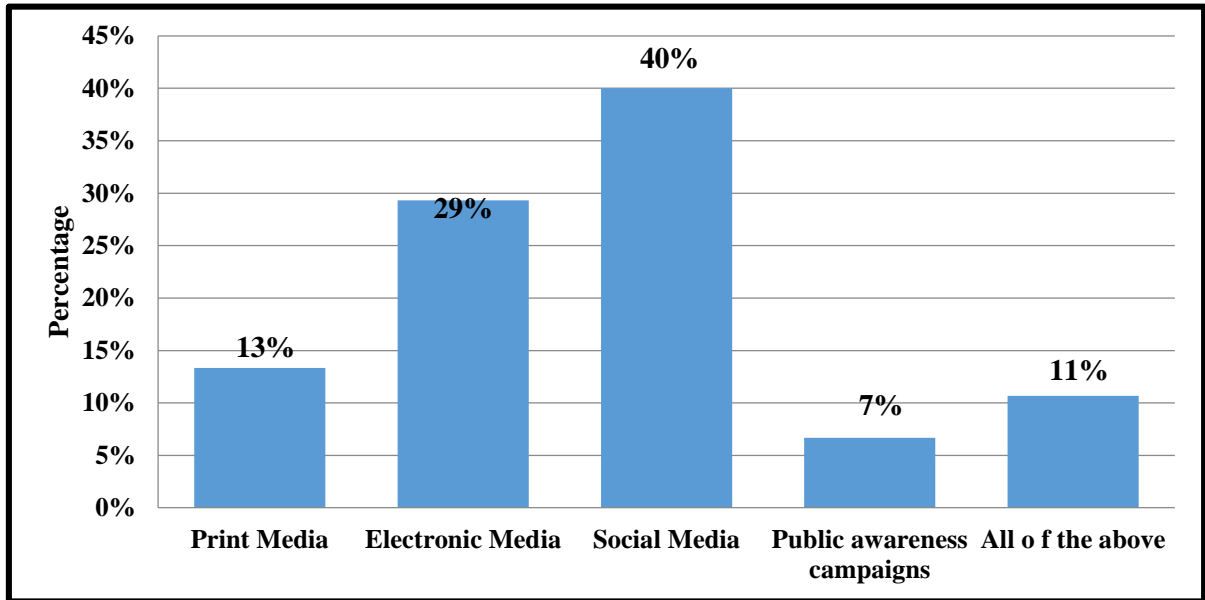
Figure 4.7 Best channel that suits the organization in reaching out to external audience

Based on table 4.9 and figure 4.7 above, most respondents who were 40% stated that social media is the most used channel in the organization, 31% indicated that they use electronic media, 13% viewed that print media is mostly used while 9% and 7% indicating that all of the said channels and public awareness channels are used respectively.

4.5.3 Level of Satisfaction with Communication Channels Used

This section examines the level of which respondents are satisfied with communication channels used.

Table 4.10: Level of Satisfaction with Communication Channels Used

Scale	Frequency	Percent	Cumulative Percent
Very Satisfied	32	42.67	42.67
Satisfied	24	32	74.67
Fairly Satisfied	11	14.67	89.34
Dissatisfied	8	10.66	100
Total	50 **75**	**100**	100.0

From the Table 4.10 over 42.67% of employees feel that they are very satisfied with the communication channels used, 32% are on average satisfaction, 14.67% are fairly satisfied while only 8% were dissatisfied.

4.5.5 Opinion on creation and maintenance of good channels of communication

This section examined the opinion of the respondents on the creation of good channels of communication whether they favor the brand and corporate image of the board.

Figure 4.8: Opinion on creation and maintenance of good channels of communication
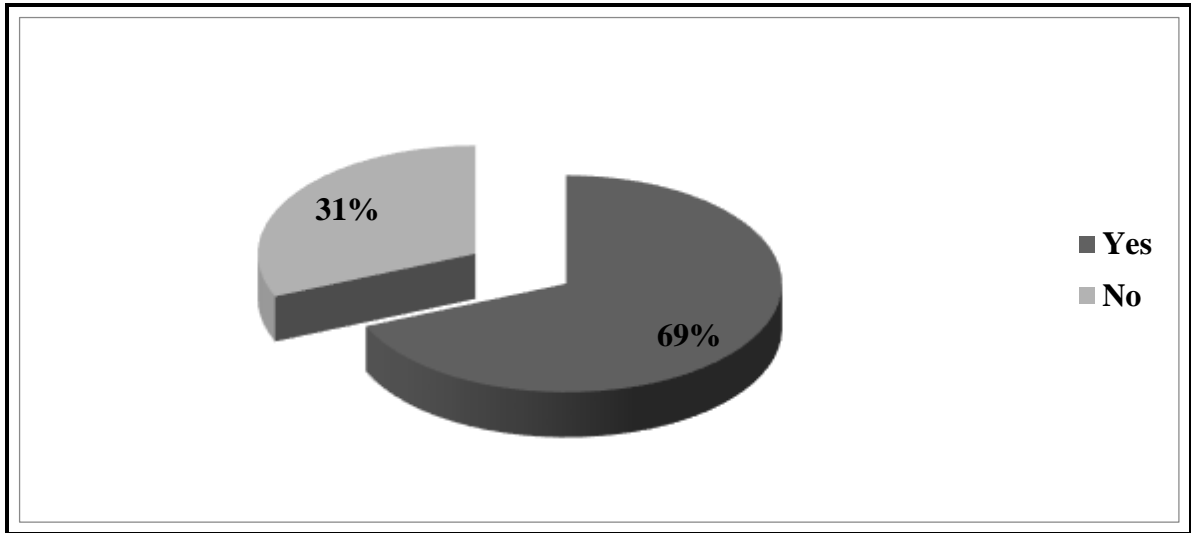
CHAPTER FIVE

DISCUSSION OF FINDINGS, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

The analysis, key findings, and conclusions are presented in detail in this chapter. Along with the aims of the study and providing direction for additional research, the findings, conclusions, and suggestions are succinct.

5.2 Summary of Findings

This study looked into how public relations might improve government organizations' overall business image. This section outlined the functions of the public relations techniques employed by KFCB, examined the efficiency of KFCB stakeholders, and looked at the public relations channels employed by KFCB to improve the corporate image of governmental organizations.

5.3 Discussion of the Findings

5.3.1 Strategies used by KFCB to enhance its corporate image.

The research concluded that no solitary corporate brand strategy is sufficient to be utilized alone; instead, the institution needs a combination of many corporate image strategies to gain a competitive edge and enhance its image and reputation. It was discovered that the execution of corporate image strategy presents particular difficulties. From the study's findings, majority of respondents mentioned that internal and external communications efforts were being run. Additionally, the attitudes and opinions of the personnel are given great consideration.

5.3.2 Effectiveness of stakeholder's engagement at KFCB on its corporate image.

The second objective was to determine whether KFCB's stakeholder participation affected the company's corporate image. The study's findings on the effectiveness of stakeholder engagement in promoting corporate image revealed that competition was the primary driver of organizations' decision to involve stakeholders in shaping corporate image because it fosters confidence and positive reputation among the organization's general public. When improving their image and reputation as a means of cultivating positive public perception, the majority of firms focused on their clients, partners, suppliers, and stakeholders. This study also discovered that the institution completely

involves stakeholders through the use of awareness-raising campaigns that are planned and overseen by KFCB to learn about new developments, issues, and decisions.

5.3.3 Effectiveness of channels used by KFCB to enhance its corporate image.

With the use of quantitative sources, this study has effectively given readers sufficient proof about the influence and efficacy of the channels employed to improve KFCB's corporate image. It was discovered that the department of public relations significantly improves the company's corporate image and customer happiness. The most popular PR channels were social media, electronic media, and print media, in that order. This suggests that the majority of respondents believe technology-driven channels have a significant impact on or improve the organization's reputation.

Additionally, it has a favorable effect on the board's and the corporation's public image. The majority of respondents, according to the report, were content with the methods utilized to improve corporate image. They contend that the development and upkeep of effective communication channels benefits the board's brand and corporate image.

5.4 Conclusions of the Research Study

This study came to the conclusion that public relations is utilized to improve corporate image, in accordance with the first research question, Benefits of public relations in increasing corporate image of government institutions. The majority of respondents concurred that one advantage of corporate image is management commitment to system operation. This suggests that corporate strategies are a helpful tool in management commitment and organizational operations; consequently, all respondents confirmed that implementation activities are among the benefits that public relations receive from corporate strategy. All respondents also confirmed that one of the benefits that public relations receive from corporate strategy is feedback to the officers about the operation of the system operation management System of government institutions. Its concluded that there is a need to focus on corporate strategy in order to maintain a positive image in organization.

The management must comprehend how the process of creating a corporate image functions and how it might benefit their business. The entire company must put out effort in this lengthy procedure. A corporation can acquire the essential competitive advantage

to boost its bottom line and meet the difficulties in government institutions by developing a strong corporate image in a strategic manner.

The key reason why the stakeholders are significant to the business is because they provide resources that are essential for organization. Despite participating in the organization's operations, stakeholders have influence on not only the organization's stability but also the development of the company's reputation. Based on the interrelationships between the organization and stakeholders, it is possible to state, thanks to the insights in this field, that the stakeholders have an impact on corporate reputation.

However, not all stakeholders could be regarded equally when it came to the significance of the relationships between the business and its stakeholders. In conclusion, it may be said that some stakeholders pose a greater reputational risk than a company that stays the same.

The goal of the study was to determine how effectively stakeholders' involvement promoted a positive corporate image. Based on the results, the study draws the conclusion that stakeholders had contributed significantly to improving the institution's welfare, including both individual and social welfare and both financial and social welfare.

5.5 Recommendations of the Research Study

The researcher proposes the following suggestions in an effort to improve staff training based on the findings of this study: -

5.5.1 Strategies used by KFCB to enhance its corporate image.

According to the study's conclusions, it is proposed that specific measures be taken to support KFCB personnel. Strong leadership must be developed by a process of capacity building, education, community mobilization and awareness. Institutions must take full advantage of controlling corporate image and brand outlook in ways that aim to better balance the needs of all stakeholders.

The study advises managers to keep a close eye on the external environment so that their strategy can be adjusted as necessary as it changes. The environment, including competition, customers, suppliers, economic variables, political considerations, social-cultural elements, technical developments, demographic issues, and government

regulations, must be thoroughly analyzed by government institutions. This requires time and resources.

The study recommends allocating enough resources for this activity in order to prevent delays or disruptions in the implementation process because of how crucially important corporate image strategy execution is within the media sector. The report also suggests that the decision-making process be sped up and that there should be a crystal-clear division of authority and responsibility among the individuals involved with carrying out the corporate image plan.

5.5.2 Effectiveness of stakeholder's engagement at KFCB on its corporate image.

According to the report, firms should engage every party in efforts to promote a favorable public perception of their company because this is the key to their survival in an unstable market. Since no one business can function effectively on its own, the study also suggested that outsourcing and partnerships be adopted for successful corporate image, publicity, and because dealing with social responsibility requires cooperation for the achievement of the intended goal.

5.5.3 Effectiveness of channels used by KFCB to enhance its corporate image.

The KFCB's communication efforts are not all that much better.

To ensure convenience and ease in providing information to the staff and also the public, the study suggests that stronger communication channels be established, installed, and fully integrated into the system. According to the survey, a company's public relations department helps it achieve its goals and improves consumer satisfaction. In this regard, the study suggests that in order for any firm to succeed and reach its objectives, a solid, integrated PR department should be established. The report also suggests that businesses come up with strategies for keeping a long-term commitment to customers.

5.6 Recommendation for Further Research

This research makes recommendations for further research on the effects of organizational characteristics other than the three practices it specifically looked at on corporate image. Additionally, it was suggested that the sample size be increased in future when conducting comparable research in other firms. The analysis that was conducted was insufficient to draw conclusions about the function of PR in creating a

lasting corporate image and to give sufficient data for the formulation of policies. To fully understand the impact of PR in creating an enduring corporate image in Kenyan government institutions, additional research concentrating on inferential analysis is required.

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APPENDICES

Appendix I: Questionnaire

Please answer questions by putting a tick [√] in the appropriate box or by writing in the space provided.

SECTION A: GENERAL INFORMATION

PERSONAL DETAILS

1. **Sex**   Male   [   ]   Female   [   ]

2. **Age** :   Between 20-29

                    Between 30 – 39

                    Between 40 - 50

                    Between 51 and Above

3. **Marital Status?**

    Single   [   ]   Married   [   ]

    Widowed   [   ]   Divorced   [   ]

4. **Education**

    No Education   [   ]   Primary   [   ]

    Secondary   [   ]   Diploma   [   ]

    Undergraduate   [   ]   Postgraduate   [   ]

5. Do you understand what Public Relations and Corporate Image is all about?

    Yes   [   ]
    Somewhat   [   ]
    No   [   ]
    Not sure   [   ]

STRATEGIES USED

6. In your opinion, are the strategies employed by the PR department of KFCB effective?

   a) Yes ( )

   b) No ( )

7. Which of the following public relation strategies have been implemented by the Kenya Film Classification Board; rate them using the following scale where 1=Strongly Disagree 2= disagree 3= Neutral 4= agree 5= strongly agree.

	Strongly Disagree	Disagree	Neutral	Agree	Strongly agree
Implementation of holistic reputation management					
Regulation of ethics and behavioral rules of public institutions					
Acknowledging every stakeholders importance					
Implement Internal and external communications campaigns.					
Special attention to abeyance for their opinion and attitudes					

STAKEHOLDER ENGAGEMENT

8. Does KFCB address Challenges encountered by customers?

   a) Yes ( )

   b) No ( )

9. Are you aware of any sensitization programmes organized by KFCB to educate its publics on new changes, problems and decisions?

   a) Yes ( )

   b) No ( )

CHANNELS USED

10. Are you aware that public relations department of KFCB contributes largely to the enhancement of its corporate image and customer's satisfaction?

Yes   [   ]   No   [   ]

11. Which channel of communication do you think fits best for the organization in reaching out to the external audience?

Print Media   [   ]

Electronic Media   [   ]

Social Media   [   ]

Public awareness campaigns   [   ]

All of the above   [   ]

12. How satisfied are you with the communication channel used?

Very Satisfied   [   ]

Satisfied   [   ]

Fairly Satisfied   [   ]

Dissatisfied   [   ]

13. In your opinion, will the creation and maintenance of good channels of communication, favor the brand and corporate image of the Board?

Yes   [   ]   No   [   ]

<div align="center">

END

THANK YOU FOR YOUR CO-OPERATION

</div>