

Effectiveness of Communication Media Used by the Public Relations Department in Facilitating Effective Internal Public Relations at the Kerio Valley Development Authority in Kenya

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Abstract

Development agencies in Kenya have been experiencing poor public relations for a long time. As such, the author set out to solve this problem through carrying out an internal public relations audit of Kerio Valley Development Authority. The study sought to measure the extent to which the media of communication used for internal Public Relations in the organization facilitates effective public relations at KVDA. Data was collected through use of questionnaires and which were administered on the non-management employees of KVDA. Face-to-face interviews were used to collect data from management staff of KVDA. The above methods of data collection were supplemented by use of document review and observation schedule. The total number of employees at KVDA was 660; participants for the study were drawn from six departments in KVDA. Stratified random sampling was used to select respondents for the study. A total of 150 respondents were selected. Qualitative data was analyzed through the use of content analysis. Quantitative data was analyzed through use of SPSS-WINDOWS 7 computer program. From the findings of the study, it was concluded that the media of public relations used in KVDA is both inadequate and ineffective. It was also concluded that the public relations department is not playing a key role in promoting good internal public relations in the department. The study recommends that the public relations office needs to improve the media of communication used for internal PR. It should insist on the media that allows for two way communication and not rely on one way communication.

Keywords: Communication Media, Public Relations Department, Effective Internal Public Relations, Kerio Valley Development Authority, Kenya

1. Introduction

Good public relations are an essential tool for companies to survive in the business world. Wayne and Daulwader (1994) give the following reasons a company needs to develop good public relations:

- For effective public relations a company can be recognized as an industry leader.
- The company will promote its products and services more effectively at the local, state, national and international levels.
- Through effective public relations activities a company can let everyone know the positive things the company is doing.
- Through effective public relations the company can effectively handle any negative perceptions those outside the company may have.

The essence of public relations is to reconcile or adjust in the public interest those aspects of our personal corporate behaviour, which have a social significance. PR is aimed at:

- Changing or neutralizing hostile opinion
- Crystallizing uniformed opinion
- Conserving positive public opinion (Jethwaney & Sarkar, 2000)

Today, the role of PR is recognized in issues management, public opinion surveys, crisis management, product launches, event management and of course media handling. PR practitioners need to:

- Understand the core values and competencies of the organization
- Identify various stakeholders/publics
- Scan environment and keep the organization abreast of the latest
- Decide on the best cost effective media to reach out to various publics
- Create a distinct corporate identity for the organization
- Drill top management, a cross-section of managers and workers and brainstorm and work on the core values of the organization (Jethwaney & Sarkar, 2000)

According to Kotler (1982, p. 57), organizations are concerned with the images they create in the minds of the publics that they serve. He defines an image as the sum of beliefs, ideas and impressions that a person has of an object or an Organisation. Kotler (ibid.), a marketing expert, says that in organisations, people respond to the image they have of the organisation and not necessarily to its reality. He says that publics holding a negative image of an organization will avoid or disparage the organisation while those holding a positive image will be drawn to it (ibid. p. 56). This, Kotler (ibid.) asserts, is one reason organizations should be interested in “learning about their images to facilitate rather than impede the delivery of satisfaction”.

However, how does an organisation create this favourable image? A strong favourable image, according to Kotler (1982), comes about when the “organisation creates real satisfaction for its clients and lets others Know about it” (p. 56). Clients can be satisfied by either products or services; however, for this to happen some information must pass from the organisation to the clients that Kotler talks about, and also from the organisation to the other publics the organisation deals with. This is what marketing and publicity are all about.

Marketing is defined as the human activity directed at satisfying needs and wants through exchange processes (Kotler, 1986, p. 4). Publicity on the other hand is the non-personal stimulation of demand for a product, or service, by planting commercially significant news about it in a published medium or obtaining favourable presentation of it upon radio, television or stage that is not paid for by the sponsor (ibid. p. 486).

Once the demand spoken of here is created in the prospective client the marketing process takes over and satisfies it. Crude as it may seem, most organisations survive by creating what has been called “artificial needs” in the lives of unsuspecting people and meeting these needs with their products and services. While Kotler points to publicity as the main communication tool supporting the marketing of services, products or ideas, many other communication efforts affect the marketing of the Organisations as well.

However, in all this, one cannot fail to see some calculated move, some deliberate scheme to influence the client in a favourable way toward an organisation. Organisations must communicate to their publics information concerning who they are, what they produce and how they influence or are influenced by the affairs of the society. Communication is an essential tool for organisational development in the same way that the language is a tool of thought. A successful communication programme must be based on an “understanding of effective management policies and a thorough knowledge of public relation and marketing especially for non-profit making organisations” (Maddalena, 1981).

The responsibility that Maddalena (1981) puts on communication can only mean one thing: that this kind of communication is not aimed only at informing, but it is also meant to persuade people to form or change opinions, and to respond affirmatively to individuals, institutions, products or ideas. In the case of the study, the information originating from the public relations department is supposed to change the attitude of the internal publics towards the organization. This would enable the organization to develop a positive internal image, which would in turn be reflected on the internal image, which would in turn be reflected externally.

Ideally, according to Wilcox et al. (1989, p. 6), a public relations activity is mutually beneficial to the organization and the public: “it is an alignment of the organisation's self-interest with the public's concerns and interests.” These thoughts indicate that the public relations has a double role in an organisation. Every organisation must clearly define goals and objectives. The public relations practitioner must first and foremost understand the goals and objectives of his organisation, which he must articulate to the publics that the organisation relates with. He must also know the organisation's operations and what channels of communication are available in the organisation that can be used to pass information to the publics.

Secondly, the PR practitioner must understand the attitudes and values of the publics in order to articulate them to the organisation and in so doing establish one-way communication to resolve conflicts of interest by seeking common grounds or areas of mutual interest, and establishment of mutual understanding based on truth, knowledge and full information (Black, 1972, p. 4-5). This is important in that it helps the organisation to use this knowledge to build mutually beneficial relations with its publics.

Public relations is thus an important part of overall management task that will make its contribution to strategy development and implementation and to promotion and protection of organisational interests in the important relationships discussed above. Ideally, it should be based on dialogue, on an exchange of information regarding its interests, so that interests can be clarified and reconciled.

1.1 The Role of Internal Public Relations in the Organisation

A number of studies have established a correlation between communication and employees satisfaction. Two studies, General Electric and Hewlett Packard in the USA, have found that responses to five survey questions dealing with face-to-face communication between employees and their immediate managers on the companies' employee attitudes surveys enable prediction of employee satisfaction (Foehrenbach & Goldfarb, 1990). The objective of the study was to measure the extent to which the media of communication used for internal PR in KVDA facilitates effective internal PR. The study, therefore, sought out to find the effectiveness of face-to-face communication as one of the media of communication.

In another study, Pavlick et al. (1990) have found that employees who feel comfortable within an organization are more apt to read organizational news about social relations. Pincus et al. (1991) have audited the communication behaviours of corporate chief officers (CEOs) and found that CEOs spend twenty per cent of their working time communicating with their employees, favoured face-to-face communication more than written memos or video taped messages, and did most of their communication with top management.

According to Cutlip et al. (2000), an organization's most important relationships are those with its employees at all levels. The terms "internal publics" and "employee publics" refer to both the supervisors and those being supervised. These publics represent an organization's most important resource its people. It is the belief of the author that the internal publics of an organization are very important in contributing to its success. That is why the study focused its attention in studying the internal public of KVDA.

According to Smith (1992), former director of communication at General Motors, two factors are changing employee communication and enhancing management's respect for this part of the public relations act:

1. The value of understanding teamwork, commitment by employees in achieving bottom line results. These positive aspects of worker behaviour are strongly influenced by effective, way -of-life interactive communication throughout the organization.
2. The need to build a strong manager-communication network, one that makes every supervisor at every level accountable for communicating effectively with his or her employees. This needs to be more than just job related information and should include key business and public issues affecting the total organization.

In Smith's view, organizations miss out on a sizeable share of their human resource potential because they do not put a high priority on effective one-way communication as the foundation for management-employee relations and overall job performance. He calls the consequent the result "slothing on the job":

The ugly truth disloyalty and lack of commitment to organizational goals may be costing American businesses more than \$50 billion a year. This is probably a conservative figure when you include the cost of absenteeism, labour grievances, production interruptions, poor quality, repair and warranty expenses for fixing poor quality and – highly important-owner disloyalty, loss of repeat customer sales and credibility. Perhaps most costly of all these is inaction by employees who withhold their best efforts and ideas; who cruise along with just passable performance (Smith, 1992, p. 35).

The above observations by Smith are very important to this study. According to his observations, not having effective internal Public relations can have many bad consequences for an organization. Smith's observations concur with those of this paper. The study was undertaken as a result of a realization that without effective internal Public relations an organization will not achieve its set objectives. According to Steinberg (1976), it is almost impossible to promote good external public relations if good internal public relations is lacking.

If employees are not on the management's side, it is doubtful that an organization's external publics will be. Steinberg concludes by saying that more and more practitioners are finding that sound public relations begins at home.

Internal communication has become a hot topic in public relations. Management traditionally tends to view employees as a mass rather than as individuals, each with his or her interests, needs and wants (Darrow, 1975). Now good management realizes that a satisfied and enthusiastic employee is an extremely effective and credible public relations advertisement. According to Seitel (1980), internal communications, like external messages, must be targeted to reach specific subgroups. Communications must be continuous to consistently reinforce management's interest in its employees. Additionally, they must be credible to convince employees that management not only wants to communicate, but that it wishes to do so truthfully and without subterfuge.

Surveys show that employees desperately want to know top management's on a host of internal matters. For example, employees need to find out what direction an organization is headed, why it has chosen to go that way, and what their personal role in the new mission will be. Employees want to feel like they belong. They want to be treated as important parts of an organization and not to be taken for granted. The important ingredient then of any internal communication programme must be its credibility (Seitel, 1980).

Public relations must consider internal communication because unless the organisation gains support of its internal publics first, it cannot tackle its external audiences successfully. The internal publics have to be kept involved and informed because they are the voices external publics are most likely to hear and believe (Muriithi, 2000, p. 61). Furthermore, internally a good communication network needs to be established and maintained for effective interchange of information between the management and the staff. Adler (1983, p. 6) says that when serious communicate well, employee performance goes up, product quality increases, absenteeism decreases and so does the job turnover.

Moreover, the various activities and the people interacting in the organisational environment need co-ordination. The only way to co-ordinate these people and the activities is by disseminating information to all those who are involved, and to ensure that even the channels of disseminating this information are appropriate. Szilagyi (1981) points out that "...If communication is hampered, the entire Organisation suffers. When it is accurate, thorough and timely, the Organisation moves effectively toward the goal's achievement" (p. 386).

Internally, then communication integrates managerial functions. An expert in management, Koontz (as cited in Koontz, O'Donnell & Weihrich, 1984, p. 527), says that communication is vital in:

- Establishing and disseminating goals of an enterprise.
- Developing plans and their achievements.
- Organising human and other resources in most effective way
- Selecting, developing and appraising members of an Organisation.
- Leading, directing, motivating and creating a climate in which people want to contribute
- Controlling performance

All these show the importance of effective communication to the manager and the internal environment of the organisation at large. The communication function is the means by which organisational activity is unified. Koontz et al. (1984) see it as the way of "feeding social inputs into social systems" (p. 526), the means by which behaviour is modified, change is affected, information is made productive, and goals are achieved. The manager requires information so as to make intelligent decisions. For this to happen, he needs adequate information from both the external and internal environment.

The staff need to feel part and parcel of the operations of the organisation. On this level, public relations "contribute towards the development of an effective two-way relationship between the management and one of its various publics" (Steinberg, 1975, p. 71). This is important, especially when one considers the fact that the image which the internal publics form of the company often stems from the image conveyed by the employees.

Seitel (1980) says that while all organizations have by their existence some kind of public relations, not all enjoy good public relations. He continues to say that while specific definitions of public relations may differ, most of those who practice it agree that good public relations requires firm base of theoretical knowledge, a strong sense of judgment, solid communication skills and most of all an uncompromising attitude to professionalism.

Mtawali (1993), in a study on PR utilization in universities in Kenya, has established that universities have kept a low profile in Public relations for a long time and it is time they know that a high profile is desirable as silence equals complicity. He observes that such institutions must organize dual information flow and that the image of Kenyan universities are dented and in dire need of resuscitation. This, he says, could only be achieved through utilization of PR.

In a study of the Use of in House Journals to promote the corporate image in some parastatals in Kenya, Nakaya (1991) analyzes a participatory approach of employees as covered in house journals, an instrument of Public Relations. He observes that employees are the most important segment of an organization and sees house journals as good channels to be used to interpret the organizations goals to both internal and external publics. They are also a motivator to employees to cover and forward their opinions to the management for consideration and that they are used to counsel those in the organization who might have a different opinion about their productive role. Nakaya (1991) further observes that management owes itself to communicate effectively through house journals and that is why the responsibility of PR has to be started at the top. He notes that in Kenya, Public relations is viewed as belonging to middle management and not for top executive decisions. A study of house journals alone is likely to give a biased view of public relations; for while the organization might not be emphasizing on the use of house journals, it might compensate on this by good use of other types of media. This paper notes this fact and that is why the author decided to focus its attention on measuring the effectiveness of the media that was currently being used in KVDA.

A study by Olwena and Vyakweli (1998) entitled A comparative study of Public Relations Strategies in Corporate Organizations has established that competition has meant that organizations are no longer assured of customers and that it takes a long time to sell products and services. They therefore have put in place more effort to instil confidence in their internal and external publics. Thus they strive to maintain good working relations with the press as well as maintain regular publications for internal communication through use of newsletters, bulletins, seminars and workshops to create awareness. They also use internal memos, circulars, press releases, conferences and annual reports and widely publish price lists through the print and electronic media.

The above study further found out the functions of the organizations under study. In Kenya Breweries Limited (KBL), the functions include communicating company policy and maintaining good media relations. At Kenya Airways (KQ), the functions of PR include telling publics about the company, being the custodian of the company's image and co-coordinating company events. At the Standard Chartered Bank, PR bridges the gap between the bank and its customers, government and community relations, Public relations at the East African Industries (EAI) communicates to internal and external publics.

Murithi (2000) carried out a communication audit for effective management based on a publishing house in Nairobi, Kenya. Sam Publishing House management had been experiencing problems in communicating to its internal publics. The study was conducted among all employee of the company. Thirty-seven respondents composed of the general manager, departmental manager, supervisors and other subordinates. The respondents were those working at least eight hours a day and were recognized by the company. The study found out that:

1. The chain of command, the all channel and star (wheel) communication, was in operation in Sam Publishing House.
2. There was inadequate communication media and members required additional media in the company
3. The company suffered from poor decentralization of power and authority, especially in relation to the supervisors who seemed less active in their responsibilities.
4. Sources of information needed to be improved
5. Members felt much more communication difficulty came as a result of lack of clear job descriptions, formal motivation methods and rewards.
6. There was some dissatisfaction with the physical working environment.

Murithi's study is very close to a public relations audit. However a public relations audit is a comprehensive study of the public relations position of an organization. On the other hand, a communication audit resembles a Public relations audit but it has narrower goals: it concerns the internal and external means of communication used by the organization rather than an organization's entire Public relations programme.

1.2 Statement of the Problem

Development agencies suffer from the dichotomy in purpose and direction due to lack of efficient and effective management skills. Past studies exhibit diverse objectives of KVDA, which if followed with a strong vision of public relations should be able to benefit the stakeholders. Unfortunately, most of the objectives that the Authority set out to achieve have not been realized. According to a study conducted by the Directorate of Personnel Management (1996), it has been established that despite the fact that the area has a lot of natural and human resources, Kerio Valley still remains under-developed.

The reasons this area still remains under-developed despite the clear on and objectives of KVDA are not clear due to insufficient study. This study focused on Public relations of KVDA and specifically on the internal Publics at KVDA. The aim was to find out whether the reasons for the failure to achieve the objectives of KVDA arose from the current state of the organization's public relations and more especially internal Public relations.

There was need for such a study to be conducted because although a number of public relations studies have been conducted elsewhere (Nakaya, 1991; Ndichu & Gikuru, 1997; Olwena & Vyakweli, 1998; Muriithi, 1991) at KVDA such empirical studies are few. Therefore, it was assumed that the management at KVDA may not have enough scientific data to enable it to establish the current state of its Public relations and more specifically the state of its internal Public relations. It was the hope of the study that its findings would help the Kerio Valley Development Authority improve the state of its internal public relations.

1.3 Limitations of the Study

The findings are limited to the Public relations activities that were observed during the period of study and the responses that were obtained from the questionnaires. The latter formed a major proportion of the data upon which the analysis and findings were based. The study went further to observe, investigate and analyze data given by the respondents. The study had no control over the exact information employees of KVDA chose to give or withhold.

2. Materials and Methods

Kerio Valley Development Authority is a government agency formed by an Act of Parliament No. 14 of 1979 to undertake development within the Kerio Valley Basin. The KVDA area of Jurisdiction covers 8600 km² made up of the whole of Turkana, West Pokot, Elgeyo Marakwet and Baringo Districts as well as parts of Samburu and Marsabit Districts (KVDA Master Plan, 1986). Kerio Valley Development Authority has its headquarters in Eldoret at the KVDA building. The total number of employees is 600 (six hundred). KVDA has field stations where its employees are stationed outside the headquarters.

The study was mainly a survey research. Since the aim of this research was to carry out a Public relations audit of KVDA, a survey design was found most suitable for the study. The target population of the study was all the employees of KVDA. However, since it was not possible to study all these, only a sample was selected for the study. Participants for this study were drawn from all the departments in the organization. A total of 150 respondents were selected and participated in the completion of the questionnaires. Before sampling the population had different attributes like sex, age, experience and they belonged to different departments. The only similarity the respondents had before the study was that they were all permanent and pensionable employees of KVDA. Because of the different attributes in the population, the research used stratification method of sampling to get a representative sample from the population.

The study utilized a combination of data collection techniques and methodologies. The research used the service of research assistants for the period of study. There were two types of data collected: primary and secondary. The study yielded both qualitative and quantitative data. Qualitative data was derived from interview schedules and observation checklists. The data was read thoroughly so that the author could familiarize herself with it. There were few cases of non-response and this was noted mostly in the background information. The author organized the data into categories according to the main variables in the study.

Once the theme, categories and patterns had been established the author evaluated and analyzed the data to determine the adequacy of information and credibility, usefulness, consistency and validation of hypotheses. The author evaluated the usefulness of the gathered information in answering the research questions. Quantitative data was derived from questionnaires.

Before the questionnaires were regarded as ready for tabulation and analysis, they were checked for completeness and accuracy. In the case of completeness, 95% of the questionnaires were returned. The accuracy of the answers was checked and inconsistencies, which were genuine, were cleared.

The data was coded after editing. The aim of coding was to classify the responses into meaningful categories so as to bring out a pattern. After coding, the data was transferred to computer files. The author used SPSS WINDOWS 7 to process and analyze the data. From the analysis frequency tables were generated and descriptive statistical measures were provided. A binary logistic model was used to test the relationships among the variables in the study.

3. Results and Discussion

3.1 Communication Media Used by the PR Department

The study sought to find out what media of communication was used for internal PR in KVDA and to measure the effectiveness of these media. The respondents were asked to state how frequent each media was used in the organization and which media they preferred most. The results were as shown in Table 1.

The results in Table 1 reveal that communication was done mostly through supervisors, consultative committees and direct mail but least through house journals, notice boards and suggestion boxes. From the table, it can also be observed that most of the respondents prefer to receive information through house journals, notice boards, suggestion boxes and consultative committees.

The results in Table 1 concurred with personal observations by the author that during the period of the study house journals were not being used. The author also observed that the management used letters, meetings and communicating through supervisors to communicate to non-management employees. The interview with the management also revealed that most often than not they preferred to communicate with the non-management employees through meetings, supervisors and letters.

It is important to note that the media used by management to communicate to employees offer very little chance of providing feedback from the non-management to the management and thus this only leads to one-way communication. It can be argued though that committees offer a chance for feedback to be provided but this is only limited to the time when there is a meeting.

House journals might have been the media of preference for most of the respondents as they are more likely to offer a chance for the respondents to also offer their views to management through this media. Suggestion boxes would also be preferred because they offer a chance for the respondents to express their views.

From the results in Table 1, it was noted that the media of communication used for internal PR was not effective because it did not succeed in communicating effectively to the internal Publics. It was also noted that the media of communication allowed only one-way communication. Excellent communication relies on a two-way dialogue between an organization and its publics. It is no longer enough for companies to use one-way communication to inform or try to persuade people to believe what it wants them to believe.

A study by Nakaya (1991) has found out that house journals are good channels to be used to interpret the organization's goals to both internal and external publics. They are also a motivator for employees to offer and forward their views to management for consideration and that it is used to counsel those in the organization who might have a different opinion about their productive role.

Results from an interview schedule with the management and the public relations officer revealed that most of the media for upward communication was not in place and therefore it was very difficult to get the views of the non-management employees. The results from an observation schedule revealed that although there were many suggestion boxes in most parts of the buildings they were not being used.

3.2 Extent to which the PR Department Facilitates Effective Internal PR

The study also sought to find out whether or not the Public Relations Department helped to meet the communication needs of the internal publics. The findings revealed that 70.6% of the respondents did not communicate with the Public relations office at all, while 7.3% communicated once a month, 6.6% communicated once a week, 7.3% communicated once in two weeks, and 7.3% communicated every day. Table 2 shows the results.

For internal public relations to be effective there has to be continues communication between the PR office and the internal publics. This can be in the form of the PR office communicating to the internal publics or the internal publics communicating to the PR office. Lack of communication as evidenced in Table 2 can result in a gap in communication and this can be a probable cause for poor internal public relations in the organization.

The respondents were also asked to state whether or not the public relations office inquired about their communication needs, 76.7% said that the public relations office did not inquire about their communication needs and 23.3 % said that the PR office inquired about their communication needs.

These results revealed that majority of the respondents felt that the public relations office did not inquire about their communication needs. It is important to note here that if the public relations office does not inquire about the communication needs of the publics, it cannot communicate effectively as it will not be addressing the different needs of the publics. It cannot also plan effectively for the media of communication to be used. One can observe that failure to inquire about the communication needs of the publics would be a possible explanation of the poor internal PR that was being experienced in KVDA.

It was also necessary to find out whether the respondents found the PR office helpful in meeting their communication and information needs. The results revealed that 5.2% of the respondents found the PR office extremely important, 7% of the respondents found it important, 15% of the respondents were uncertain, 28% of the respondents said that it was not very important while 46.6% of the respondents said that it was not at all important. From the results, it is evident that majority of the respondents felt that the PR department was not helpful. Table 3 shows the results.

The results in Table 3 revealed that the majority of the respondents felt that the public relations office was not very important, not at all important and the rest were uncertain. These results can be taken to mean that the public relations office is not recognized in the organization as playing a key role. It also means that the employees can do without it. One can conclude that the PR office is not recognized because it is not very active. This fact can also be a possible explanation of the poor public relations in the organization.

To ascertain whether the public relations office was effective in facilitating good internal public relations the respondents were asked to state the amount of information they received from various sources and how much information they expected to receive on the other hand. The results indicated that they received either no information (65.3%) or very little information (16.7%) from the public relations office while on the other hand they wanted to receive a lot of information from the public relations office (78%). Table 4 shows the results.

To ascertain whether or not the public relations office helped in facilitating good internal PR the respondents were asked to state the amount of information they received from the PR office about various aspects of the organization and how much they expected to receive. The results revealed that the respondents received either no information or very little information about the organization while they expected to receive a lot. The topics that were selected contained very important information about KVDA, which every non-management employee needed to know so that he/she can use the same information to educate the external publics. Table 5 shows the results.

Most public relations authors stress on the importance of the internal public in influencing the opinion of the external publics. In order to influence the external publics the internal publics need to know a lot of information about the organization, which is only possible, if they receive it from the public relations office. Steinberg (1976) says that it is almost impossible to promote good external public relations if good internal public relations are lacking.

4. Conclusion

Kerio Valley Development Authority is experiencing poor Public relations with its internal publics because the media of communication used is both inadequate and ineffective. This means that if the media of communication was increased and the one being used at the moment made more effective the organization would experience good Public relations with its internal publics. The public relations office is not playing a key role in promoting good internal PR in the organization. This means that there is direct relationship between the king of role that the public relations office plays and the performance in promoting good internal PR. If the Public relations plays a key role in promoting good internal PR, the organization will experience good internal PR.

5. Recommendations

Based on the study findings, it is recommended that the public relations office needs to improve the media of communication used for internal PR. It should insist on the media that allows for two-way communication and not rely on one-way communication. For instance, house journals and suggestion boxes should be used more often because they allow employees to air their views more freely, without fear of being victimized.

The public relations office should also play an important role in promoting good internal PR by first inquiring about the communication needs of the internal public and meeting this needs through effective communication. The public relations office should increase the frequency of communication with the internal publics.

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Table 1: Media used by Management vs Media preferred by Non-management Employees

Media	Frequency of % media used by management	Frequency of % media preferred by respondents
Direct through supervisions	85	20
Consultative committees	70	80
House journals	10	93
Notice boards bulleting	13	89
Direct mail	80	30
Suggestion box	20	94

Table 2: Frequency of communication with the PR Office

Duration	Frequency	%
Daily	11	7.3
Once a week	10	6.6
Once in two weeks	10	6.6
Once a month	11	7.3
Does not communicate	106	70.6
Total	150	100

Table 3: Importance of PR Office Meeting Information and Communication Needs of the Employees

	Frequency	%
Very important	07	4.6
Important	10	6
Uncertain	21	14
Not very important	42	28
Not at all important	70	46.6
Total	150	100

Table 4: Proportion of Employees who seek and Receive Information from various Sources in KVDA (%)

Source of information	Information received from the sources				Information sought from the sources			
	None at all	Very little	satisfactory	adequate	None at all	Very little	some	Very much
Public relations office	65.3	16.7	11.3	6.7	8.6	5.7	8.7	78
Memos/notices	6.68	21.3	34.7	37.3	5.3	11.3	36.7	46.7
Newsletters	81.3	9.3	6.7	2.7	80.1	5.3	3.3	11.3
Rumours/gossip	29.3	6.7	14.0	50.0	10.0	16.7	58.0	15.3
Notice boards	2-7	7.3	44.7	45.3	3.4	2.68	42.62	51.3
Staff meetings	9.4	16.0	59.3	15.3	49.3	16.7	16.0	18.0

Table 5: Proportion of Employees who Receive Information on Various Topics in KVDA

	Information received				Information required			
	None at all	Very little	some	Very much	None at all	Very little	some	Very much
Aims & objectives of KVDA	49.3	16.7	16	18.0	0	0	23.3	76.7
Achievement of aims and objectives	34.7	32.7	21.3	11.3	0	0	47.3	52.7
Feedback on your performance	55.4	20	16.7	8.7	0	0	36.0	64.0
Explanation of annual reports and accounts	64.0	14.6	16.7	4.7	0	0	38.0	62.0
Management structure	54.0	17.3	14.7	14.0	0	0	38.0	62.0
News about other staff	68.1	15.3	15.3	1.3	0	0	40.0	60.0
Explanation about other technology	64.6	14.7	12	8.7	0	0	34.7	65.3