

**ASSESSMENT OF PUBLIC RELATIONS STRATEGIES ON ORGANIZATIONAL
PERFORMANCE: A STUDY OF DANGOTE CEMENT COMPANY OBAJANA.**

BY

ABDULLAHI, Halima Sadia

NSU/MSC/MCM/0027/16/17

**A DISSERTATION SUBMITTED TO THE SCHOOL OF POSTGRADUATE
STUDIES NASARAWA STATE UNIVERSITY, KEFFI, IN PARTIAL FULFILMENT
OF THE REQUIREMENTS FOR THE AWARD OF MASTER OF SCIENCE
DEGREE IN MASS COMMUNICATION.**

DEPARTMENT OF MASS COMMUNICATION

FACULTY OF SOCIAL SCIENCE

NASARAWA STATE UNIVERSITY, KEFFI

NIGERIA

JULY, 2019

DECLARATION

I hereby declare that this dissertation has been written by me and it is a report of my research. It has not been presented in any previous application for the award of Master of Science in Mass communication. All quotations are indicated and sources of information specifically acknowledged by means of references.

.....

ABDULLAHI, Halima Sadia

NSU/MSU/MCM/0027/16/17

CERTIFICATION

This is dissertation “Assessment of Public Relations Strategies on Organizational Performance: A Study of Dangote Cement Company Obajana meets the regulations governing the award of Master of Science in Mass communication, of the school of post graduate studies, Nasarawa State University, Keffi and is approved for its contribution to knowledge.

Dr. Ter Moses Akase
Chairman, Supervisory Committee

Date

Dr. K. S. Akpede
Head of Department

Date

Dr. Iyorza

Date

Internal Examiner

Prof. Theophilus D. Lagi
Dean of Faculty

Date

External Examineer

Date

Prof. J. M. Ayuba

Date

Dean, School of Postgraduate Studies

DEDICATION

This research project is dedicated to Almighty God, the Author and Finisher of our faith who gave me wisdom and inspiration throughout my work. And also to my lovely parents for their care and moral support.

ACKNOWLEDGMENT

My gratitude and heartfelt thanks will not be complete without a mention to Almighty God who for his guidance, wisdom and protection during my course of work.

A special thanks to my supervisor dddddddd, your corrections and comments made this work a lot better and more direct. God bless you.

A big thank you to my head of department and to all the Academic Staff and Non Academic of the department for their wonderful assistance and allowing me to benefit from their vast wealth of knowledge.

My infinite appreciation goes to my parents xxxxxxxxxxxx.

A special regard to my siblings.....

And to my very supportive friends (((list them all))) and class mates, God bless and reward you in abundance.

ABSTRACT

The study is an assessment of Public Relations Strategies on Organizational Performance. The research adopts a survey research using both quantitative and qualitative approaches. The population of the study was staff of Dangote Cement Company Obaja. Responses from four hundred (400) employees were analysed. The data collected was analysed using regression analysis. Findings of the study reveal that public relations strategies (consumer relations, employee relations, community relations and media relations) have positive effect on organizational performance. The research concluded that Public Relations strategies have positive effect on organizational performance. The study recommends that Dangote Cement Company should look at the relationship between the management and the employees to ensure effective organisational performance especially in the areas of sales of products through advert on television, radio, magazines; adding value to its product as a priority; and to enhanced speed of service delivery. Attention should also be given in the areas of consumer complaints and sales promotion to stimulate patronage by consumers during festive periods. The company should ensure the sustainability of its improved and effective community relations strategies to ensure organisational performance. Also provision of incentive to media houses for favourable news about the Company should be enhanced to enable effective organisational performance in Dangote Cement Company.

TABLE OF CONTENT

Page

Title Page

i

Certification

ii

Dedication

iii

Acknowledgements

iv

Abstract

v

Table of Content

vi

List of Tables

CHAPTER ONE INTRODUCTION

1.1 Background of the Study

1

1.2 Statement of Problem

4

1.3 Objective of the Study

5

1.4 Research Questions

5

1.5 Statement of Hypotheses

6

1.6 Significance of the Study

6

1.7 Scope of the Study

7

1.8 Operational Terms

7

References

9

CHAPTER TWO
LITERATURE REVIEW

2.1 Preamble

10

2.1 Review of Concepts

10

2.2.1 General Concept of public Relation

11

2.2.2 Corporate Communication and feedback

26

2.2.3 Corporate Identity

26

2.2.4 Corporate Advertisement

27

2.2.5 Corporate Social Responsibility

27

2.2.6 Corporate Personality

28

2.3 Review of Related Literature

28

2.4 Review of Empirical Studies

30

2.5 Theoretical Framework

33

2.6 Summary

34

References

36

CHAPTER THREE
RESEARCH METHODOLOGY

3.1 Introduction

38

3.2 Research Design

38

3.3 Population and Sampling Technique

39

3.4 Method of Data Collection

42

3.5 Method of Data Analysis

43

References

45

CHAPTER FOUR
DATA PRESENTATION AND ANALYSIS

4.1 Introduction

46

4.2 Data Presentation

46

4.3 Discussion of Data and Interpretation of findings

56

4.4 Hypotheses Testing

58

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Summary

61

5.2 Conclusion

62

5.3 Recommendations

63

Bibliography

64

Appendix

67

LIST OF TABLES

TABLE I	Rate of Response	47
TABLE II	Gender Distribution of Respondent.	47
TABLE III	Age Distribution of Research Respondents	48
TABLE IV	Marital Status of Research Respondents	48
TABLE V	Educational Qualification of Research Respondents	49
TABLE VI	Distribution of Work Designation of Employees	49
TABLE VII	Distribution of Length of Employment	50
TABLE VIII	Respondents on If Public Relations Department Exists.	50
TABLE IX	Respondents If Public Relations Department Plays Any Role.	51
TABLE X	Respondents on Tool That Public Relations Use To Achieve Its Objectives	51
TABLE XI	Respondents on Public Relation As A Stimulus Of Increased Productivity.	52
TABLE XII	Respondents On Whether Public Relations Practices Are Necessary For Increased Productivity In Cement Organizations.	53

TABLE XIII Respondents on if effective communication.

53

TABLE XIV Respondents on if preventive public relations practice promotes mutual trust

54

TABLE XV Respondents on the implementation public relation practice.

54

TABLE XVI Respondents the free flow of information.

55

TABLE XVII Distribution of Respondents on communication.

55

TABLE XVIII Observed and expected values for hypothesis testing

59

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Formal public relations practice in Nigeria can be traced back to January 1, 1944 when the British colonial administrators established the first Public Relations Department. The department was headed by Mr. D.C. Fletcher, as the leader of a group of staff, which included a public relations officer, an assistant public relations officer, a process engraver, a press officer, a publicity artist, an antiquities officer, a photographer, a films officer, a radio officer and a confidential secretary. The function of the department was mainly to carry out “public enlightenment” programs relating to government activities. The colonial administrators targeted selected publics, such as Nigerian soldiers who participated in World War II as part of the British Army. After Nigeria gained its independence in 1960, the public relations department was transferred to the newly created Federal Ministry of Information (FMI) where it continued with information activities for its various public. Typical information and public health campaigns focused on the eradication of communicable diseases such as yaws, yellow fever, and tuberculosis, and were often at the request of the WHO (World Health Organization). The FMI was also used to campaign for the success of government education programs through the cinema and open air film shows which encouraged parents to send their children to school (Babaleye, 2013).

Abraham Lincoln made a popular profound statement many years ago. Then the president of the United States of America, Lincoln said. “With public sentiment, nothing can fail. Without it, nothing can succeed”. Even as he was particular about the place of people’s approval and support in the running of government, today that statement remains as relevant as it is instructive (Aurner, 2008). This statement is therefore very important in matters of governing people as it is in running a business organization, which is saying that, business can thrive

only by virtue of public approval and support, and that no intelligent business organization today can disregard the opinions and attitudes of the people with whom his company does business if he hopes to keep on doing well in business. Public relations, by definition according to Frank Jefkins states that public relations is the process of assessing consumer wants, establishing communication, fostering goodwill so that the consumer wants or needs can be profitably satisfied” (Jefkins, 1998).

Another definition according to the editors of public relations news states that public relations is “a philosophy and function of management, which evaluates public attitudes, identifies the policies of an individual or organization with public interest and execute a programme of actions to earn public understanding and acceptance” (Srimaresh, 2009). From these definitions, it is obvious that the public relations man blends the public interest with that of the organization for optimal achievement.

When a company’s public image receives a high rating based on its attributes, it translates into increased public confidence, patronage, good will, higher profit, growth, peaceful and stable environment all of which stimulates increased productivity. Charles (1996) in his book, Reputation- Realizing value from corporate image, puts it succinctly this; “A reputation is invaluable because it informs us about what products to buy, what companies to work for, what stock to invest in” A reputation is also of considerable strategic value because it calls attention to a company’s attractive features and widens the options available to its managers, for instance whether to change (higher or lower) the prices for products and services, or to implement innovative programme. But to achieve these, both the public and the public relations practitioner must have the correct perception of what public relations is and ought to be. Dangogo (1998) believes that public relations are effective management of communicative between an organization and its public. To him, the public relations practitioner employs effective communication to build, sustain and defend his organization’s

reputation among both its internal and external public. It has the responsibility to recommend new communication strategies towards improving organizational efficiency. Improving efficiency remains the key to successful public relations practice in any environment. By the time considerable credibility has been built for an organization, the organization would have been presented to the public as a responsible corporate citizen, a profitable business concern, an efficient and credible player in the industry, as well as a caring employer.

For any meaningful and workable restructuring to be put in place in any business or corporate organization that relies on public confidence for its survival, the input of public relations cannot be ignored. Any corporate organization that finds itself in this situation and decides to ignore public relation certainly does so at, its own peril. For its action can easily send the wrong signals to the business community (Srimaresh, 2009). Fundamentally, public relation is expected to be adequately involved in such an exercise that makes the growth and survival of the organization its main objective. When public relations is involved, a lot of unnecessary repercussions and situations can be avoided because it will ensure that the social aspects of whatever changes, it salvages the situation and are very well taken care of. In fact, it is the responsibility of public relation to ensure that such changes have a human face and prepare the ground for the public to revive them positively. When this is done, it becomes a step towards the success of the survival efforts.

It is widely accepted that the aim of any business organization is to achieve growth, increase in productivity, turn over, assets and profit. But all of this is dependent on the goodwill of the organization's various public relations. Goodwill is secured not so much as a result of the organization's mere existence but as a result of the sustained strategic planning, execution and evaluation of the perception of their publics in relation to the organization. This study is aimed at establishing whether public relation practice serves as a stimulus for increase in

productivity of a business organization. By Citing the Dangote cement factory in Nigeria, This work explores the importance and roles of the public relations practice in motivating the employees for greater productivity.

1.2 Statement of Problem

At a retreat organized by Dangote Cement Company for management staff at Tinapa Resort, Cross-River State in 2018. It was reported that the incessant faceoff between the company and the host community is reasoned to be attributed to inappropriate public relations and social responsibility of the company to the host community. It is against this background that the researcher assesses public relations strategies on the performance of Dangote cement factory, Obajana.

1.3 Objectives of the Study

The main objective of this study is to assess public relations strategies on organizational performance at Dangote cement company Obajana. Other objectives are to:

- i. Determine the effect of consumer relations on organizational performance.
- ii. Examine the effect of employee relations on organizational performance.
- iii. Investigate the effect of community relations on organizational performance.
- iv. Evaluate the effect of media relations on organizational performance.

1.4 Research Questions

This study hinge around the following questions:

- i. What is the effect of consumer relations on organizational performance?

- ii. What is the effect of employee relations on organizational performance?
- iii. What is the effect of community relations on organizational performance?
- iv. What is the effect of media Relations on organizational performance?

1.5 Statement of Hypotheses

Based on the objectives and research questions the following research hypotheses were formulated to guide the study.

Ho₁: Consumer relations has no significant effect on organizational performance

Ho: Consumer relations has significant effect on organizational performance

Ho₂: Employee relations has no significant effect on organizational performance

Ho: Employee relations has significant effect on organizational performance

Ho₃: Community relations has no significant effect on organizational performance

Ho: Community relations has significant effect on organizational performance

Ho₄: Media Relations has no significant effect on organizational performance.

Ho₄: Media Relations has significant effect on organizational performance.

1.6 Scope of the study

The study focused on the assessment of public relations strategies as independent variable to determine organizational performance as dependent variable in Dangote cement factory, Obajana, Kogi state, and the period of study is between ‘‘2015-2019’’.

1.7 Significance of the study

This study is significant in several respects it will increase the knowledge of public relations practitioners and the public alike on the crucial roles of public relations practice in the quest for increase in the output of business organizations in the country .

The study will also enable the cement manufacturers in the country to understand the roles of public relations office and departments better and therefore fund them properly. It is also hoped that this study will be a significant addition to the efforts being made by managers of civil society organizations and labour in private sector to improve public relations practice in business organizations. To Academic scholars, media and students of public relations this study will serve as another reference material, and also to the general public, it would broaden their knowledge about the concepts of public relations and how it stimulates increased productivity in a business organization.

1.7 Operational Terms

Terms in this study will be defined conceptually and operationally for better understanding.

1. Public: Conceptually, the word public means people as a whole operationally, it means the employees of Dangote cement factory and customers.
2. Public relations: Conceptually, public relations is a deliberately planned and sustained effort to maintain mutually understanding between organization and its public operationally, public relations refers to the planned and sustained efforts by the management of dangote cement factory to maintain mutual understanding between it and its workers.

3. Public Relations strategies: Conceptually, public relations practices are a professional exercise involving the identification of the various public relevant to the survey and growth of an organization, monitoring and evaluating their opinions while sending out appropriate communication and feed back to them. Operationally public relations practice means the identification of Dangote cement factory works by their closest publics. The monitoring and evaluation of the workers opinions sending out appropriate communication to them and evaluating feed backs from them.

4. Productivity: Conceptually, it is defined as a ratio between the output volume and the volume of input. it measured sow efficiently production inputs, such as labour and capital are being used in a business to produce a given level of output, operationally it is the measure of the efficiency of a factory or person in converting inputs into output.

5. Stimulus: Conceptually, It is anything that causes or encourages activity in people, operationally, it means motivation of employees.

6. Output: Conceptually, output is quality of materials produced within a specific time, operationally; it means the quantity and quality of business assembled by Dangote cement factory.

7. Stakeholders: Conceptually, This can be a person or a group of people in an organization that has interest or concern in an organization. operationally, it means people that can affect or be affected by the organization's actions, objectives, strategies and policies.

CHAPTER TWO

LITERATURE REVIEW

2.1 Preamble

This chapter gives an insight into various studies conducted by outstanding researchers as well as explaining terminologies with regards to public relations as employed in cement organizations in Nigeria, especially dangote cement factory Obajana, Kogi state for the purpose of motivating employees for increased productivity. It begins by providing conceptual review of the study which covers all the terminologies associated with the variables for this study, it helps in the realization of the research objectives. Then the review of related literature was to survey previous studies to provide an overview and analyze critically published works (theoretical articles and research studies) related to the problem statement and research questions.

Review of empirical works basically analyses critically, published works (theoretical articles and research studies) related to the problem statement and research questions. Empirical review provides direction in the construction of data collection tools, it also guarded against the risk of overload at the primary data collection stages of the project and this helps to maintain the topic's perspective. The theoretical framework captures theories related to this study which will form the basis of the research. It strengthens the study and serves as a structure to support the study. The chapter ends with the summary of all the reviews and concepts of the study.

2.2 Review of Concepts

The concepts reviewed in this study includes: the general concept of public relation, corporate communication, corporate identity and corporate social responsibility.

2.2.1 Concept of Public Relation

Dagogo cited in Nworgu (2007) describes public relations as "the effective management of communication to build goodwill and understanding between an organization and its publics". Public relations are used to build, sustain and defend an organization's reputation between its internal and external publics. In the same vein, the British Institute of Public Relations as contained in Nworgu (2007), defined public relations "as the deliberate, planned and sustained effort to establish and maintain mutual understanding between an organization and its public". Public relations are not coercive but rather persuasive. It is not based on chance as it is deliberate, planned, organized and efficient especially in enhancing the image of an organization. It can be an integral part of a business, an administration and management. Public relation is also a management concept that tries to achieve a two-way information flow through effective and responsible performance (action), if the process of operation such as research, planning, programme actions, communication and evaluation are effectively used. It is essential to building a distinctive initiative that marks out a business as worth patronizing through a sustained process of two-way flow of communication between it and its publics. It is applicable to both non-profit organizations and governments.

The term "Public Relations" was used for the first time in the United States and the United States Post Office Railway Union and in the first decade of the twentieth century, this country was created the office of public relations at the institute. In 1906, the first private company which the public services offered to its customers was created. In 1987 Association of Public Relations (IPR) provides a definition of public relations, which is still used. In this definition,

PR is planned and continuous efforts to establish and maintain goodwill and understanding between an organization and its target audience (Skandari, 2004).

Many authorities have also contributed immensely to the success of defining public relations. As a management function, an American Public Relations expert, Rex Harlow (1976), says that: Public Relations is a distinctive management function, which helps to establish and maintain mutual lines of communication, acceptance and cooperation between an organization and its publics, involves the management of problems or issues, help management to keep informed on and responsive to public opinion, defines and emphasizes the responsibility of management to serve the public interest, helps management to be aware of and effectively utilize change serving as an early warning system to help anticipate trends and uses research and sound ethical communication techniques as its principal tools.

Wilcox and Cameron (2009) explain that people often define public relations by some of its visible techniques and tactics, such as publicity in a newspaper, a television interview with an organization's spokesperson, or the appearance of a celebrity at a special event. What people fail to understand is that public relations are a process involving many subtle and far-reaching aspects. Public relations include research and analysis, policy formation, programming, communication, and feedback from numerous publics. Its practitioners operate on two distinct levels – as advisers to their clients or to an organization's top management and as technicians who produce and disseminate messages in multiple media channels.

Herbert(1980) records the International Public Relations Associations definition of Public Relations as follows: Public Relations is a management function of a continuing and planned character through which public and private organizations and institutions seek to win and retain the understanding , sympathy and support of those with whom they are of may be

concerned by evaluating public opinion about themselves. In order to correlate as far as possible their own policies and procedures to achieve by planned and wide-spread information, more efficient fulfillment of their common interest. The above definition presupposes that apart from the already popular functions of management, it should seek to generate and sustain on a continuous basis the understanding, sympathy and supports of all those who are directly or indirectly affected by the activities or in-activities of management and whose activities or in-activities affect management. This, management does through effective information disseminated to and got from all the public of the organization.

Edward(1961) may have been echoing the same when earlier in 1923, he describe the function of his fledging public relations counseling business as one of providing information given to the public, persuasion directed at the public to modify attitudes, actions and efforts, and also to integrate attitudes, actions of an institution with its publics and with those of that institution. Public relations is a distinctive management function which helps establish and maintain mutual lines of communications, understanding, acceptance, and cooperation between an organization and its publics. It involves the management of problems or issues, helps management to keep unformatted and be responsive to public opinion, defines and emphasizes the responsibility of management to serve the public interest. It help management keep abreast of and effectively utilize change serving as an early warning system to help anticipate trends; and uses research sound and ethical communication techniques as it principal tool.

Grunig and Repper (1992) emphasize that, in order for PR to be respected and used effectively by senior managers, it must operate strategically – in a way that delivers real value to the organization and helps it achieve its business goals. To do this, they argue that practitioners should do research into the characteristics of their target audiences, so that they

can better understand how they might relate and respond to the organization's communications. Based on relevant characteristics, PR practitioners can then segment target audiences and tailor communications activities more effectively. The basic segmentation proposed by Grunig and Repper is 'active' versus 'passive' publics. Active publics seek out information and respond to organizational initiatives. They are therefore more likely to affect the organization. Passive publics are those that do not proactively want to engage with the organization. Some publics may be 'latent', or publics-in-waiting, only becoming active when they are prompted by a particular stimulus. PR practitioners need to know what stimulus will trigger a reaction among these publics so that they can use the right communications at the right time. (This description of what practitioners should and should not do is a good example of normative theory.) In terms of identifying the types of issue that might trigger a public reaction, Grunig offers a situational theory of publics, which divides up active and passive audiences according to the types of issue that might trigger a response (Grunig 1992). He identified four basic types of public:

1. All-issue publics – active on all issues. Often, these types of people are very focused on injustices carried out by or through organizations. They might be equally angered by injustices, deforestation, child labour, animal testing and nuclear weapons – and take action against companies involved in any one of these things.
2. Apathetic publics – inattentive on all issues. These people are generally not aware of, or are unconcerned by, events in their environment. They are self-focused and they are highly unlikely to take part in any action – from petitions to demonstrations – to make their views heard.
3. Single-issue publics – active on one issue in a specific area. These people might have decided to put all their energies into one cause, such as supporting refugees and asylum seekers for example, and to be very active but just in this one area.

4. Hot-issue publics – active on one issue that has a high profile and broad societal application (such as domestic violence). Often, these people seize on a theme that is receiving attention in the media (for example, the rights of fathers in cases of family separation and divorce) and will be very active on this one area, but only for a relatively short period of time

Effectiveness of Public Relations

Public relations professionals and scholars have long been searching for key concepts to assess the value of public relations. According to J. Grunig and Hung (2002), “Throughout the history of public relations, practitioners and scholars have attempted to identify and name a single concept that defines the value of public relations.” Likewise, J. Grunig (2002) also said: “For at least 25 years, public relations professionals and researchers have struggled to develop measures that would establish that public relations is effective or adds value”. Public relations professionals have attempted to measure public relations effectiveness as they increasingly have faced the challenge of demonstrating the value of public relations to their organizations. For example, Kim (2001) described practitioners challenge from their organizations as follows: “CEOs’ demands for accountability (of public relations) have become more tenacious than ever” because of recent budget cuts in the public relations industry. Ledingham and Bruning (1998) put it as follows: “Scholars have luxury to deliberate the nature of public relations but practitioners deal on a daily basis with the immediate problem of justifying the value of their programs.” However, despite the critical nature of demonstrating public relations value at the organizational level, a common belief is that the value of public relations is difficult to measure since most of its elements are intangible. Moreover, the function of public relations traditionally has been considered to be a means of reducing costs rather than as a means of generating organizational revenues. J. Grunig and Dozier (2002) describes the dilemma of assessing public relations value in detail:

the question of the value of public relations has been of great concern to professional communicators for many years because of the perception among both communicators and other managers that public relations is an intangible management function in comparison with other functions whose value can be described, measured and evaluated through systematic approach. Because of this intangibility, public relations often have been believed to suffer at budget time and particularly during financial crises, because there is no way to demonstrate its worth. They also pointed out those public relations professional have widely embraced reputation management to demonstrate the economic viability of the public relations function. Specifically, Kim (2001) also maintained that the accountability of public relations at the organizational level could be demonstrated well by showing the effect of reputation on financial performance of the organization. Indeed, public relations practitioners advocate reputation management more than professionals in any other field. According to him, major international public relations agencies have embraced the concept of reputation management in varying degrees.

Public Relations and Organizational Performance

Public relations involve supervising and assessing and understanding between an organization and its public. The function of public relation is to improve channels of communications and to institute new ways of setting up a public relations profession might be. It entails a lot of Input or the part of public relation professional in order to make his client and the public have a good relationship.

Public relations is also known as customer care in cement organizations in Nigeria especially Dangote cement factory Obajana, Kogi state. In this regards Ukwueze (2002) is right by defining Public relations as the practice of managing communication between an organization

and its public. He said further that public relation is used to build rapport with employees, customers, investors, voters of the general public.

Public relations provides an organization or individual exposure to their audience using topics of public interest and news items that provide a third - party endorsement and do no direct payment. One common activity include speaking at conferences, working with the media, arises communication, social media engagement and employee communication. Sambo (2001) posits that besides rational form interactivity, there is also a reflective paradigm that is concerned with publics and the public sphere; not only with rational, which in principle be private, but also with public consequences of organizational behaviors. A much broader view of interactive communication using the internet as outlined by sambo describes the form nature of internet - mediated public relation. It encompasses social media and other channels for communication and many platforms for communication such as personal computers and mobile phones with internet service.

According to Bolatito (2003), public relations are effective in helping Organizations convey information about their products or services to potential customers. Non-profit organizations, including schools, hospitals, social service agencies, etc boost support of their programs such as awareness programs, fund .raising programs, and to increase patronage of their services by public relation. Public relations in Present times employs diverse techniques such as opinion polling and focus groups to evaluate public opinion, combined with a variety of high techniques for distributing information on behalf of their clients, including the internet, satellite feds and broadcast taxes. As public image is important to all organizations and prominent personalities, the role of public relation specialist becomes pertinent in crisis situations. Public relations agencies provide important and timely transmission of information that helps to protect the face the organization.

In the words of Bolatito (2003) public relations help an organization and its public adapts mutually to one another. Experienced Public relations agencies have formulation press releases into which they can plug the company news as well as a targeted list of publications for their organization. Truly good public relations agencies federally have a good working relationship with key reporters, boosting their chances of getting coverage. Some public relations agencies deal only with large, established clients specialized in certain areas. At Present Public relations as a career option exist in large companies or government institutions that actively market their products, services and facilities. Public relations training courses are widespread in educational institutions.

Commenting on the effectiveness of Public relations in increasing organizational productivity, Amos (2000) states that professionals with expertise and knowledge in many are, for example. Shareholder management during a crisis, the ending role of the in-house public relations professional account management skill for Public relations, and introduction to customer public relations, and introduction to public relation software, etc. Amos (2000) also included that Public relations plays a role in helping business industries create strong relationship with customers and also helps organizations to improve, based on the feedback transmitted from the Public to the organization on their performance. Commenting on public relation and there various ways that can be used in the practice of public relations in order to enhance organizational productivity. Traditional tools include press releases and media kits which are sent out to generate positive Press on behalf of the organization. Other widely-used tools include brochures, newsletters and annual reports. Increasingly, companies are utilizing interactive and social media outlets, such as blogs, twitters and facebook as tools in their public relations campaigns.

Furthermore organizations can join discussions with multiple user identifies to create a positive image of an organization, (e.g. quantity of positive statements from different users),

public relations tools have changed so much that some are even suggesting that traditional press might soon go into extinction.

Public Relations Process

The process of these steps is deliberate and they must be taken in sequence. After identifying a problem, our tendency too often is to skip ahead to seeking solution in leaping over research and analysis. This can result in unwarranted assumptions that later prove to be costly, counter-productive and embarrassing, careful planning lead to programme that are productive and preventative, rather than the activities that merely reactive and remedial at the same time, the steps in the process are flexible enough to allow for constant monitoring, testing and adjusting as needed.

Strategic Planning for Public Relations

- 1. Analyzing the Situation :** Your analysis of the situation is the crucial beginning to the process, it is imperative that all involved – planner, clients, supervisors, key colleagues and the ultimate decision makers are in solid agreement about the nature of opportunity or obstacle to be addressed in this programme.
- 2. Analyzing the Organization:** this step involves a careful and candid look at three aspects of the organization (1) its internal environment (mission, performance and resources) (2) its public perception (reputation) and (3) its external environment (competitors and opponent as well as supporters).
- 3. Analyzing the Publics:** in this step you identify and analysis your key public. The various groups of people who interact with your organization on issue at hand. Strategic planning for public relations provides an objectives technique for setting objective among the various publics, helping you select those most important on the particular issue being dealt with.

4. Establishing Goals and Objectives: These step focuses on the ultimate position being sought for the organization and for the product or service. This step helps you develop clear, specific and measurable objectives that identify the organizations hope for impact on the awareness, acceptance and actions of each key public.

Public Relations in Organizational Alignment

Organizational alignment relates to the degree to which the components of an organization are arranged to optimally support the intent, objectives and goals of the organization. The components of the organization that must be aligned include: the work being completed (i.e. key business projects and work processes; the goals, skills and capabilities, and the hearts, minds and behaviours of both the people doing the work and the organizational leaders; and the plans (e.g. learning and development/human capital plans), tools and technologies and resources (including budget) that support the work being completed (Krone, 1987). Without alignment, the best strategic plan will never be fully achieved because organizational alignment is the glue that makes strategy execution excellence happens. An aligned organization works together as a unit in a new way (i.e. more efficiently, effectively and dynamically) on the right things that deliver the greatest business value. An aligned organization gets things done faster, with less effort and with better results, and is more agile and responsive to changing business conditions (Gray, 1998). Organizational alignment is both a process and an outcome. Building and ensuring organizational alignment requires focused action and is an ongoing activity. In addition, the outcome of these organization alignment efforts- the degree of organizational alignment present- can be assessed in an organization at any point in time.

Organizational alignment is critical when implementing changes or improvements geared towards maximizing shareholder value (Gray, 1998). Value is created by earning a return on

invested capital greater than the opportunity cost of capital; the more an organization can invest at returns above the cost of capital, the more value it creates. Understanding how the organization will measure value is the first step in creating organizational alignment. Creating value requires an organizational focus on long run cash flow returns, not quarter-to-quarter changes in earning per share. It requires a willingness to adopt a dispassionate, value-oriented view of corporate activities that recognizes organizations for what they are. Organization alignment starts with a thorough understanding of how an organization is measuring value. The second step in organizational alignment involves implementing improvements or changes that unleash value trapped within the organization. This requires management to develop and institutionalize a managing value philosophy throughout the organization. This involves establishing priorities based on value creation; gearing planning, performance measurement and incentive compensation systems towards shareholder value; and communicating with all stakeholders in terms of value creation. This can be accomplished in a series of smaller steps to achieve higher levels of performance. (Charles, 1996) define what the strategy is and what it looks like in action. Organizational alignment is built on business strategy so it must begin here.

To be effective, the business strategy must clearly define the primary value proposition, future results destination, and the values and behaviours that will guide actions on the journey to business results achievement. While this content is important, it is also critical to describe the actions in the form of strategic objectives; the organization must focus on to get from the present to the future destination. A strategic plan that provides a specific but flexible roadmap for action serves as the guiding star for the organization and its alignment efforts moving forward. The organization/people can't align with the business strategy if they don't know what it is. Strategy public relations are critical, ongoing requirement in the drive to build organizational alignment. Communication must be frequent and two-way at all levels of the

organization using multiple communication vehicles and a variety of targeted messages. It is important to remember that there is no such thing as over communication or too much business leader involvement when striving to create an aligned organization.

Public Relations Tools

There are several tools employed by public relations personnel's in a bid to achieve its objectives effectively. These tools are as follows:

- **Public Opinion:** It refers to the views individuals have on an issue or about an organization. The expression of beliefs or ideas held by a common set of people, for instance the views of the cement employees about the cement organization matters a lot if it must survive in the face of the heat. When it involves a corporate organization it can be positive or negative. Public relations professionals use this tool to get the reaction of the public towards an organization, policies made, what they think, feel and what the community need. For an organization to be successful it has to be familiar with its different publics in order to be able to influence their attitude and perception towards the organization thereby increasing productivity.
- **Propaganda:** is a tool used to change people's attitude or opinions. **Electronic Media:** make use of radio, television, video news release, telecommunication, satellite, the internet etc.
- **Print Media:** press release, publication newsletter, annual report, handbooks, and news bulletin.
- **Public relations** make use of advertising to create favorable image for an organization.
- **Other Media:** this includes special events like press conference, face-face interview, memo, exhibitions, annual general meetings, sponsorship, award nights, anniversaries and social media marketing. They are organized by organizations and government

agencies as part of their public relations programmes. The objective of special events is to inform publics of the aim, policies and activities of the organization and to gain goodwill of the press, government and other publics.

These communication tools differ in their mode of usage when, where and how they are used. The adoption of a particular tool could bring the needed effect in certain areas while in other areas it may not yield a positive result.

Public Relations and Public Opinion in an Organization

Public relations as a management concept tries to influence the opinion of people either positively or negatively and in view of this public opinion is looked at as a product of the public's perception towards an organization.

Public opinion according is the aggregate of many individual opinions on a particular issue that affects a group of people. Public opinion represents a consensus. (Seltel, 2004). Consensus begins with people's attitude towards the issue in question. When we talk of public relations, we are indirectly referring to public opinion and what we are doing to win it. Public relations activities can influence the formation of opinion, public relations policies, programmes and activity should be formulated and executed in a way that will lead to generating favorable opinions towards the organization's product. Okudero (2004) also draws out three fundamental elements associated with the process of social influence that leads to opinion changes;

1. Identification: occurs when an individual adopts a kind of behavior gotten from another person or group as the behavior is associated with satisfying self -defining relationship.
2. Internalization: occurs when an individual accepts influence as the behavior is in line with his value system.

3. Compliance: occurs when an individual accepts influence from others with the aim of achieving a favorable reaction from others. This happens because he is interested in getting certain reward or avoiding punishment.

Public relations plays a crucial role in public opinion by ensuring participatory management in the society as most people today, are guided and govern by public opinion towards their impression about an issue or organisation. Public opinion is integral to the effective use of public relations as a tool for corporate image as the public relations practitioner can only understand the perception /impression the public have about an organization through public opinion survey which puts him in a more informed position.

According to Ajala (1993), there are different types of public relations activities in a typical organization and they include.

1. Consumer Relations: This is concerned with the goal of helping the sale of products and services with novel and news making projects; but with more attention to truth and accuracy of claims, and setting out forms for easy redress for settlement of grievances by private arbitration.

2. Employee Relations: This otherwise called employee communication, is about making sure that people (employees) know what needs to be done, understand why it is necessary, feel committed to achieving it, and have the chance to use their own knowledge and skills to do it better if possible. Successful organizations are those who pay primary attention to their people. In other words, effective employee relation which results in continuity of work without strife is one of the conditions for the success of an enterprise. Employee communication tools such as newsletter, bulletin boards, posters, pay slip inserts are news oriented communication rather than benefits oriented ones which are usually the exclusive preserves of personnel department (Ajala 1993).

3. Community Relations: Community relations involve orchestrating interaction with the community. And just as Abraham Lincoln said "with public sentiment nothing can fail, without it nothing can succeed." Every organization finds its equilibrium within the environment in which it resides in the same way that *an* individual co-exists within a family unit because the organization is a living entity, the public relations practitioner must identify ways of listening to and responding to the sensitivity of the local community. Community public relations is all about communicating in the various forms personal contact; open house and community activities (Ajala, 1993).

4. Financial public relations: This involves managing relations with the investment community particularly, the financial public with financial public relations practitioner tries to influence company's present and interested shareholders, institutional investors and private investors in the words of John White (1987) it is investor relations, adding that it is a specialist's practices requiring detailed knowledge of financial markets and legal requirements for public disclosure of information by companies at regular intervals.

5. Media Relations: This deals with attempts at gaining favourable news coverage for an organization. In the views of Haywood "if an organization treats the media simply as messengers, then it is unlikely to develop the most effective programme of media communication". Organizations depend on the media to reach their audiences (Ajala, 1993).

2.2.2 Corporate Communication and feedback

Corporate Communication refers to the aggregate of sources, messages and media by which the organization conveys its uniqueness to its various publics. It provides the link between corporate identity and corporate image. Communication includes everything the organization does including formal statements, company and product names, annual report, and advertising copy. Feedback is essential for corporate management as the management of an

organization need accurate information on how they are perceived by the publics and how their reactions on some of their policies in order to make good decisions for the organization. Feedback should be a continuous process.

2.2.3 Corporate identity

Corporate identity is what the organization communicates (either intentionally or unintentionally) through various cues, whereas its image is how its publics actually view it. An image is a perception and exists only in the mind of a receiver (Theaker, 2002). To formulate an image, publics interpret identity in a wider context with broader frames of reference. Practically, organizations cannot construct a corporate image because they cannot control the context in which their communication is received, interpreted or understood. Nevertheless, a clear, well managed corporate identity can go some way to effecting a strategically important image. And a neglected corporate identity may send out all the wrong messages. Theaker (2002) opines that an organization may commonly assume that it only communicate when it wants to but unfortunately, for many companies, a failure to control communication result in confused image.

2.2.4 Corporate Advertising

It is a tool used to disseminate information. It is the responsibility of management to define and communicate the organization's identity in a way to facilitate the achievement of corporate goals. It can influence its image by controlling the type of information disseminated to the public about the organization. Advertising is an effective tool use to create awareness of an organization behind a service and create goodwill. From studies, the confidence a person has in an organization is a function of the amount of consistent information available. If an individual does not have enough information, he has no view to influence. An organization can influence its stakeholders by providing them with consistent, favorable

information about the corporation overtime. Corporate advertising seeks to inform and influence the public's attitude about an organization's actions characteristics

2.2.5 Corporate Social Responsibility

Corporate social responsibility (CSR) is a concept whereby organizations consider the interests of society by taking responsibility for the impact of their activities on customers, suppliers, employees, shareholders, communities and other stakeholders, as well as the environment. It is also called corporate responsibility, corporate citizenship, responsible business and corporate social opportunity. It is the acknowledgement by companies or organizations that they should be accountable not only for their financial performance, but also for the impact of their activities on society and/or the environment. Discussions surrounding the concept are still at an evolutionary stage, although the principles of CSR have long been a part of business strategy.

This obligation is seen to extend beyond the statutory obligation to comply with legislation and sees the organizations voluntarily taking further steps to improve the quality of life for the employees and their families as well as for the local community and the society at large.

2.2.6 Corporate Personality

Many approaches to corporate identity management are informed by the concept of corporate personality. Corporate personality is made up of the organization's History, culture, values and belief (which drives its philosophy, mission and strategies) as realized through its staff, structures, systems, its product and or services. Olins (1978), links the ovation of corporate personality to an actual human personality. The carefully cultivated corporate identity becomes the substitute for the personality of the entrepreneur, just as the carefully planned marketing policy is the substitute for intuitive feeling for what the market wants. Van Riet (1995), explains that personality is displayed or revealed by corporate identity. Unique

corporate characteristics are revealed in the company's products and buildings in the nature and its behavior in terms of trying to affect a particular corporate portrait. (not an actual personality but a carefully constructed replica of a personality is useful). Public Relations Strategist highlight cues via behavior, communication and symbolism to express desired personality.

2.3 Review of Related Literature

Public relation as a management function is key to organizations. For this reason, Stroh (2007) argues that public relations should be the umbrella function that manages the communication between an organization and its publics to build and enhance healthy relationships to the benefit of all parties involved. Therefore, this view of relationships, being at the centre of the function of public relations, can be seen as one of the most important ingredients for an effective organization. This perspective puts public relations on the level of a strategic management function, because it can influence the way stakeholders support an organization's goals.

Wilcox and Cameron (2009) further postulate that apart from playing a managerial role, public relations plays operational, reflective and educational roles within an organization. The operational role is responsible for preparing means of communication for the organization in order to help the organization formulate its communication strategies. This role is also concerned with communication plans developed by others and is aimed only at the implementation and evaluation of the communication process. The reflective role is there to analyze changing standards and values in society and discuss these with members of the organization in order to adjust the standards and values of the organization.

Walton (1986), identified structure as the basis for organizing, to include hierarchical levels and spans of responsibility, roles, positions and mechanisms for integration and problem

solving in a business organization. Organizational structure is the construction or shape and determines the internal structure of the relationships prevailing in the organization, it illustrates the divisions or units of the main and branch undertaken various actions and activities required to achieve the objectives of the organization.

Seitel (2004) maintains that when managing an organization's public relations' system, practitioners must demonstrate comfort with the various elements of the organization itself; must be the interpreter of the organization, its philosophy, policy and programs, all which emanate from top management. Therefore, public relations must report to those who run the organization. However, in many organizations, this reporting relationship has not always been the case. Many times, public relations have been subordinated to advertising, marketing and other disciplines. Seitel (2004) also points out that in many corporate organizations, public relations has suffered the impact of downsizing and decentralization. This has led to the shrinkage of once-large operations to the formation of smaller departments. This has, further, led to the question of what is the best way to organize for public relations in an organization. But, there is no one answer. However, it can be argued that the strongest public relations department is one led by a communications executive who reports directly to the Chief Executive Officer (CEO).

According to Cutlip and Allen (2000) public relations in organizations can often be traced back to unintended and humble beginnings. It can begin with someone simply answering letters from customers or members; with someone writing annual reports, handling visitors, conducting tours or even someone arranging the annual meeting. In other organizations, public relations started as a product and service publicity, as a new support for an advertising campaign or fundraising. He also reinforces that public relations in organizations is the category that covers the routine of daily exchange of information to manage all corporate communication including marketing activities. Public relations are a very diverse profession

with various functions. The functions and roles of public relations are important as they indicate the responsibilities of a public relations practitioner.

2.4 Empirical Review

In their study, Coltman, Devinney and Midgley (2011) examined the impact of customer relationship management (CRM) on firm performance using a hierarchical construct model. The results reveal a positive and significant path between a superior CRM capability and firm performance. In turn, superior CRM capability is positively associated with human analytics and business architecture. However, the results suggest the impact of IT infrastructure on superior CRM capability is indirect and fully mediated by human analytics and business architecture. We also find that CRM initiatives jointly emphasizing customer intimacy and cost reduction outperform those taking a less balanced approach. Overall, the helps explain why some CRM programs are more successful than others and what capabilities are required to support success.

Fahmi and Ahmad (2018) examined the effect of customer relationship management on organization performance: a study of medium enterprises operating in telecommunication industry of Indonesia. The study used a survey method with self-administered questionnaire. The stratified sampling technique is chosen and 82 respondents are the employees from three enterprises. Data collected was analyzed using correlation and regression analysis to test the model and explain relationship between variables. The results reveal that the organization factors of CRM (i.e. top management support, customer orientation, training orientation) have a positive and significant impact on organization performance. CRM is a potential system that has huge and positive impact to the customers and business performance which suggested to be adopted widely by the medium enterprises of telecommunication industry in Indonesia.

Raweh and Moses (2015) conducted a study on the effects of strategic public relations on organizational performance a study of Red Cross Kenya. The study used primary data obtained through questionnaires provided to employees of Red Cross Kenya. Literature was reviewed from various sources on the effects of strategic public relations in organization performance. Data collected was analyzed using descriptive statistics to describe the population. The findings indicated that there is a significant effect of strategic public relations on organization performance.

Prempeh and Brandford (2017) investigated employee relations and its effect on organisational performance in GCB bank Ghana. The research used surveyed method with one hundred (100) workers selected and administered questionnaires to. A lot of challenges were identified by the respondents as they impact on organisational career management practices. Respondents mentioned factors such as inadequate remuneration, ineffective communication or poor flow of information, nepotism, untimely appraisal system, lack of career path and growth, lack of clear cut policies as well as inexperience. From the study it was revealed that employees would be more committed to GCB when they are given rewards that are commensurate with responsibility and skills.

Ardam and Mohammad (2019) examined the impact of social media usage on organizational performance in the Jordanian Dead Sea cosmetic sector used three key variable of social media encompassing: social media for marketing, social media for customers relations and services, and social media for information accessibility and its impact on organizational performance in terms of rapid adaptation, time to market, cost reduction, and innovation in Jordan. The study analyzed data obtained from a sample of 169 managers working at 23 different organizations in Dead Sea cosmetic sector in Jordan using a quantitative approach with Structural equation modelling used to test the hypotheses. Results showed that there is a strong positive impact of implementing and using social media on organizational

performance in terms of rapid adaptation, cost reduction, and innovation. The research offers a clearer understanding of the importance of social media and its benefits.

Ukwedeh (2015) studied the effectiveness of Public relations in increasing Organizational Performance a study of NTA Uyo. The research adopted survey method. The instrument used for data collection was primary and secondary sources using chi square statistical tool to analyzed data of 150 employees of NTA. Findings revealed that Public relations have a profound place in the productivity of Nigeria television Authority, Uyo. The study recommended that trained public relation professional should be considered when recruiting staff for the job.

Emerole (2016) carried out a study, an evaluation of organizational structure on management effectiveness with reference to Dangote Cement PLC in Gboko, Benue State. The specific objectives were to identify the type(s) of organizational structure adopted in Dangote Cement PLC, Gboko Plant, and its effect on management effectiveness, among others. The research adopted survey research design, the population consist of management personnel of the organization. The major findings revealed that; line and staff organizational structure and product/market organizational Structure are organizational structure adopted in the organization. The researcher concluded that organization structure should be effectively designed for it provides the framework for the activities of the organization and its competitive ability.

The above study is related to the current research as it identifies and portrays the importance of organizational structures and its effectiveness in stimulating organizational goals and objectives while this research focuses on public relations as a stimulus for increased productivity in cement organization.

2.5 Theoretical Framework

2.5.1 Two-Way Symmetric Model

The two-way symmetric model propounded by Grung and Hunt in 1984 in their book “Managing Public Relations”. This model emphasizes on the maintenance of understanding, respect and goodwill between an organization and its publics, dialogue instead of monologue is the main focus of this model.

Nwosu (1996), stated that using Public Relations to enhance core relationship between an organization and its publics either through Public Relations programs or projects can be achieved through mutually two-way beneficial communication that ensures mutual understanding and respect. Symmetrical Public Relations occurs in situations where groups come to protect and enhance their self-interest, thus allowing debates, persuasion and arguments, but dialogue, listening, understanding and relationship-building are more effective in resolving issues and creating a good image.

Ajala (2001) posits that the two-way symmetric model has its mutual understanding, two-way balance effect; from group one to group two and from group two to group one. Here, dialogue exists in place of monologue. Both the organization and its diverse publics monopolize communication as both are expected to pour out their different views in order for a conclusion to be reached by harmonizing both views.

Babatunde (2000), concurs with this with his view that symmetric theory assumes that greater share of relationship between sources and receivers fosters more understanding. Any message or information between the management and the public becomes effective when it flows from A to B and from B to A.

It implies that, there must be a two-way flow of information between the cement organization and its diverse publics which include the employees, stakeholders and the general public for them to have a sound relationship and create a positive perception. Avenues should also be created for publics to get enough information that will positively set its image in the right direction.

The Systems Theory

Tench and Yeomans (2006) postulate that it is clear that organizations are not free floating bodies unaffected by what is around them. They are affected by and in turn affect the environment in which they operate. Systems Theory describes organizations as a set of subsystems that affect each other and jointly interact with the external environment. Lubbe and Puth (2002) define a system as ‘a set of objects or entities that interrelate with one another to form a whole’. Organizations have to adjust and adapt as they change from within and as the environment changes. They form part of a social system that consists of individuals or groups such as suppliers, local communities, employees, customers and government, who all interact with it. Public Relations is there to develop and maintain good relationship with these publics, to help the organization achieve its objectives. Tench and Yeomans (2006) describe organizations as having typically five subsystems.

According to Lubbe and Puth (2002), “the systems approach is one of the most fruitful approaches to public relations management. This approach illuminates the part which Public Relations plays in the effective operation of the organization”. For an organization to be successful, it needs to operate as an open system. It has been noted that the organization which has the greatest potential for ongoing success is one that interacts actively with its environment. Tench and Yeomans (2006) suggest that by taking a systems perspective, it can be seen that public relations professionals have a boundary-spanning role. They work at the boundaries within organisations, working with all the internal subsystems by helping these

subsystems with their external communication by both providing expert advice on what and how to communicate and by helping them with implementation. For example, public relations may work closely with marketing (disposal subsystem) on product support and with senior management (management subsystem) on investor relations.

Seitel (2006) further claims that public relations' practitioners function at the edge of an organization as liaisons between the organization and its internal and external publics. In other words, public relations practitioners have one foot inside the organization and one outside. As 'boundary managers', public relations practitioners support their colleagues by helping them communicate across organisational lines both within and outside the organization. In this way, public relations professionals also become systems managers, knowledgeable about and able to deal with complex relationship inherent in the organization.

Broom, Casey and Ritchey (2000) base their theoretical framework on the systems theory. They state that the interdependence of elements in a system forms the basis of all interactions and relationships. Furthermore, the elements of "mutuality of understanding, trust, credibility, emotion, intimacy and similarity, immediacy, and dominance-submission" should be taken into account, as all contribute to the understanding of relationships. Based on this, public relations is, therefore, a practice where the process includes the influencing of the environment. Public relations performs surveillance and information- distribution roles; in addition it has an important role to govern and maintain an organization as an open system and ensure that an organization is adaptable and flexible to all changes within the environment and remains stable at all times. Public relations can help and govern organizations to maintain this interaction.

Lubbe and Puth (2002) maintain that the Systems Approach offers a framework which places and positions the public relations process logically within the ambit of the organization's operations. The Systems Approach is an abstract perceptual framework which is an exceptionally good aid to understanding and practising public relations. Cutlip *et al.* (2000) maintain that applying the open systems approach to public relations calls for purposeful sensing of the environment to anticipate and detect changes that affect organisational relationships with publics. Public relations must be selectively sensitive to specifically defined publics that are mutually affected or involved by organisational policies, procedures and actions. An open systems approach to public relations has the capacity to initiate corrective actions within organisations and direct programmes to affect knowledge, predisposition and behaviour of both internal and external publics. The outcomes sought are maintenance or achievement of goals that reflect the mutual interest of organisations and their publics. Thus, organizations employing open systems public relations maintain their relationships by adjusting and adapting themselves and their publics to ever-changing social, political and economic environments.

Therefore, public relations is important to build an understanding and knowledge of the contribution of both terrains to the importance of relationships. Emphasis should also be placed on the strategic importance of public relations in organizations so that organizations may acquire a holistic approach to communication and relationship management. Lubbe and Puth (2002) reinforce that it should also be noted that in addition to all the public relations functions, the open systems approach gives public relations the role to recognize changes in the organization's social settings and advise clients or employees on how the organization should change itself and respond to establish a "common meeting ground". Public relations professionals are agents and managers of change, both inside and outside their organizations.

2.6 Summary

The chapter reviewed related literature with respect to increase in productivity in cement organization with public relation as its stimulus or motivation with focus on Dangote cement factory in Obajana Kogi State Nigeria. The theoretical framework was anchored on the Two-way symmetric model of public relation. Relevant articles, journals, textbooks and other sources of materials were well cited and referenced according to standard. The chapter begins by reviewing concepts related to the study and these include the definition of public relation, public relations process, public relation tools, public relation role in an organization and other concepts. The review of related literature focuses on research of various kinds among which are Seitel, Wilcox, among others all of which have successfully contributed and impacted on research. The empirical review focused on body of works directly related to the research to give views of past researches. Some of this includes the work of Emerole (2016) which talks about the evaluation of organizational structure on management effectiveness with reference to Dangote Cement PLC and Hyce (2014) which talks about the role of public relations in business organization. All these and others were reviewed and well referenced.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter deals with the design and methodology used in this study. The chapter deals with the description of the procedure adopted in carrying out this research. In order to achieve this purpose, this chapter is divided into sections to enable the researcher to describe the strategies and procedures employed in the research. It also reveals the structuring of the research instrument, population of study, sampling procedure and method of data collection and analysis.

3.2 Research Design

The study adopted survey design. The decision was made because research design constitutes the blue print for collection, measurement and analysis of data. The study involved finding effects between the variables as well as to test the hypotheses.

3.3 Population and Sampling Technique

Population of a study is a group of persons or aggregate items, things the study is interested in getting information about which is public relations as a stimulus of increased productivity in cement organizations in Nigeria with focus on Dangote cement factory Obajana, Kogi state. According to their annual report, Dangote cement group in Nigeria has 15,416 employees, with obajana having 3685 of them. Therefore, the population of study for this research is made up of the 3685 people.

Table 3.1 List of Department and Number of Employees

Department	Number of Employees
Production	790
Administration	750
Finance	670
Sales	365
Human resource	340
Transportation	360
ICT	255
Marketing	245
Customer care/Public relations	255
Total	3685

Source: Field Survey, 2019

Based on the above population, the sample size for this research study was determined using Taro Yamane formula (1973). This formula is used where the population size for the study is known. Thus, it is stated as shown below:

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

Where:

n = Sample size

N = Population under study which is 3685.

e = Error margin which is selected as 0.05.

$$n = \frac{3685}{1 + 3685 (0.05)^2}$$
$$\frac{3685}{1+3685(0.0025)}$$
$$\frac{3685}{1+9.2125}$$

$$\frac{3685}{10.2125}$$

$$= 360.83231$$

$$n = 400$$

Therefore the sample size is 400.

A quota sampling method was adopted so as to give a fair representation to the designated departments using the proportionality formula thus:

$$Q = A/N \times n/1$$

Where:

Q= the number of questionnaire to be allocated to each segment

A= the proportion of each segment

N= the total population of all the segments

n= the estimated sample size used in the study

Production

$$Q = 790/3685 \times 400/1 = 85.7 = 86$$

Administration

$$Q = 750/3685 \times 400/1 = 81$$

Finance

$$Q = 670/3685 \times 400/1 = 72.7 = 73$$

Sales

$$Q = 365/3685 \times 400/1 = 39.6 = 40$$

Human resource

$$Q = 340/3685 \times 400/1 = 36.9 = 37$$

Transportation and logistics

$$Q = 360/3685 \times 400/1 = 39$$

ICT

$$Q=255/3685 \times 400/1 = 28$$

Marketing

$$Q=245/3685 \times 400/1 = 27$$

Public relations

$$Q=225/3685 \times 400/1 = 24$$

Table 3.2: Breakdown of the Sample Size

Departments	A	Q
Production	790	86
Administration	750	81
Finance	670	73
Sales	365	40
Human resource	340	37
Transportation	360	39
ICT	255	28
Marketing	245	27
Customer care/Public relations	255	24
Total	3685	400

Source: Field Survey, 2019

Though three hundred and sixty one (361) is statistically right for the study, four hundred (400) questionnaires were distributed and collected from respondents.

3.4 Method of Data Collection

The method applied in gathering the data used for answering the questions raised in this study was primary and secondary methods, the primary method was questionnaire, the questionnaire items was raised from the literature review and objectives of the study. The questionnaire format was constructed by the researcher under the tutelage and guidance of the research supervisor who subjected the instruments to theoretical and practical validity, In order to make provision for reliability of the questionnaire as a major instrument in this research study, the test-re-test reliability method was adopted by this study. The questionnaires were pre-tested by administering 40 copies to employees. The reliability of

responses to the items of the instruments was analyzed using cronbach coefficient alpha aided with the use of SPSS 18. The reliability coefficient showed that the questionnaire yield 0.75, which indicates that the instrument is reliable. While the secondary sources comprised textbooks, official documents, magazines, journals, seminars, articles/monographs, and internet which have relevant contributions to the study.

3.5 Method of Data Analysis

In order to confirm the theoretical and practical values of results, multiple regression as statistical tool was utilized in this study to analyze the data generated and the above statistical tools was helpful in discovering relationships among the variables which form the theme of this study. These were computed with the computer aided Statistical Package for Social Science (SPSS) statistically, the models specified for the analysis are presented below:

The model specifications to test the hypotheses are:

$$\mathbf{OP = \alpha + \beta_1 Cr + \beta_2 Er + \beta_3 Co + \beta_4 Mr + e}$$

The multiple regression model assumes that there is a linear, or "straight line," relationship between the dependent variable and each predictor.

Where:

OP = Organizational performance

α = Constant

Cr = Consumer relations

Er = Employee relations

Co = Community relations

Mr = Media relations

e = Error in the observed value

The model is linear because increasing the value of the predictor by 1 unit increases the value of the dependent by units. Note that b_0 is the intercept, the model-predicted value of the dependent variable when the value of every predictor is equal to 0.

CHAPTER FOUR

DATA PRESENTATION AND ANALYSIS

4.1 Introduction

This chapter intends to discuss the data presented and analysed according to the research objectives and hypothesis of the study. Efforts will be made in this chapter to critically analyse and interpret the data collected during the survey. This presentation will be based on the responses from the completed questionnaires.

4.2 Data Presentation

The data would therefore be presented as based on the regression result analysed using the SPSS data analyser.

4.2.1 Consumer Relation

Variables Entered/Removed^a

Model	Variables Entered	Variables Removed	Method
1	PromotionDuringFestival, ValueAddingForCustomerSatisfaction, ConsumerComplaint, SalesThroughAdvert, SpeedOfServiceDelivery ^b	.	Enter

a. Dependent Variable:
OrganisationalPerformance

b. All requested variables entered.

Source: Regression Result, 2019

The table 4.2.1 above shows the table revealing the variables compiled for multiple linear regression. These independent variables as stated in the research questions include: Consumer Relation comprising of the company sales products through advert on television, radio,

magazines, etc; Management considers adding value to its product as priority to satisfy consumers; Consumers complaint are not attended to or given the needed attention; The speed of service delivery has been enhanced due to consumer relations strategies; The Company engage sales promotion during festive periods to stimulate consumers to buy more of their products; and all of these independent variables are measured against the responses collected from questions about the dependent variable which is Organisational Performance in Dangote Cement.

4.2.2 Model Summary

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.960 ^a	.922	.921	.37238

a. Predictors: (Constant), PromotionDuringFestival, ValueAddingForCustomerSatisfaction, ConsumerComplaint, SalesThroughAdvert, SpeedOfServiceDelivery

The table above shows the Model summary of the regression exercise. This table focused on the Regressor, the R Square, the Adjusted R Square and the Standard Error of the estimate. From the table, the R Square (coefficient of determination) shows 0.922 which is equivalent to 92.2% meaning that the relationship between the dependent variable and the independent variables has a “good fit” that means, the independent variables explains about 92.2% of the dependent variable. In a clearer way, it can be observed that all the components in Consumer relations has a 92% influence on Organisational Performance in Dangote cement Company. It can therefore be concluded Consumer Relations has enhanced Organisational performance of Dangote Cement.

4.2.3 Analysis Of Variance (ANOVA)

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	647.244	5	129.449	933.544	.000 ^b
	Residual	54.634	394	.139		
	Total	701.878	399			

a. Dependent Variable: OrganisationalPerformance

b. Predictors: (Constant), PromotionDuringFestival, ValueAddingForCustomerSatisfaction, ConsumerComplaint, SalesThroughAdvert, SpeedOfServiceDelivery

Analysis of variance (ANOVA) is a statistical technique that assesses potential differences in a scale-level dependent variable by a nominal-level variable having 2 or more categories. It is aimed at attempting to determine if there is a statistically significant difference among the groups. The Analysis of variance (ANOVA) result of the Dependent variable (Organisational Performance) describes the model employed, the result of the sum of squares, the degree of freedom, the mean square, the F statistic and the significant level. From the table shown above, the regression of the sum of squares is 647.244, the degree of freedom is 5, and the mean square of the regression is 129.449. Hence the F test is 933.544 while the Significance level of the predictors (independent variables) is 0.000. The Residual of the Sum of Squares is 54.634 with 394 degree of freedom and a 0.139 Mean Square. It is hence concluded that there is statistically significant difference among the groups (dependent variable (Organisational Performance) and the independent variables (components in Consumer Relations)) based on the results displayed on the table and discussed above.

4.2.4 The Coefficients

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-.254	.115		-2.208	.028
	SalesThroughAdvert	.691	.033	.783	20.764	.000
	ValueAddingForCustomer Satisfaction	.215	.036	.137	6.035	.000
	ConsumerComplaint	-.170	.061	-.188	-2.769	.006
	SpeedOfServiceDelivery	.311	.066	.327	4.738	.000
	PromotionDuringFestival	-.047	.034	-.057	-1.395	.164

a. Dependent Variable: OrganisationalPerformance

The table above shows the Coefficients of the Dependent variable (Organisational Performance). As shown above, the Constant value from the regression result shows -0.254 and standard error of 0.115 for the Unstandardised Coefficients while the t test result and Significance level are -2.208 and 0.28 respectively.

Sales through advert etc have 0.691 and 0.033 for Beta value and standard error for the Unstandardised Coefficients. Furthermore, 0.783, 20.764 and 0.000 stand for Beta value, student t test value and Significance level respectively.

Summarily, the Coefficient of the independent variables (components of Consumer Relations) is having negative and positive values shows that the ones with a negative value indicate that the influence of such component in enhancing organizational performance is negative while the ones with positive value of coefficient shows that such component(s) has a positive influence in enhancing organizational performance.

4.2.5 Employees Relations

Variables Entered/Removed^a

Model	Variables Entered	Variables Removed	Method
1	EmployeesNotPromoted, EmployeesTeamWork, Employeestraining, EmployeeRelationAsLifeWire, CommunicationToEmployee ^b	.	Enter

a. Dependent Variable:
OrganisationPerformance

b. All requested variables entered.

From the table above, it indicates the Variables entered for the research question of Employees Relations. Employees Relation is composed of the following components listed on the table above. They include: Communication expressed to the employees stimulate the workers for greater productivity; employees' relation is a veritable tool and a life wire of an organization; employees are sent for training etc for increased performance; employees are encouraged to work as teams; employees are not promoted as at when due. All these components are matched against the dependent variable (Organisational Performance).

4.2.6 Model Summary

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.977 ^a	.955	.955	.32473
a. Predictors: (Constant), EmployeesNotPromoted, EmployeesTeamWork, Employeestraining, EmployeeRelationAsLifeWire, CommunicationToEmployee				

The model summary for this research question shows that the R Square (coefficient of determination) for Employees Relations has 0.955 (95%) explanatory strength towards the Organisational Performance. This means that there is a 95% chance that the combined components of Employees Relations explained Organisational Performance. More clearly, there is a 95% fact that Employees relations enhanced organizational performance.

4.2.7 Analysis of Variance (ANOVA)

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	883.454	5	176.691	1675.645	.000 ^b
	Residual	41.546	394	.105		
	Total	925.000	399			

a. Dependent Variable: OrganisationPerformance

b. Predictors: (Constant), EmployeesNotPromoted, EmployeesTeamWork, Employeestraining, EmployeeRelationAsLifeWire, CommunicationToEmployee

This table shows the Analysis of Variance for the dependent variable (Organisational Performance). It is aimed at attempting to determine if there is a statistically significant difference among the groups. The Analysis of variance (ANOVA) result of the Dependent variable (Organisational Performance) describes the model employed, the result of the sum of squares, the degree of freedom, the mean square, the F statistic and the significant level. From the table shown above, the regression of the sum of squares is 883.454, the degree of freedom is 5, and the mean square of the regression is 176.691. Hence the F test is 1675.645 while the Significance level of the predictors (independent variables) is 0.000. The Residual of the Sum of Squares is 41.546 with 394 degree of freedom and a 0.105 Mean Square. It is hence concluded that there is statistically significant difference among the groups (dependent variable (Organisational Performance) and the independent variables (components in Consumer Relations)) based on the results displayed on the table and discussed above.

4.2.8 The Coefficients

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	-.301	.072		-4.170	.000
CommunicationToEmployee	.547	.056	.493	9.844	.000
EmployeeRelationAsLifeWire	-.191	.045	-.152	-4.241	.000
Employeeestraining	.055	.047	.040	1.174	.241
EmployeesTeamWork	.478	.034	.482	13.899	.000
EmployeesNotPromoted	.156	.028	.138	5.534	.000

a. Dependent Variable: OrganisationPerformance

The table above shows the Coefficients of the Dependent variable (Organisational Performance). As shown above, the Constant value from the regression result shows -0.301

and standard error of 0.072 for the Unstandardised Coefficients while the t test result and Significance level are -4.170 and 0.000 respectively.

Communication to employees etc has 0.547 and 0.056 for Beta value and standard error for the Unstandardised Coefficients. Furthermore, 0.493, 9.844 and 0.000 stand for Beta value, student t test value and Significance level respectively.

Summarily, the Coefficient of the independent variables (components of Employees Relations) shows that the ones with a negative value indicate that the influence of such component in enhancing organizational performance is negative while the ones with positive value of coefficient shows that such component(s) has a positive influence in enhancing organizational performance. From the result on the table, only (Employees relation as a veritable tool within an organization and it is regarded as a life wire of any organization) records a negative outcome. The rest components under the Employees Relation record a positive outcome. This means that the component with a negative outcome has a negative impact on Organisational performance, while the rest with Positive outcome shows they enhance organisational performance positively.

4.2.9 Community Relations

Variables Entered/Removed^a

Model	Variables Entered	Variables Removed	Method
1	NonRecognitionOfCommunityRelation, NonscholarshipToStudents, NoClassroomLabAndHospitalEquipment Construction, NoEmployment, UncooperatingTraditionalInstitution ^b	.	Enter

a. Dependent Variable:
OrganisationalPerformance

b. All requested variables entered.

From the table above, it shows the Variables entered for the research question of Community Relations. Community Relation is composed of the following components listed on the table above. They include: The traditional Institutions are not cooperating with the company in promoting or carrying out its business operations; the company did not grant/give scholarships to the host community students; the indigenes are not given priority in terms of employment opportunity; the company did not build classrooms, hospitals and others in host community; the company does not recognize the benefits associated with community relations. All these components are matched against the responses from the dependent variable (Organisational Performance).

4.2.10 Model Summary

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.974 ^a	.948	.948	.35615
a. Predictors: (Constant), NonRecognitionOfCommunityRelation, NonscholarshipToStudents, NoClassroomLabAndHospitalEquipmentConstruction, NoEmployment, UncooperatingTraditionalInstitution				

The model summary for this research question shows that the R Square (coefficient of determination) for Community Relations has 0.974 (97%) explanatory strength towards the Organisational Performance. This means that there is a 97% chance that the combined components of Community Relations explained Organisational Performance. More clearly, there is a 97% fact that Community Relations enhanced organizational performance. That means the Community Relations enhanced Organisational Performance at about 97%.

4.2.11 Analysis of Variance

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	915.984	5	183.197	1444.297	.000 ^b
	Residual	49.976	394	.127		
	Total	965.960	399			
a. Dependent Variable: OrganisationalPerformance						
b. Predictors: (Constant), NonRecognitionOfCommunityRelation, NonscholarshipToStudents, NoClassroomLabAndHospitalEquipmentConstruction, NoEmployment, UncooperatingTraditionalInstitution						

From the table above, it reveals the Analysis of Variance for the dependent variable (Organisational Performance). It is aimed at attempting to determine if there is a statistically significant difference among the groups. The Analysis of variance (ANOVA) result of the Dependent variable (Organisational Performance) describes the model employed, the result of the sum of squares, the degree of freedom, the mean square, the F statistic and the significant level. From the table shown above, the Sum of Squares of the regression is 915.984, the degree of freedom is 5, and the Mean Square of the regression is 183.197. Hence the F test is 1444.297 while the Significance level of the predictors (independent variables) is 0.000. The Residual of the Sum of Squares is 49.976 with 394 degree of freedom and a 0.127 Mean Square. It is hence concluded that there is statistically significant difference among the groups (dependent variable (Organisational Performance) and the independent variables (components in Consumer Relations)) based on the results displayed on the table and discussed above.

4.2.12 The Coefficient

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-.095	.048		-1.966	.050
	UncooperatingTraditionalInstitution	.254	.050	.240	5.085	.000
	NonscholarshipToStudents	.200	.029	.209	6.846	.000
	NoEmployment	.053	.038	.054	1.393	.164
	NoClassroomLabAndHospitalEquipmentConstruction	.142	.036	.139	3.916	.000
	NonRecognitionOfCommunityRelation	.351	.050	.370	7.001	.000

a. Dependent Variable: OrganisationalPerformance

The table above shows the Coefficients of the Dependent variable (Organisational Performance). As shown above, the Constant value from the regression result shows -0.95 and standard error of 0.048 for the Unstandardised Coefficients while the t test result and Significance level are -1.966 and 0.050 respectively.

Incorporating Traditional Institutions and others has 0.254 and 0.050 for Beta value and standard error for the Unstandardised Coefficients. Furthermore, 0.240, 5.085 and 0.000 stand for Beta value, student t-test value and Significance level respectively. Also, the NonRecognition of Community Relations by indigenes came up the following results: standardized coefficient for Beta, t-test and significant value are 0.370, 7.001 and 0.000 respectively.

Summarily, the Coefficient of the independent variables (components of Community Relations) shows that the ones with a negative value indicate that the influence of such component in enhancing organizational performance is negative while the ones with positive value of coefficient shows that such component(s) has a positive influence in enhancing organizational performance. From the result on the table, records a negative outcome. The

whole components of Community Relations record a positive outcome. This means that all the components with positive outcome show they positively enhance organisational performance.

4.2.13 Media Relations

Variables Entered/Removed ^a			
Model	Variables Entered	Variables Removed	Method
1	CompanyTreatsMediaAsMessenger, MediaGivenIncentiveForFavourableNews, CompanyDontCommunicateObjectiveOnMedia, ManagementDontConsiderSocialMedia, CompanyDontInviteMediaOnProgrammes ^b	.	Enter

a. Dependent Variable:
OrganisationalPerformance

b. All requested variables entered.

From the 4.2.13 table, it indicates the Variables entered for Media Relations. Media Relation is composed of the following components listed on the table above. They include: the company does not consider inviting the media to their activities or programme; the company does not communicate its objectives through media houses; the management does not consider social media platforms to their customers; media houses are given some incentives to report favourable news about the company; the company treats the media simply as messengers not partners in progress All these components are compared against the dependent variable (Organisational Performance) to see the rate at which the independent variables enhance the Operational Performance of Dangote Cement company.

4.2.14 Model Summary

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.984 ^a	.968	.968	.27815
a. Predictors: (Constant), CompanyTreatsMediaAsMessenger, MediaGivenInsentiveForFavourableNews, CompanyDontCommunicateObjectiveOnMedia, ManagementDontConsiderSocialMedia, CompanyDontInviteMediaOnProgrammes				

From table 4.2.14, the model summary is given regarding Media Relations as it affects Organisational Performance in Dangote Cement Company. The R squared measures the proportion of the variation in the Dependent Variable (Organisational Performance) explained by the independent variables (Media Relations). That is the rate of changes experienced in the Organisational Performance as a result of change in Media Relations. The model summary for this research question shows that the R Square (coefficient of determination) for Media Relations has 0.968 (96%) explanatory strength against the Organisational Performance. This means that there is a 96% chance that the combined components of Media Relations explained Organisational Performance. More clearly, there is a 96% fact that Media Relations enhanced organizational performance. That means the Media Relations enhanced Organisational Performance at about 96%.

4.2.15 Analysis of Variance (ANOVA)

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	935.478	5	187.096	2418.308	.000 ^b
	Residual	30.482	394	.077		
	Total	965.960	399			

a. Dependent Variable: OrganisationaPerformance

b. Predictors: (Constant), CompanyTreatsMediaAsMessenger, MediaGivenInsentiveForFavourableNews, CompanyDontCommunicateObjectiveOnMedia, ManagementDontConsiderSocialMedia, CompanyDontInviteMediaOnProgrammes

From table 4.2.15, it shows the Analysis of Variance for the dependent variable (Organisational Performance). It attempts to determine if there is a statistically significant difference among the groups. The Analysis of variance (ANOVA) result of the Dependent variable (Organisational Performance) describes the model employed, the result of the sum of squares, the degree of freedom, the mean square, the F statistic and the significant level. From the table shown above, the Sum of Squares of the regression is 935.478, the degree of freedom is 5, and the Mean Square of the regression is 187.096. Hence the F test is 2418.308 while the Significance level of the predictors (independent variables) is 0.000. The Sum of Squares of the Residual is 30.482 with 394 degree of freedom and a 0.077 Mean Square. It is therefore concluded that there is statistically significant difference among the groups (dependent variable (Organisational Performance) and the independent variables (components in Media Relations)) based on the results displayed on the table and discussed above. That organisational performance and Media Relations has statistically significant difference among them.

4.2.16 The Coefficient

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-.008	.055		-.154	.878
	CompanyDontInviteMedia OnProgrammes	.105	.043	.096	2.427	.016
	CompanyDontCommunicateObjectiveOnMedia	.484	.035	.478	13.908	.000
	ManagementDontConsiderSocialMedia	.497	.034	.487	14.750	.000
	MediaGivenIncentiveForFavourableNews	-.138	.047	-.105	-2.938	.004
	CompanyTreatsMediaAs Messenger	.050	.029	.044	1.749	.081

a. Dependent Variable: OrganisationalPerformance

Table 4.2.16 above shows the Coefficients of the Dependent variable (Organisational Performance). As seen above, the Constant value from the regression result shows -0.008 and standard error of 0.055 both for the Unstandardised Coefficients while the t test result and Significance level are -0.157 and 0.878 respectively.

The results for the components of Media Relations as displayed in the Coefficient table are: 0.105, 0.484, 0.497, -0.138, 0.050. therefore, the Coefficient of the independent variables (components of Media Relations) shows that the ones with a negative value indicate that the influence of such component in enhancing organizational performance is negative while the ones with positive value of coefficient shows that such component(s) has a positive influence in enhancing organizational performance. From the result on the table, the component (Media given incentives for Favourable news about the Company) has a negative outcome while the rest of the other components has positive outcome. This means that the components with positive outcome show they positively enhance organisational performance. While the one with negative component does not enhance Organisational performance in the company.

4.3 Hypotheses Testing

Ho₁: Consumer relations has no significant effect on organizational performance

Ho₂: Employee relations has no significant effect on organizational performance

Ho₃: Community relations has no significant effect on organizational performance

Ho₄: Media Relations has no significant effect on organizational performance.

4.4 Discussion of Findings

This section elaborates and discusses on the findings from the regression analysis. This would be based on the outcomes from the regression process and according to the research questions and objective of the study.

From the results on Consumer Relations, it can be observed that all the components in Consumer relations has a 92% influence on Organisational Performance in Dangote cement Company. the Coefficient of the independent variables (components of Consumer Relations) is having negative and positive values which shows that the ones with a negative value indicate that the influence of such component in enhancing organizational performance is negative while the ones with positive value of coefficient shows that such component(s) has a positive influence in enhancing organizational performance. Out of the five components in Consumer Relations, Two of them has negative influence in Organisational performance they are (consumer complaints are not attended to or given the needed attention; the company engage in sales promotion during festive periods to stimulate consumers to buy more of their products) while the rest components have positive influence on organisational performance in Dangote Cement. This finding is in line with findings of Coltman, Devinney and Midgley (2011); Fahmi and Ahmad (2018) and tally with the view and position of two-way symmetric model of public relations.

The result shows that Employees Relations explained Organisational Performance at about 95%. More clearly, there is a 95% fact that Employees relations enhanced organizational performance. Summarily, the Coefficient of the components of Employees Relations shows that the ones with a negative value indicate that the influence of such component in enhancing organizational performance is negative while the ones with positive value of coefficient shows that such component(s) has a positive influence in enhancing organizational performance. From the result on the table, only (Employees relation as a veritable tool within an organization and it is regarded as a life wire of any organization) records a negative outcome. The rest components under the Employees Relation record a positive outcome. This means that Employees relation as a veritable tool within an organization and it is regarded as a life wire of any organization has a negative impact on Organisational performance, while the rest with Positive outcome has positive impact on organisational performance. This finding is in agreement with the findings of Prempeh and Brandford (2017) and is in consonance system theory of public relations.

The result from Community Relations observed there is a 97% fact that Community Relations enhanced organizational performance. That means the Community Relations enhanced Organisational Performance at about 97%. The Coefficient of the independent variables shows that the whole components of Community Relations record a positive outcome. This means that all the components positively enhance organisational performance in Dangote Cement Company.

This means that there is a 95% chance that the combined components of Media Relations explained Organisational Performance. More clearly, there is a 95% fact that Media relations enhanced organizational performance. Therefore the result on the table, the component (Media given incentives for Favourable news about the Company) has a negative outcome while the rest of the other components has positive outcome. This means that the components

with positive outcome show they positively enhance organisational performance. This finding is in accord with the findings of Emerole (2016); Raweh and Moses (2015); Prempeh and Brandford (2017) and is in consonance with the system theory of public relations.

.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Summary

Chapter one succinctly discussed the background to the study, statement of the study problem, based on the problem objectives, statement of hypothesis, research questions. In chapter two relevant literatures were reviewed basically discussing the independent and dependent variables of the study. The study was anchored on two way symmetric models.

The third chapter which involves research methodology adopted for the study consists of survey design. The populations as well as sampling technique/size were discussed. In chapter four, we presented data collected through multiple regression analysis and were discussed in depth. The discussion of findings was also made in this chapter. The main crux of this study is to ascertain how public relations serve as a stimulus or motivational factor for increased productivity in Dangote Cement Company in Obajana. To achieve this, a statement of problem was formulated with four research questions drawn to guide the research. The research questions that bordered on public relations serve as a stimulus or motivational factor for increased productivity in cement organizations in Nigeria were outlined.

Relevant literature on the research topic was reviewed and the theoretical framework was also laid out for necessary execution. In order to focus on relevant data, the survey research method was adopted using the instrument of the questionnaire and interview to formulate questions in tune with the research questions and objectives. Data collected were analysis and presented using multiple regression analysis was used in testing the relationship between public relations and Organisational Performance in Dangote Cement Company Obajana. The

study found out that in order to ensure that people employed in the organization perform optimally towards the realization of organizational goals, there is need to ensure effective communication and motivation as well as ensuring the host community are greatly involved. Public relation was shown to be a motivation that causes employees to behave in certain ways which when considered with ability and environmental factors enhances individual performance therefore leading to increased productivity and the overall organization efficiency.

5.2 Conclusion

Based on the findings and outcome of the research analysis, the following conclusions are made.

1. Consumer Relations play a vital role in Organisational Performance in Dangote Cement Company but more attention needs to be given to areas such as: consumer complaints and sales promotion to stimulate patronage by consumers during festive periods.
2. The study observed that Employees Relation as a veritable tool within an organization and is regarded as a life wire of any organization records a negative outcome which indicates that Dangote Cement Company should look at the relationship strength between the management and the employees to ensure effective organisational performance.
3. The study also observed that Community Relations are effective and is positively enhancing Organisational Performance in Dangote Cement Company Obajana. This means that Dangote Cement Company have been able to improve upon its organisational performance through effective community relations within the host community.
(Obajana)

4. The study also concludes that Media Relations enhanced Organisational Performance. However, an incentive to media houses for favourable news about the Company has not been able to ensure effective organisational performance in Dangote Cement Company. While the rest of the other components have positive outcome, the company have not been giving incentives to media houses for favourable reportage about the company.

5.3 Recommendations

The study would be beneficial to every stakeholder in cement organizations that might like to use it for better marketing planning and policy decisions of the organizations.

The following recommendations are made for this study.

1. More attention needs to be given to areas such as: consumer complaints and sales promotion to stimulate patronage by consumers during festive periods. The company should concentrate some of its public relation strategies on ensuring complaints of consumers are give high priority and catered for effectively. The company also need to improve on its sales promotion to stimulate purchase of its products especially during festive periods when demands for products are high.
2. Consumer Relations play a vital role in Organisational Performance in Dangote Cement Company therefore Dangote Cement Company should look at the relationship between the management and the employees to ensure effective organisational performance. This can be achieved in the areas of sales of products through advert on television, radio, magazines; adding value to its product as a priority; and to enhanced speed of service delivery.
3. The study also observed that Community Relations are effective and is positively enhancing Organisational Performance in Dangote Cement Company Obajana. This means that Dangote Cement Company has been able of improve upon its organisational performance through effective community relations within the host

community. (Obajana). The company therefore should ensure the sustainability of its improved and effective community relations strategies to ensure organisational performance.

4. The study recommends that an incentive to media houses for favourable news about the Company should be enhanced to enable effective organisational performance in Dangote Cement Company. These can be achieved if Dangote Cement Company pay sustained attention more on inviting the media to their activities or programs; communicate its objectives through media houses to the teaming potential buyers; and considering social media platforms in communicating to their customers about products newly introduced or rebranded.

BIBLIOGRAPHY

- Adesanya, A.(2004). *Principles of PR. Ibadan*: University Press.
- Aurner, F.(2008). *Public Communication twelfth edition. New York*: Mac-graw hill Book Company.
- Babaleye, T. (2013). *Principle and practice of public relations. Lagos*: PAB General publications.
- Bolatito, D. (2003) *Basics of public relation management. Lagos*: Hallmark Publication.
- Burns, N., & Grove, S. (2001). *The practice of research conduct: Critique and Utilization*, Philadelphia: WB Saunders.
- Charles, F (1996). *Reputation: Realizing value from the corporate image. Harvard*: Harvard Business school press.
- Edward, B.(2013). *Public relations*.Oklahoma city: University of Oklahoma Press.
- Frank, J. (1998). *Introduction to Market Advertising and Public Relations. New Jersey*: Prentice Gruning,J.(1997). *Excellence in public relations and communication management. New Jersey*: Lawrence Erlbaum Associates.
- Herbert, L.(1980) *Public relations. London*: Hadder and Stoughton Publishers.
- Krone, K. (1987). *Communication theory and organizational communication. New York*: Prager publication.
- Ledingham, D. (2000). *Public relation as relationship management. London*: Taylor and francis.
- Nwosu .E. (2007). *Public relations: Insights from Nigeria. Enugu*: Ezu Books Ltd.22 Lumumba Street, New Haven.
- Okoro, N.M. (2001). *Mass communication research: Issues and methodology. Nsukka*: AP Express Publishers.

- Okundero, A. (2004). Public relations and public opinion-image maker. *Public relations journal*. Lagos: Niger Print Nigeria Ltd.
- Olins, W. (1999), *Corporate Identity*, New York: Thames and Hudson.
- Polit, D., & Hungler, B. (1999). *Research Principles and methods*, Philadelphia: JB Lippincott Company.
- Seitel, F.P. (2004). *The practice of Public Relations*. Upper Saddle, New Jersey: Prentice Hall Publishers.
- Shoken, O. (1997). *Marketing Research Essentials Series*. Lagos: shona Investment, Ltd.
- Srimaresh, K., & Vercic, D. (2009). *The global public relations hand book*. New York: Routledge and Taylor publishers.
- Theaker, A. (2001), *The Public Relations Handbook* Rontledge, New York
- Van Riel, E. M (1996) *Principles of Corporate Communication*. New Jersey: Prentice Hall Publishers.
- Yamane, T. (1967). *Statistics: An Introductory Analysis, 2nd Edition*, New York: Harper and Row publishers.
- Wilcox, D. & Cameron, G. (2006). *Public Relations: Strategies and tactics*. 8th edition. Boston: Allyn and Bacon,
- Emerole, G. *Evaluation Of Organizational Structure On Management Effectiveness: A Study Of Dangote Cement Plc Gboko Plant, Benue State*. A. Singaporean Journal Of Business Economics, And Management Studies (Sjbem). 5(4)201-271.
- Gray, I. (1998) *Cooperate identity and cooperate communication: An international journal of industrial and Commercial Training*. 32(7) 256-251.
- Kim, J. (2008). *A situational Theory of Public relation problems: A review of research programs within the strategic management approach*. Journal of PR research. 85(4) 751-768.

- Ukwueze, C. (2015). *The challenges of prospects of new media and PR management in Nigeria tertiary institution*. International journal of social Sciences and humanities review. 5(2) 148-157.
- Ukwuete, J. (2015). *Effectiveness of public relations in increasing Organizational productivity*. International journal of social Sciences and humanities review. 5(3) 31-40.
- Dangogo, K. (1998). “*PRSK Hosts FAPRA Conference*” in PR Arena, Gala Issue East African Standard.
- Ströh, U. (2007). *The conundrum of public relations versus marketing: clarifying the differences in terms of relationship management*. 5(1)1-15.
http://praxis.massey.ac.nz/prism_online_journ.html/ [accessed 02 June 2018].
- The Role of Public Relations in Organization (PDF Free Download)*. Available from:
https://www.researchgate.net/publication/275936778_The_Role_of_Public_Relations_in_Organization [accessed Jun 05 2018].

Appendix

Department of Mass Communication,
Nasarawa State University,
Keffi,
Nasarawa State.
August, 2019.

Dear Respondent,

REQUEST TO COMPLETE QUESTIONNAIRE

I am a post-graduate student of the above mentioned department and university conducting research on the topic **“Assessment of Public Relations Strategies on Organizational Performance: A Study of Dangote Cement Company Obajana, Kogi State”**.

Kindly assist by providing your honest answers and views on the various issues raised on the questionnaire.

Your confidentiality is highly assured as the information given will be used for purely academic reasons.

Thanks for the anticipated co-operation.

Yours faithfully,

ABDULLAHI, Halima Sadia

RESEARCH QUESTIONNAIRE

Please tick where necessary.

Section A

(1) Gender of respondent

a) Male { }

b) Female { }

(2) Age distribution of respondents

a) 18-25 { }

b) 25-32 { }`1

c) 33-40 { }

d) 41 and above { }

(3) Marital status of respondents?

(a) married { }

(b) single { }

(4) Educational qualification off respondents

(a) SSCE/OND { }

(b) HND/BSC { }

(c) PGD/MSC { }

(d) Others { }

Others.....

(5) Position held by the respondent in Dangote cement factory

(a) Engineer { }

(b) Administrative staff { }

(c) Management staff { }

(d) Junior staff { }

(6) How long have you been working at Dangote cement factory

(a) 0-2 years { }

(b) 3-5 years { }

(c) 6-8 years { }

(d) 8 years and above { }

SECTION B

The table below shows the responses and the number assigned to each response. Please evaluate the statement by ticking in the box with the number that best suits your response.

Strongly Disagree	Disagree	Undecided	Agree	Strongly Agree
1	2	3	4	5

	Consumer Relations	SD	D	U	A	SA	Total
1	The company sales its product through advertisement on television, radio, magazines, etc	70	50	10	120	150	400
2	Management considers adding value to its product as priority to satisfy consumers	10	9	6	124	251	400
3	Consumers complaints are not attended to or given the needed attention	135	110	30	65	60	400
4	The speed of service delivery has been enhanced due to consumer relations strategies.	134	101	59	56	50	400
5	The company engages in sales promotion during festive period to stimulate consumers to buy more of their products	95	80	2	112	111	400
6	All the variables enhanced Organisational Performance in Dangote	58	68	10	201	63	400
Employees Relations							
7	Communication expressed to the employees stimulates the workers for greater productivity	56	70	67	112	101	400
8	Employees' relation is a veritable tool within an organization and it is regarded as a life wire of any organization.	48	69	102	117	64	400
9	Employees are sent for training, workshop, conference and seminars so as to increase their performance	12	41	88	121	138	400
10	Employees are encouraged to work as a team	97	102	12	100	89	400
11	Employees are not promoted as and when due	40	36	12	101	211	400
12	All the variables enhanced Organisational Performance in Dangote	87	76	27	110	100	400
Community Relations							
13	The traditional institutions are not cooperating with the company in promoting or carrying out its business operation.	89	121	17	99	74	400
14	The company did not grant/give scholarship to the host community students.	87	25	13	76	199	400
15	The indigenes of the state are not given	132	111	3	64	90	400

	priority in terms of employment opportunity.						
16	The company did not build classrooms or renovate schools or equip laboratory or build hospital in the host community.	66	87	5	112	130	400
17	The company doesn't recognize the benefits associated with community relations.	122	86	10	75	107	400
18	All the variables enhanced Organisational Performance in Dangote	103	81	16	109	91	400
Media Relations							
19	The company does not consider inviting the media to their activities or programs.	73	54	9	176	88	400
20	The company does not communicate its objectives through media houses	92	67	21	120	100	400
21	The management does not consider social media platforms to communicate to their customers	82	118	15	87	98	400
22	Media houses are given some incentives to report favorable news about the company	30	57	46	179	88	400
23	The company treats the media simply as messengers not partners in progress	101	127	49	66	57	400
24	All the variables enhanced Organisational Performance in Dangote	103	81	16	109	91	400