

PUBLIC RELATIONS PRACTICE IN TERTIARY INSTITUTIONS IN KANO STATE

BY

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COMMUNICATION.**

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DECLARATION

I Saude Saidu Muhammad, declare that this research work is conducted by my humble self under the supervision of Dr. Sunusi Iguda and that all sources cited are duly acknowledged.

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CERTIFICATION

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DEDICATION

This research work is dedicated to my parents Alhaji Sa'idu Muhammad and Hajiya Halima Usman and my beloved and humble husband Adamu Abdullahi and to my children Fatima (Intisar), Halima (Ilham), Al-amin and Mahmoud (Aiman).

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ABSTRACT

This research work “ Public Relations Practice in Tertiary Institutions in Kano State” examined the key role of public relations in mutual understanding in tertiary institutions of learning. However, the study has adopted the two- way symmetrical model of communication as public relations strategy to maintain a mutual understanding in the Education sector. The methodology was used to ascertain the role being played by public relations in curtailing unwarranted situations in the three institutions of higher learning. Moreover, the research work was based under qualitative and quantitative research work using survey approach to create a mixed method. Questionnaire and in-depth interview were employed as instruments of data collection. However, the research findings revealed that, the Public Relations units in the three institutions have succeeded in establishing an excellent working relationship between the schools management and their internal and external publics. Some of the strategies adopted by the public relations to achieve those success was bridging the communication gap between the schools Authorities and other stake holders in the three institutions. In spite of the tremendous achievements recorded by the Public Relations Units however, special budget should be allocated to the units in order to explore more areas of mutual understanding in the institutions. However, there is also the need to upgrade the units with state of art facilities and equipment as its been obtained in other Public Relations Unit globally, more importantly, the three institutions should addressed the problem of shortage of manpower in the units.

CHAPTER ONE

1.0 Introduction

A growing trend in the corporate world is the creation of an office for corporate communications or public relations to facilitate the propagation of an organisation's mission. Quite often, the office has a cross-functional responsibility of maintaining a constant link with the public and with all functional units of an organisation including top management. Its operations vary from one organisation to another principally because of differences in mission, vision, goals, values and the products that an organisation is established to offer its customers. It is therefore not surprising that some organisations have public relations department that operate under just one office whereas in others, you would find many units within the public relations department. In some institutions, there is a form of decentralization with a central coordinating body.

There have been various studies undertaken in the field of Public Relations in educational institutions. A lot of these studies have been centered on the tertiary institutions, which is probably because tertiary institutions deal with various publics which necessitate dissemination of information in the most appropriate manner (Veena, Dayaneethie & Zukiswo, 2012).

The purpose or functions of public relations in the administration of tertiary institutions is to advance the objectives of institutions as formal organisations. Public relations must therefore be geared towards achieving the organisational goals established by the tertiary institutions administration. Tertiary institutions relations with its public cannot be said to be the preserve of public relations practitioners alone. All members of the educational institutions those in leadership, management and supervisory positions have a public relations role to play, all of

which are coordinated by the public relations practitioner to inform the public with a holistic image about the institutions.

Over the years, educational institutions have adopted professional public relations practice owing to rapid expansion of its stakeholders, increase in staff and students population and the complex social issues that they grapple with. Owing to expansion in staff and students population, communication effectiveness and efficiency has also become a formidable task for most tertiary institutions. For instance, the crowding of campuses, inadequacy of accommodation, escalation of fees and limited amenities are some of the problems bothering all stakeholders that need to be explained to their satisfaction. Adequate and satisfying explanations to such problems certainly require a well-coordinated system of information service delivery for which effective public relations is required. This suggests that there is the need to look for effective ways of sharing or exchanging information with students, tax payers, alumni and other interested parties. Therefore, new and more innovative ways of facilitating communication between the larger community and the minority must be sought.

Public Relations practice has become a matter of great concern to many individuals, institutions and corporate bodies in recent years. Notwithstanding the benefits of public relations to higher education, there are conflicting views about its significance to the operations of institutions. This is because Public Relations officers responsible for public relations are often left out of decision-making. On several occasions, they are called in to implement some decisions that they hardly understand because they were not part of the decision making processes. They are not accorded the status that will make them part of those decisions. This gives an impression of insignificance of their function as role players in the management of institution (Eniola, 2011).

In tertiary institutions, most decisions are made at the committee level which includes academics. Administrators serve as secretaries or implementers of the decisions. Since public relations practitioners who are also administrators are not privileged to be part of the decision making process, they are hardly able to comprehend the decisions made by the academics and this impedes their ability to advocate and propagate the decisions. An evaluation of the Public Relations office of some institutions found that there was need to increase public relation activities in the section. It was explained that this could be achieved only when the Public Relations section is accorded the same status as the other departments by appointing a head with similar status (Holtzhausen and Voto, 2002).

In this light, one can say that for a public relations unit to function as a management tool in the administration of an institutions, the unit must be seen identifying problems, difficulties or needs of the publics in and around the institutions establishing channels for information flow, and maintaining mutual and cordial relations with the public. Public relations units are considered a necessary component in the administration of tertiary institutions particularly the institutions. The public relations practitioner or officer in the institutions should be in the capacity of a Dean and should advice management on how to position the institutions to enhance its public image (Ojumo, Nikona & Kiroma, 2006).

According to Scott A. (2009) the work of public relations is to create a favourable image for organisation in such cases, public relations benefits education, maintaining community relations applies to those activities dedicated to up-holding the image of the institution or maintaining and promoting understanding and favourable relations with community or public at large.

It is to give more prominence to public relations as a management tool with more meaningful and result-oriented efforts that Akinyemi (1993:105) opines that:

PR is a distinctive management function which evaluates public attitudes, identifies the policies and procedures of an individual and organisation with the public interest, and plans and executes a programme of action to earn public understanding and acceptance.

Thus, public relations had to be part of management to carry out those salient functions which have to do with the existence of an organization. The issue of public understanding and acceptance is so vital, that no organization can toy with or disregard it. It gives sustainable growth and development. This presupposes that the communication and information process of an organization must be researched into, planned and well-managed.

1.0.1 Challenges of Organization/Employee Relations

When communication breaks down arising from many factors, reasons and or situations enumerated in this discourse, there will always be string relationship between an organization and its employees. Communication is the lubricant of any organisation it avails all opportunity for organisation to thrive, plan and sustain itself both internally and externally. Folarin (1998) discloses Michael Prosser's definition of communication (1978), thus:

1. The means employed by organisations to tackle and solve their various internal problems.
2. The means by which organisations try to adapt to their external environments. Thus, communication is observed to be the life-blood of any organization (Folarin 1998). As a result, it's ever presence, used, unused or misused, will always generate problems and challenges for all the members of such organisation. Hence, it is said that, you "cannot

not communicate.” It is either verbally or non-verbally. There is communication in silence.

3. For public relations unit to function effectively, however it must be equipped with broadly based professionals who are relevant and purely connected to the real practice of the profession. As such, lack of competent and experience public relations experts could pose a daunting challenge in building a concrete and well-structured relationship between an organisation and its publics.

1.1 Statement of the problem

Institutions faces competition for student and declining resources. Higher education usually have three charges to fulfill, teaching, service and research. Therefore, the role of public relations comes into picture. Institutions use public relations techniques to promote themselves and gather brand recognition. This gives them better visibility and attracts crowd. The work of public relations is to create a favourable image of any organization in such cases public relations benefits the small educational hubs. Maintaining community relations applies for those activities dedicated to uphold the image of the institution or maintaining and promoting understanding and favourable relations with the community or public at large.

In view of the above, the higher institutions of learning are constantly faced with series of challenges in one way or the other. These forms of challenges ranges from corporate image, students’ unrest to community misunderstanding and alike. So, the role of public relations in making a good image of any higher institution is central in the quest to promote goals and objectives of establishing those institutions.

However, this research work is all out to identify and recognize the role of public relations techniques used in the three higher institutions of learning in Kano State in promoting the objectives of establishing the institutions..

1.2 Significance of the study

Public relations practitioners need to maintain a long-term perspective that aims to enhance long-lasting relationships with important publics and help to develop messages and public relations strategy which results in prompt, honest informative and concerned communication with all important audiences internal and external.

This study therefore will be of great significance and useful to public relations practitioners in education sector towards encouraging free flow of information between management and its publics in the institution for effective and cordial relationship to prevail.

The study hopes to provide data for prospective researchers in this field of study draw a substantial conclusions and recommendations. The study is also expected to improve the knowledge of public relations practitioners strategies in maintaining a cordial work relations particularly in education sector.

It is also hoped that findings from study as well as evidence obtained from a review of existing literature will provide more insight into the level of impact recorded by the public relations units of the institutions under study in maintaining a cordial work relations.

1.3 Aims and Objectives

It is the aim of this research work to achieve the under listed objectives.

- 1- To examine the role of public relations in promoting the corporate image of the higher institutions of learning in Kano State.

- 2- To study communication channels and the frequency of their usage by tertiary institutions in Kano State.
- 3- To assess the level of two-way symmetrical communication adopted by the institutions of learning in Kano State.
- 4- To appraise the success so far recorded by public Relations unit in advancing the Objectives of establishing Kano State tertiary institutions.

1.4 Research Questions

The present Research intends to answer the following Research Questions:

- 1- To what extent does Public Relation units help in promoting the corporate image of the higher institutions of learning in Kano State?
- 2- What are the communication channels used by tertiary institutions in Kano State in the maintaining of good work relations?
- 3- How does the two-way symmetrical communication strategy adopted by institutions of learning in Kano State help in maintaining a cordial working relationship in the institutions?
- 4- What are the success recorded by public relations units in advancing the objectives of establishing Kano State tertiary institutions?

1.5 Scope and Limitations

The mandate of public relations in realizing the goals and objectives of an organisation public or private is enormous. The task of keeping a mutual environment where peace and harmony can prevail in a complex sector needs effective and efficient policies and strategies to achieve such objectives.

So public relations being the mouth piece, watch-dog and image maker of an organisation has a compounded task in maintaining and improving their organisations relationships by effectively communicating with its target audiences.

This research work will limit itself to the public relations strategies employed to help in curtailing poor corporate image among three tertiary institutions viz: Aminu Kano College of Islamic And Legal Studies Kano, Sa'adatu Rimi College of Education Kano and Federal College of Education Kano.

For the limitations, the researcher may not have access to some official documents from the public relations units in the institutions which can be of significant importance to the study due to the policy of office secrecy in public sector. In addition to that, respondents attitudes towards filling the research questionnaires might cause unnecessary delay to the researcher in compiling the research work on the stipulated time.

1.6 Operational Definition of Key Terms

- **COMMUNICATION:** - The process of sharing information through various forms used by Kano State higher institutions of learning..
- **EXTERNAL PUBLICS:-** General public and immediate community neighbouring Kano State tertiary institutions of learning.
- **INTERNAL PUBLICS:** -Academic staff and non academic staff of Kano State higher institutions of learning.
- **PUBLIC RELATIONS:** -Is the planned and sustained effort to establish and maintain goodwill and mutual understanding between an organization and its publics in Kano tertiary institutions of learning.

- **PUBLIC RELATIONS PRACTICE:-** Strategies used by the Public Relations Units in the Tertiary Institutions to Promote cordial work relations.
- **TERTIARY INSTITUTIONS :** academic institutions higher than secondary schools in Kano State. Viz: Aminu Kano College of Islamic and Legal Studies, Federal college of Education Kano and Sa'adatu Rimi College of Education tertiary institutions of learning.

1.7 Historical Background of the three institutions under study

Sa'adatu Rimi College of Education, Kumbotso

The present Sa'adatu Rimi College of Education, Kumbotso was set up in 1981 by the Kano State Government. The initial site of the College (then known as Advanced Teacher's College, Waje) was near the Katsina Road Pilgrims Camp. In 1982 the College was renamed College of Education, Kumbotso and moved to kilometer eleven along Zaria Road, Kano and was placed under the then Kano State Institute for Higher Education.

The Institute of Higher Education was however decentralized in 1987 and the three Institutions Kano State Polytechnic, Kano State College of Education and Kano State College of Arts Science and Remedial studies under the umbrella became autonomous. At that time the College has two campuses, the one located at Gumel and the other in Kumbotso districts. The central administration known as the office of the Provost was situated in Gumel.

The creation of Jigawa out of the former Kano State led to a split of the College into Jigawa State College of Education and Kano State College of Education. Moreover, the Kano State College of Education was equally splitted into two specialist's campuses, Wudil and Kumbotso, the former handles sciences and vocational Education courses while the later handles Arts,

Languages and Social Sciences with the creation of Kano Institutions of Science and Technology the two campuses again in Kumbotso.

The College was renamed by the Kano State government after the name of the deceased wife of the first civilian governor of Kano State Hajiya Sa'adatu Abubakar Rimi.

SCHOOLS IN THE COLLEGE

1. **School of Arts and Social Sciences:** Economics, Geography, Social Studies, Islamic Studies and History
2. **School of Languages:** English, Hausa and Arabic
3. **School of Education:** Primary Education Studies (PES), Foundation of Education, Special Education, Educational Management, Psychology of education, Curriculum, Arabic Medium and Guidance and Counselling
4. **School of Natural and Applied Sciences:** Biology, Mathematics, Physics, Chemistry, P.H.E, Computer Science, Integrated Science
5. **School of Vocational Education:** Agric Science, Fine and Applied Arts, Home Economics, and Business Education
6. **School of Undergraduate studies:**

History of the College's Public Relations Department

The Public Relations Unit was initially established in 1999 under the office of the Registrar for the purpose of projecting and protecting the good image of the college. This was done through dissemination of news and information on the College academic and administrative activities that were for public consumption through print and electronic media organizations. The Unit was also meant then to enlighten the College community through writing pamphlets, notices and circulars.

Later, the Unit was expanded in 2004 to become a department under the office of the Provost and to consist of the following units:-

1. Information Unit
2. Public Relations Unit
3. Publication Unit
4. Protocol Unit and
5. Photography, Audio/Visual and Communication Gadgets Unit

Each Unit has an officer(s) assigned to it to discharge the assigned schedules. The department has six members of staff headed by a Director who oversees and coordinates the activities of all the units.

Functions of the Public Relations Unit

The functions of the unit among others include the following:-

- a. Coverage of events as they occur in the College and collecting and collating data on academic activities for the purposes of documentation, news reporting and news writing that are disseminated to the public through print and electronic media.
- b. The Unit organizes and documents radio and television programmes as well as press conference and interviews
- c. The unit writes notices, pamphlets, circulars among others on matters to do with enlightenment, directives and posters on academic activities and moral conducts.
- d. In liaison with departments and agencies from within and outside the college, the unit organizes and conducts film shows, cinemas, etc. on subjects related to courses being taught in the college.

- e. This unit used to be responsible and in charge of the college ICT center before it was transferred to the department of computer science. However, the unit works hand-in-hand with the Computer Department especially in the area of feeding the college website with the academic activities of the college and the college Newsletter.

Achievements of the Public Relations Unit

1. The department work force has increased to six from the initial number of staff.
2. The department staff always work as a team.
3. The department has succeeded in establishing mutual understanding and cordial relationship between the college Community and its external publics.
4. It has also succeeded in organizing seminars and public lectures for the benefit of the entire institutions community.
5. The sustainability of the production of News Bulleting and Newsletters on weekly and monthly releases clear achievement to reckon with..
6. Warm reception to national accreditation committee who visits the college on yearly basis to assess the academic performance of the college. Like wise successful hosting of sports competition organized by the institution..
7. Establishment of an editorial Board that consists of 6 members

AMINU KANO COLLEGE OF ISLAMIC AND LEGAL STUDIES, KANO

Historical Background

The College was established in 1976 as a training centre under Kano State judiciary in order to train middle level personnel for the Area Courts (now Sharia courts). It was located within the school for Arabic Studies (SAS), Kano as its temporary site with only four teaching staff and twenty students. In 1978, following the submission of the Aminu Kano Education Review

Committee Report, the government merged the state owned tertiary institutions under a single umbrella named Kano State Institute for Higher Education (IHE). In 1987, the institution for higher education was broken into three autonomous bodies viz: Kano State Polytechnic; Kano State College of Arts, Science and Remedial Studies and Kano State College of Education with campuses at Gumel and Kumbotso. Under that dispensation the college found itself under the Kano State Polytechnic with the name of Aminu School of Islamic Legal Studies.

In the year 2002 Aminu School of Islamic and Legal Studies (ASILS) gained autonomy and was excised from the Kano State Polytechnic and named Aminu Kano College of Islamic and Legal Studies (AKCILS).

In the year 2005 a new law was enacted by the state government with a slight change in the name of the college which is now called Aminu Kano College of Islamic and Legal Studies, Kano.

Currently over 86% of the students population are pursuing teacher education programme in NCE, Diploma in Qur'anic and Hadith Studies respectively. The NCE is a 3 year programme, while the Diploma programme in Qur'anic and Hadith Studies is of 2 years duration.

Academic Programmes

In line with its philosophy, the vision and mission of running academic programs that have direct bearing on the needs, values and aspirations of the Kano Community; the College introduced NCE Programme. Initially comprising 5 Schools subordinated by various departments.

i. School of Sharia and Civil Law

This school runs Islamic Sharia and Civil Law courses that are geared towards training middle level manpower in Sharia and judicial services. It also prepares vibrant students for higher education and professionalism in Law. It has the following departments.

- a. Department of Law

b. Department of Sharia and Civil Law

ii. School of Languages

The school runs various academic courses leading to teacher education in middle level manpower. It trains teachers both in Arabic, Islamic studies and English. It also prepares students for higher education and teaching professionalism. It has the following departments with subject combinations.

- a. Department of Hausa
 - i. Hausa/English/Education
 - ii. Hausa/Islamic Studies/Education
- b. Department of English
 - i. English/Islamic Studies/Education
 - ii. English/Arabic/Education
- c. Department of Arabic
 - i. Arabic/Hausa/Education
 - ii. Arabic/Islamic Studies/Education

iii. School of Islamic and Qur'anic Studies

This school is composed of three departments that are geared towards enhancing and producing qualitative teachers in the study of Qur'anic science and Hadith and Islamic Studies. One important thing of note is that the 'Allammomi' who did not attend formal schools are admitted into this program and taught the modern method of teaching and learning, which lead to the attainment of Diploma in the relevant area of study. The school has the following departments:-

- a. Department of Qur'anic Studies
- b. Department of Hadith Studies

- c. Department of Islamic Studies.

iv. School of Education and General Studies

This school is primarily concerned with the production of qualitative teachers and also providing remedial program to the academically weak students that did not meet the entry requirements into the tertiary levels of education, which has the following departments.

- a. Department of Education
- b. Department of Pre-diploma
- c. Department of Remedial and continuing education
- d. Department of Primary Education
- e. Department of Physical Education
- f. Department of Mathematics
- g. Department of Computer Science
- h. Department of Business Education

v. School of Arts and Social Sciences

The school is comprised of 7 departments, thus:-

- a. Department of Geography
- b. Department of Political Science
- c. Department of Social Studies
- d. Department of History
- e. Department of Economics
- f. Department of Islamic Studies
- g. Department of Arabic Studies

Each of these departments is attached with subject combinations

In addition to the above academic programs, the College has commenced Professional Diploma in Mass Communication for the training and re-training of those personnel in the Media Industry on-the-job training and for those wishing to join journalism as a professional career.

Responsibilities and Functions of the College's Public Relations Department

Public relations practice in educational institutions is as essential as any period of maintaining a peaceful coexistence in the domain of their operation. peaceful time. Public Relations practice in higher institutions is the process of organized two-communication between an institution and its audiences. The objective is to build a level of mutual understanding and respect which allows the institution's goals to be more readily met.

The main job and responsibility of the public relations professional, is to communicate with and build cordial relationship with all the organization's publics. These publics can be the entire staff of the organization (internal publics) and that community outside the organization (external publics).

AKCILS as educational higher institution like all other similar institutions in Kano state, has both external and Internal publics, such as Kano state government, students, lecturers, administrative staff and their unions at local and national levels, parents, Alumni, Potential students, Potential employers of graduate, governments-Federal government, state and local legislators, Research Council, Education Funding Bodies, Examination Board-JAMB, WAEC, NECO, Potential Donors, Philanthropists, industry, commerce, professional media personnel, NUC, Ministry of Education etc.

From the list above it became apparent that, the public relations executive in a higher institution must serve the students, the authorities and the society at large. Two-way symmetric

public relations model must be maintained between public in and outside the campuses if institution's goals are to be realized.

Therefore PR practitioners have one foot in the organization and one foot outside. Being able to represent the views of the external publics, and their likely reactions to decisions is a vital perspective that public relations professional can bring to strategic planning. Furthermore, public relations professionals are also usually the communication managers within organizations and can draw information together about an organization's internal public.

Being to make sense of the environment, public relations professional not only provide intelligence to the strategic development process, but contribute to the general decision-making within organizations. Because they have antennae that are alert to the external and internal environment that the organization operates within, they can bring an invaluable, independent perspective to decision-making by managers' who are often too close to situation to act objectively or who are unaware of some of the ramifications of those decision as far as the outside world concerned. There is therefore a two-fold role for the public relations professional here. First, it is to keep senior management informed of what is happening in the social environment which is peopled by its stakeholders, so that this is taken into account as decision are made. Second, it is to counsel management on the implications of its decision, taking into effect the well-being or otherwise of the institution.

FEDERAL COLLEGE OF EDUCATION, KANO

Historical Background

The Federal College of Education (formerly ATC/ABU) Kano, started from a very humble beginning in 1961 as Kano men's Training College at the Native Authority loaned Premises of Gwale Senior Primary School before it moved to its permanent site in 1965. The college was

established through the joint efforts of the United State Agency for International Aid (USAID) and the Ministry of Education of the then Northern Region under the distinguished leadership of Late Sir Ahmadu Bello, Sarkuna of Sokoto.

The initial intake of 34 students was of pivotal student teachers that were usually those who had a teacher grade III certificate or those who had completed high school and desired to qualify as grade two teachers. The five year teacher training course began in January 1962 with an intake of 121 post Primary students. Exactly a year later, the name of the College changed from Kano men's Training College to Kano Teachers College.

In 1965, the Nigeria Certificate in Education programme was introduced in the College. This was based on the recommendations of the Ashby Commission (1960). In the commencement of the NCE programme, the name of the College became Advanced Teachers College.

In 1990, the Federal Government took over the College with the promulgation of Decree number 4 of 1986 with this development, the name of the College once again and finally change to its present name Federal College of Education Kano. The College has achieved autonomy in the running of the Pre-NCE, Remedial Certificate, Diploma and NCE courses. The degree programmes are run in affiliation to ABU Zaria.

Available Schools in the College

- **School of Education**

(Education Curriculum frame work\ Structure, Primary Education Studies).

- **School of Arts and Social Sciences**

(Christian Religious Studies, Islamic Studies, History, Geography, Social Studies)

- **School of Languages**

(Arabic, English, Literature in English, French, Hausa, Igbo, Yoruba)

- **School of Sciences**

(Biology, Chemistry, Computer Education, Integrated Science, Physics, Physical Health Education)

- **School of Vocational Education**

Agricultural Education, Business Education, Fine and Applied Arts, Home Economics.

- Degree Programmes (in affiliation with Ahmadu Bello Institutions Zaria)

Public Affairs and Protocol Unit of the Federal College of Education, Kano

History reveals that, the unit at the initial point was being referred to as information unit that was when the College was yet to attain full-autonomy. But in 2011 the College became a full-pledge educational institution separated from the direct supervision of Ahmadu Bello Institutions Zaria. The Unit was later renamed Public Affairs and Protocol Unit. Like any other public relations unit in an organization the unit is responsible for the sustenance of a cordial and mutual relationship between the institution and its publics both at the College constituency and immediate community neighboring the school. The unit is also mandated for the production of materials that contained precious information about the College's academic and other administrative engagements as well as preparation of other consumable information for the benefits of the entire community such as press releases.

Functions of the Public Affairs and Protocol Unit

1. Projecting and promoting the image of the College at all times through organizing and conducting positive propaganda with a view to sensitizing the College community as well as the general public over the noble objectives of the College.
2. Issuing press release, public notice and rejoinder on issues affecting the College

3. Production and dissemination of weekly or monthly bulletin as well as quarterly and/or annual report on the activities of the various Schools, Departments and Units of the College after gathering and assessing all the required data.
4. Brokering peace in time of dispute between the College Management and all internal stakeholders: Staff Unions, Students' Union Government (SUG), and other registered Staff/Students' Associations, etc.
5. Serving as the linking-pin between the College Management and all external stakeholders: the Press, the Police, the SSS, Non-Governmental Organizations (NGOs), other Government Agencies as well as the host community, etc.
6. Giving all protocol related services to all stakeholders on official visit to the College e.g. Governing Council members and other important dignitaries from supervisory agencies such as Federal Ministry of Education, NCCE, ETF, Government Committees, etc.
7. Arranging for Visas, Air Tickets, and Passports, etc, for all official travels.
8. Serving as Secretariat to all ceremonies in the College e.g. convocation, matriculation, orientation, congregation, send-forth, gala nights/other related events.
9. Arranging internal and external courtesies/audience and handling all logistics arising there-from.
10. Taking custody of all College public relation instruments/equipment such as video cameras, digital cameras, radio/cassette recorded TV and VCDs, public address systems, recorded videos/audio and speeches etc.
11. Identifying individuals and organizations with the potentials of supporting the College and organizing advocacy visit to them by the College Management.

12. Initiating and advising the College Management on public relation strategies that will yield positive results to the progress and development of the College.
13. Setting aside a monthly impress of at least Fifty thousand Naira Only (50,000.00) by the College Management that will be accessible to the Unit promptly in order to effectively handle any emergency public relation (PR) requirements.
14. Performing any other duty assigned by the College Management.

Achievements of the Public Relation Unit

In pursuant of its mandates as the image maker of the College, however, the public affairs and protocol unit of F.C.E was able to achieve the following recorded within the two years of its existence as a full-pledge protocol and public affairs unit.

- 1- Facilitation of national conference organized by the various schools in the Colleges on annual basis
- 2- Establishment of a cordial relationship between the institution and the host communities
- 3- Steady production of bulletin on monthly and quarterly bases continuing information that cut-across the various schools in the College as well as the managerial activities aimed to enhance quality education deanery in the College's academic callings
- 4- Promoting public relations objectives through the use of media facilities such as video recording some events taking place in the College
- 5- Involving individuals and organisations to par take in the effort to promote the Colleges objectives of promoting teaching and learning process.
- 6- Serves as secretariat for organizing all ceremonies taking place in the College

CHAPTER TWO

2.0 LITERATURE REVIEW AND THEORITICAL FRAME WORK

Public Relations is an aspect of communications involving the relations between an entity subject to or seeking public attention and the various publics that are or may be interested in it. The entity seeking attention may be a business corporation, an individual politician, a performer or author, a government or government agency, a charitable organization, a religious body, or almost any other person or organization. The publics may be as broad as any national population or the world at large. The concerns of public relations operate both ways between the subject entity, which may be thought of as the client, and the public's involved. The important elements of public relations are to acquaint the client with the public conceptions of the client and to affect these perceptions by focusing, curtailing, amplifying, or augmenting information about the client as it is conveyed to the public.

From the above submission, it could be understood that, the work of public relations is very versatile because it encompasses every aspect of human endeavour, be it public or private entity, humanitarian services or religious concept. In fact, one can simple say, it is impossible to separate human beings and public relations. So, the need to evolve public relations in achieving desired objectives is inevitable.

Public Relations (PR) practice is the deliberate, planned and sustained effort to establish and maintain mutual understanding between an organisation and its public (Chartered Institute of Public Relations, CIPR). PR consists of all forms of planned communication, outwards and inwards, between an organization and its publics for the purpose of achieving specific objectives concerning mutual understanding (Jefkins, 2006).

In this regard, organisations be it public or private desires to achieve the objectives of their establishment and to achieve those objectives there is the need to get a well established and organised unit that could be trusted with that responsibilities. Simply put, the work of public relations in an organisation is to strategized efforts that could ensure a better work relations between the organization and its teeming publics. i.e external and internal publics.

To this end, an organisation can succeed only if, its public relations unit functions effectively according to the dictates of public relations best practice which is automatically result oriented approach.

2.1 The Role of Public Relations in Public and Private Organisations

The role of public relations was once defined by Edward L. Bernays, (1979) one of its pioneers, as “the engineering of consent.” The characterisation is accurate, but out of context it oversimplifies and has been used to attack public relations as cynical and manipulative. The real tasks of public relations in the business world may focus on corporate interests or those of marketing products or services; on image creation or defense against attack; on broad public relations or straight publicity.

In general, the strategic goal of public relations is to project a favourable public image, one of corporate good citizenship; but this cannot be accomplished with lights and mirrors in an age of investigative journalism, and the first responsibility of public relations is to persuade management that the reality must correspond with the desired image. Public relations is concerned with creating a favourable climate for marketing the client’s products or services, including maintaining good relations with merchants and distributors as well as placing product publicity and disseminating information to trade and industrial groups. This calls for the

preparation of technical articles addressed to technicians and engineers and of others translating technical information for lay readers. It further includes publicising praiseworthy activities by company personnel. Financial public relations involve relations with a company's own stockholders (stockholder relations) as well as with the investment community.

In this context, the above definition of public relations as forwarded by Edward, L. he emphasizes on protecting organisations interest at all cost as well as the ability to sell the organizations products to its customers while giving no attention to the organisations publics which are major players in attaining the objections of such organisations.

Since public relations activities entails promoting a conducive environment for organisation and its publics to work amicably, then there has to be a kind of mutual and collective bargaining between the two sides where each is as important as the other.

Moreover, getting feed back from an organisation's publics concerning services or products helps an organisation to understand the feelings and aspirations of its customers so as to serve them better but when emphasis is laid much on the organisations side, there is every tendency for creating a communication gap between the organisation and its publics which can easily result to total collapse or lost of confidence in the manner at which an organisation operates.

Furthermore, the job of public relations is to optimize good news and to forestall bad news, but when disaster strikes, the public relations practitioner's task, in consultation with legal counsel, is to assess the situation and the damage, to assemble the facts, together with necessary background information, and to offer these to the news media, along with answers to their questions of fact. When a client is under attack, it is a public relations responsibility to organise

the client's response usually involving several complicated issues to be both lucid and persuasive.

2.2 Role of Corporate Communications

Corporate communication is the communication issued by a corporate/ organization/ body/ institute to all its public(s). "Publics" here can be both internal (employees, stakeholders, i.e. share and stock holders) and external (agencies, channel partners, media, government, industry bodies and institutes, educational institutes and general public).

An organisation needs to talk the same message to all of its stakeholders, in order to transmit coherence, credibility and ethic. If one of these points is broken, the whole community can make this organization disappear. The Corporate Communication area will help this organization to build its message, combining its vision, mission and values and will also support the organization by communicating its message, activities and practices to all of its stakeholders.

According to the book Essentials of Corporate Communication by Cees van Riel and Charles Fombrun (2007) the term Corporate Communication can be defined as the set of activities involved in managing and orchestrating all internal and external communications aimed at creating favourable starting points with stakeholders on which the company depends. Corporate communication consists of the dissemination of information by a variety of specialists and generalists in an organisation, with the common goal of enhancing the organisation's ability to retain its license to operate.

Going by the above defining of corporate communication, it is no doubt that, communication is live wire of every organization and above all the simplest means of reaching out to vast heterogeneous publics of an organisation. Without communication no organisation can make a

meaningful success in its operations no matter how big or strong it could be. And at the same time, corporate communication does not only recognized sending information to publics at will through the channels of media but it also emphasize the need to strengthened the efforts by the way of creating avenues for receiving responses or organizing conferences or forums to solicit inputs from the publics.

As Jackson (1987) remarks: Note that it is corporate communication-without a final “s”. Tired of being called on to fix the company switchboard, recommend an answering machine or meet a computer salesman, long ago adopted this form as being more accurate and left communications to the telecommunications specialists. It’s a small point but another attempt to bring clarity out of confusion.

Corporate communication serves as the liaison between an organization and its publics. Organizations can strategically communicate to their audiences through public relations and advertising. This may involve an employee newsletter or video, crisis management with the news media, special events planning, building product value and communicating with stockholders, clients or donors.

In this regard, the success of any organization is said to be a function of the workforce commitment to the execution of its programme. This is probably the reason employee satisfaction and retention has always been important issues in many organizations. Research shows that tend to be more productive satisfied employees (Mc Namara 2004). Because of the benefits accruing to organizations from the satisfaction of their employees, more organizations now design motivating strategies, such as employee relations, aiming at improving the quality of life of their workforce. Employee relations, the most important of public relations, involve the

body of work concerned with maintaining employer-employee to the success and relationships that contribute to satisfactory productivity, motivation and morale(Heery and Osho, 2001). Peters and waterman, cited in Ajala(1993)

In this case, the above explanation portrays corporate communication as a catalyst for organisation's success. It is through corporate communication employer and employees rubs mind together and purge ahead. though the explanation did not clearly stated the type of communication which an organization can evolve to suit its purpose. So, the use of two ways communication will best place an organization on the right tract in maintaining a favourable work relations.

Moreover, corporate communication can only be effective when all necessary avenues were employed and best method was also adopted that, the purpose upon which communication was designed to achieve will see the light of the day.

At this point, the adoption of two way communication model of as stated by Grunig will enable an organization relates with publics favourably which invariably promote an organization's corporate image.

Acknowledge the strategic position of employees to the success of any organization, stressing that, successful organizations pay primary attention to their people. Arnott, also cited in Ajala (1993) sheds more light to the concept of employee relations in describing it as communication through which organizations are run effectively noting that;

It is about making sure that people know what needs to be done understand why it is necessary, feel committed to achieving it, and have a chance to use their own knowledge and skills to do it better if possible.

From the same dimension, Ali (2001), sees employee relations as one of public relations techniques designed to achieve genuine and meaningful relationship with staff. He asserts that employees need to know what is going on in their organisation and should be kept informed at an early stage of development, arguing that committed and helpful staff create a good image for its organisation. Ali advises employers to regard employees, not just as work force, but as principal target audience that should be nurtured through effective employee communication to ensure their commitment.

Furthermore, for an organization to move forward in realizing its laid down objectives and principles, there's a great need to view efficiency as its watchword. As such it may not be possible to an organization to attain its goals and objectives without being very efficient in all its operational values.

2.3 Efficiency

Efficiency is the state of optimum (best) performance at the least cost of time, money, material, effort or discomfort. Nwosu (2004) posits that an efficient organisation must have adopted Total Quality Management (T.Q.M) strategies hinged on total quality leadership, effective employee motivation, waste and cost reduction, emergence of new corporate culture of excellence and continuous improvement in production of quality products and services and institutional capacity building.

In this regard, we can understand that, efficiency is one of the watch word which every organisation should pay much attention to. Without efficiency organizations cannot satisfy their customers effectively. On this note, Public relations is one of the leading role in making sure that, organisation efficiency in serving customers did not suffer because one of the objectives of

establishing any corporate entity be it public or private is to serve its clients according to the operational dictates of the organization.

On this note, public relations unit plays a crucial role in achieving organizations objectives by helping the management with professional advice and presentation of programs and policies that will improve mutual cooperation between the organization and its teeming publics.

2.3.1 How to Communicate for Efficiency

The essence of communication is to achieve understanding, stimulate action or reactions and influence changes in opinion and attitudes towards harmonious and efficient operations of a system. Organisational disharmony will only occur when there is a gap, a breakdown, a deficiency or a default in communication or relationship.

In order to communicate for harmony and efficiency therefore, the following must be adhered to;

- Encourage free flow of communication within the organisation in a manner that will prevent under load or overload of information. This will discourage rumours.
- Adopt and promote effective communication, always seek for feedback.
- Encourage functional and lawful interaction (both formal and informal) among members of the organisation.
- Dismantle the barriers of bureaucracy and red-tapism
- Adopt and apply what Nwosu (op-cit) called Synergistic communication.

According to him, Synergistic Communication is a strategy whereby managers recognize and respect differences in units and individuals while promoting collective strengths, compensating for mutual weaknesses and collectively exploit available opportunities.

To achieve higher productivity, separate departments or units in any organization must communicate, interact, network, collaborate to become one and more productive than they would have if they operate in isolation.

In this context, one can understand that, to achieve efficiency in organisations activities there has to be an effective communication and it can be done through various means and methods which include, organising conferences, forums, circulars and memos (in case of internal publics.)

In addition to that, communication with stake holders can be more effective when there is room for feed back or synergy between the management and the organisations publics because this approach will ensure better understand between the two sides. And it is eliminate any existing gap which can create a huge vacuum in the realisation of the organisational goals and objectives.

2.3.2 Human Relations for Harmony and Efficiency

To enjoy harmony and efficiency, the following relationship tips must be observed at the identified levels of staff relations; internal and external.

- (a) In relationship with your Boss, you should give him/her;
- Respect
 - Loyalty and Allegiance
 - Devotion and Sacrifice of time, energy, skills, etc
 - Counselling, suggestions and solutions on how to resolve issues rather than going to him only with problems.
 - Accountability and Responsibility
 - Understanding of his moods and principles

- (b) In relationship with your subordinates, you should give or show them; good and functional leadership based on;
- Authority; based on superior skill and experience and not just by position.
 - Direction: show them directions to go and give them directives to carryout.
 - Display confidence and courage
 - Show respect and courtesy
 - Gove motivation and encouragement
 - Provide them with exposure, challenges and opportunities delegate functions, duties and authorities.
 - Show care and love
 - Show honesty and transparency (Accountability)
 - Show the principle of gate-keeping, prowess and fairness.
 - Instill justice and discipline, tempered with mercy
- (c) In relationship with your colleagues, you should give them;
- Cooperation/Collaboration-sharing of views, opinion, vision etc
 - Trust and honesty to achieve mutual confidence
 - Respect and courtesy-to enjoy goodwill and not disdain or alienation.

2.4 Organisational Commitment

Organisational Commitment means employee's loyalty and willingness to contribute to the organisation (Nammi and Nezhad, 2009). As mentioned earlier, employee commitment is of great importance, as high levels of commitment lead to several favourable organisational outcomes such as low turnover, low absenteeism and high productivity behaviours (Agarwala,

2003; Mc Murray et al. 2004). The low level of commitment from employees to their employers, as observed by Agarwala (2003), may harm reputation of the organisation and so affect organisation's ability to recruit high quality staff, if not checked. From the above definition, employee relations may be described as management communication strategies that are put in place for the purpose of raising employees' morale in order to ensure their commitment. On this premise, there is great need for proper strategies for employee communication, their information needs, channels of communication, mode of recognition, and structures for good organizational image in relation to their commitment.

Going by the above connotations, organisations reputation and ability to excel largely depends on the employees commitment towards realisation of the organisation's goals and objectives.

But the assertion has failed to look at the employees demands and aspirations which are the driving force that enable employees sacrifice themselves for the organisation to move forward. It is of paramount importance to first and foremost address employees problems so that to win their confidence to put in their best for optimum productivity. So, one of the major challenges that negates organisations to influence their n employees to get what they want from them, is the lack of political will to address employees problems at first instance.

In this regard, public relations strategy should look inward pertaining social problems of employees and provide possible solutions so that, the employees can put in their best in order to achieve the objectives as well as goals of their employer.

Employee communication plays a central role in human relationships. Without it, there cannot be any meaningful human interaction (Soola, 1998, Henslowe, 2003). Soola argues that communication takes place everywhere we think, or are in contact, physical or otherwise, with

other people. Indeed, it is widely acknowledged as a critical resource input in business, organisational activities and interactions.

Goldhaber (1990) describes communication as an organisational embalming fluid. In the same perspective, Henslowe (2003), while commenting on the universality of communication, argues that communication, through the medium of public relations, has an essential role to play in all aspects of business, industry, commerce, in public services and in government. Similarly, Mounter (2004) while commenting on the value of communication to employee asserts that an average employee expects more from his or her leader, than a pay cheque. He suggests that companies need to engage their employees in constant dialogue in order to improve their businesses, stressing that if employees did not know what they were doing and why doing it, they were less likely to work effectively. He opines that a properly planned and executed communication strategy motivates employees.

It is clear from the above notion that, companies need to always keep their employees abreast of the company all about to achieve so that, employees confidence can be won and the organisation keeps moving steadily. By and large, employees need also to get some kind of incentives from the management in order to feel that, they part and parcel of the company so an employee can be ready to sacrifice his precious life for the development of the company or organisation.

Effective communication from the perception of Henslowe (2003), is a two-way process. Message and information received are just as important as those that are sent. This is also true of public relations. It is about communicating with others, whether by the written word, by the spoken word, or by visual or some other means. It involves listening to the views of subordinates. Receiver's acceptance and expectations are vital to communication. Merely

sending and receiving information, that is transmission, is necessary but insufficient condition for communication to take place in an organisation. And as advocated by Luthan (1999), the sender must be prepared to let the receiver influence him. He must be prepared to let the receiver, alter or modify the message in the way that makes it more acceptable to the receiver. Where communication is a two-way process it leads to what Ogunsanya (2000) calls a dynamic and transactional process.

On this note, can be old to say that, communication can only make meaning when a receiver of an information would be allowed to say out his views with regard to particular piece of information that has bearing on impact on his existence either as a worker in an organisation or a major stake holder in a joint venture company. So, public relations practitioners in organisations should evolve an effective means of communication where all and sundry have equal opportunity to voice out opinions with regards to the activities of the organisation.

The usual communicative work in an organisation involves more than just passing information and ensuring receipts, there is also an expectation of understanding, acceptance, and reactions. This technique of communication is in harmony with the theory of transactional process in organisations which states that:

All persons are engaged in sending (encoding) and receiving (decoding) messages simultaneously. Each person is constantly sharing in the encoding and decoding process, and each person is affecting the other(Wenbury&Wilmont as cited in Luthan, 1999).

Such an approach, in my opinion, is an more accurate and useful way of viewing organisational communication than the more limiting linear information flow perspective, which brings to fore another related characteristics of organisational communication known as communication openness.

2.5 Communication Openness:

Organisational communication must be open to all participants for it to be effective. Tourish and Robson (2006) say the issues of communication openness between managers and non-managerial staff is pivotal to any consideration organisational communication. According to them, openness is generally conceptualized in terms of how open people are to both message sending and message receiving. They argue that for a supportive work climate to thrive, all participants in communicative encounters must imbibe the spirit of openness in their relationship with one another. Communication openness from the perception of Salem (2005), involves speaking in a clear and understandable manner, freely expressing feelings, and being candid and frank. Upward openness is characterized by the opportunity to question a superior's instruction and to disagree with him.

The above connotation with regards to openness in communication in an organisation, is the step in the right direction, because organization at times loss competent workers due to poor communication openness between those on managerial position and other low cadre staff in an organization. High ranking officer in an organization can influence his subordinates to put their best in terms of productivity due to his excellent approach and polite talks he always engaged in when mingling with those below him.

Buchlolz (2001) provides an operational definition of openness in organisation communication. He explains that in an open communication work environment, employee feel free to express opinions, voice complaints, and offer suggestions to their superiors. Employees also talk freely among themselves about important policy decisions, and their production personnel, or marketing concerns, without any fear of being sanctioned.

Research shows that an open communication work environment has at least three distinct characteristics, it is supportive, participative and trusting (Tourish and Robson, 2006; Buchholz, 2001). In a supportive work environment, according to Buchholz, employees convey information to superiors without hesitation, confident that superiors will readily accept it, whether good or bad, favourable or unfavourable. Bruchholz argues that in a non-supportive environment, workers tends to keep their mouth shut on occasions they are supposed to speak for fear of being intimidated or sanctioned.

In a participative work environments, employees have to feel that what they say counts for something. The best suggestions for improving production processes, according to Buchholz, may come from employees who work every day on the assembly line. Sales people know what the customers want because they are in daily contact. All these employees have valuable information that must be shared with the organization's decision-makers. The information will be shared if employee feel management regards them as legitimate participants in the enterprises. Employees know they are valued participants when their suggestions are implemented, their questions answered, and their concerns recognized.

Moreover, in a trusting work environment, all parties in information exchange must tell the truth as they perceive it; as credibility is any employees' asset. A reputation for carelessness, lying, deceit, or manipulation under cuts all future messages. The result of credibility is trust, it underpins all human relationships.

Brown and Leigh (1996) note that whenever employees perceive that they will incur organisational sanctions for the expression of individuality in their work roles, they distance themselves from work roles, resulting in psychologically disengagement from work. On the other

hand, the inability to express one's feeling in an organisation, according to Brown and Leigh, may lead to the withdrawal of an employee from the establishment.

No doubt whatever, the above assertion is truly the psychological state of many workers in an organisation. Because one can find out that, a worker does enjoy he is doing in a company in other words he doesn't have job satisfaction resulting from poor approach emanating from the high ranking officers in the organization. So, for an organisation to sustain and earn the confidence of its workers all the time, there must be an openness in communication particularly with those in the higher authority level.

2.6 The Role of the Educational Public Relations Practitioner

The role played by Public Relations in educational institutions is to also manage the flow of both internal and external communications. Public relations departments in educational set up do manage their organisation's reputations with various groups including internal and external publics. Seitel (2009) mentions that "Public relations practice is based on two-way communication facilitated through a multimedia approach." In reference to public relations practice in the USA, Seitel writes that Public Relations is therefore accorded a prominent role in management from a position as a Vice President with board representation. The Executive Vice President presides over specialized functional areas headed by highly placed directions that handle specific activities and publics. However, the case is different in Ghana. Public Relations do not have that opportunity.

2.7 Challenges in the International Public Relations Profession

International public relations industry and its practitioners need to communicate effectively across nations and cultures. Additionally, we must keep in mind that the globalization of businesses has created needs that go beyond the standard level of proficiency and expertise required from public relations practitioners operating in their own domestic markets. In order to effectively communicate, international public relations professionals need to identify, study and understand the world view, mindsets, and habits of their global publics. Taylor and Kent (2009), cites Grunig as suggesting that the field of public relations should “carefully examine its assumptions to understand where the field currently is, and more importantly, where the field is going” and that “one way to understand the similarities and differences in international practices is to compare the assumptions underlying each nation’s practice of public relations.”

Grunig suggests that one of the assumptions to be challenged is the notion that the practice of public relations focuses on a variety of key publics – shareholders, employees, suppliers, activists, the media and consumers. In many developing nations, it is the government officials rather than the general public who are most important to public relations practitioners. If government is the most important public for organisations in developing nations then this relationship will influence the practice of public relations (Taylor & Kent, 2009). Public relations research suggests that active publics can affect organisations and their missions. The assumption behind these positions, that publics, composed of regular citizens, actually have and can exert power to influence the fate of organisations, may hold true in the United States and other Western nations where there is a history and tolerance of activism but not necessarily in other countries.

Multiple publics may be an important part of public relations communication in the developed world; but in the developing world, specific publics such as journalists and government officials may actually be more important publics. On the other hand, in other nations, government officials and bureaucrats make important decisions about licenses, contracts and business permits. Those who control access to scarce material resources may actually be the key public for practitioners in the developing world.

Although government has always been included in discussions about public relations, it is the issue management literature that most clearly identifies government as an important public to be watched and analysed. The issue management literature shows that government can be key public for practitioners. Moreover, the relations between public relations practitioners and government officials will be partly determined by the social, political and economic development of a particular nation.

2.8 Empirical Reviewed of Related Literature

A study of staff perception of the Public Relations outfit of the Institutions of Education (Winneba Campus), D'Almeida (2003) found out that the highest functions of Public Relations Officer among others as, receiving visitors and seeing to their wellbeing, seeing of people and welcoming them at the Airport and seeing to funeral matters. The staff of UEW however did not know that the Public Relations Officer is the mouthpiece of the Institutions. The researcher recommended that the Public Relations Officer should be involved more in decision making and he should occupy its proper position of a Deputy Registrar in the organizational structure and must report directly to the Vice Chancellor. Again, as part of decision making, the Public Relations Officer must have the capacity to interpret the

Institutions' policies and programmes as well as coordinate students' activities and be responsible for ALUMNI matters among others.

Okudo, B(2014) examined the impact of public relations in first Bank of Nig. PLC Enugu Zonal Head quarters uses social marketing theory. This research identifies how public relations can help high corporate identity, corporate image and corporate communication in First Bank in Enugu. The survey research method was used. Using questionnaires the research showed that, PR can help in uplifting the image of First Bank of Nigeria.

The researcher recommend that, First Bank of Nig. Enugu should consult a public relations practitioner in dissemination of information to its publics.

Adisa. O.(2000) examines the limitation of public relations practice in developing countries. He used Nigeria as the unit of analysis and uses descriptive research method using personal interviews and questionnaires. The result of his study revealed that, developing countries are not effective make use of public relations techniques/ strategies in their national development programmes. Also the investigation shows that, public relations as practiced is facing problems in developing countries and these problems are capable of hindering the effective practice of the profession.

Philips, D. and Eunice A (2015) conducted a research on pubic relations practice in Ghanian tertiary institutions : A Study of Islamic university college and valley view university used excellent theory as a point of reference to examine the public relations practice in two private universities in Ghana. The study adopted qualitative in depth interview to find out from the communication practitioners from these institutions how they managed communications at their respective universities, the kind of communicator roles they performed and the model of public

relations they applied in their works. The result of the study shows that public relations practitioners failed strategically managed their institutions. Media relations emerged as dominant role these communicators performed. The over emphasis on media relations made the public relations managers of the two institutions mostly applied one way public information model in their communication process to the detriment of the more acceptable two communication model.

Goodhope (2015) in a study titled public relations practices within selected public hospitals in kwazulu Natal in South Africa uses qualitative, cross sectional and descriptive in nature. The result of the study indicated that, a lot more need to be done by both the department of health and chief executive officers of hospital in order to benefit greatly from the practice of public relations in public hospitals as public relations are under utilized. Issues of budget constraints, lack of public relations understanding by chief executives officers of hospitals are some of the factors impacting negatively the functions of public relations. It is more of technical role that public relations practitioners play in public hospitals.

Another work was conducted in Palestine about theory and practice of public relations in governmental organizations. The study discusses the practice of public relations in Palestine and ,major problem it encountered such as misconceptions, confusion in tasks, lack of professional man power and transparency and development,

The public relations in modern terms did not accommodate deceit, rather a transparent good performance across boards.(2005). The survey took place during September and October 2002. Data were also gathered through personal interview. The findings show that, there is misconception of public relations which lead to a wide gap between the top management and the department of public relations.

The result also shows that, most public relations department suffers from insufficient and unqualified personal, lack of budget and logistics support. This is also confirming the fact that, there daunting challenges and constraints facing public relations in public service organisation. Inadequate and lack of qualified personal had been a feature of public sector, public relations in many countries.

Jolly (2007) says according to the second National Survey of Higher Education media, conducted in 2005 by the education writers association in America, several roadblocks prevent reporters and editors from effectively covering higher education respondents identified “lack of time” as the most important roadblock. This was just ahead of “getting information from colleges and universities” in United States selected universities.

When asked to expand on this roadblock from Education writers Association’s study, journalist cite the simply refusal to provide information, lack of trained and responsible staff in higher education public relations offices and bureaucracy of some institutions.

Sa’ad (2014) he conducted a research work on the public perception of the National Examinations Council in Kwara State Nigeria. He examines the level of public awareness about the activities of National Examinations Council as a public institution and also identifies public relations challenges and constraints facing it so as to find solutions to them. Two way symmetrical model and social exchange theory were used as theoretical framework for the study. The survey method was employed, using questionnaire and lengthy interview as an instrument of data collection. Findings from the research showed that, many are aware of what National Examinations Council does but many are not aware the achievements in smooth conduct of public Examinations.

However, the above studies reviewed, some of researchers used social exchange theory and descriptive method in analyzing data through survey with in depth interview and questionnaire. While some uses excellence theory and survey method with questionnaire and interview as method of data collection and analysis. Each of these researchers uses a particular theory and method that is relevant for his research work.

On this note, my research work at this juncture “Public Relations Practice in Tertiary Institutions in Kano State” is a new field of research of study in Kano State higher institutions of learning. Public relations practice is relatively new in the higher institutions in the past. The units were largely referred as publications unit and information in such institutions conducted a simple media relations activities and also using one way communication approach to conduct their primary role in the institutions. The establishment of public relations units in the recent times in such institutions pave way for the public relations practitioners in the institutions to expand the activities of the unit to a full pledge public relations.

In this regard, it is the justification of the study to fill the gap which the researchers did not conduct the study on the activities of public relations units in the institutions under the study. The critical role the public relations plays in promoting the corporate image of their institutions as well as the efforts made to create a conducive work relations in the institutions.

2.9.1 Theoretical Framework

The role of public relations in maintaining a favorable working environment where the management and the employees could work together as family is very crucial. Organisations such as educational institutions need a coherent cordial relationship between the decision making body of the institutions and the various union bodies whose existence is to protect the

interest of its members at all time. As such, the complexity of tertiary institutions of learning need a strong and persuasive public relations strategy in order to make a balance and also build a strong bridge of mutual relationship for the sector to gainfully achieve its goals and objectives. However this research work has adopt two way symmetrical model of public relations as its theoretical framework as envisaged by Grunig (1992)

He says although public relations should make organizations more effective by helping them to interact successfully with their environments, organisations in reality seldom choose the most appropriate models of public relations for their environment. The reason is simple environments are not objective reality for the managers of organisations. The parts they choose to observe are products of their mind-set and organisational culture.

As such, this model tends to improve a communication process in an organization through the use of two way approach under the platform of public relations strategies as it will ensure industrial harmony and growth.

Another point to not here is that, this model gives recognition on the need to always negotiate and open willingness to effect positive changes which is at the best interest of both organisation and its publics.

Moreover, to emphasize on the significance of this symmetrical model of communication as highlighted by Grunig (1992) he said:

Symmetrical communication contributes to organizations effectiveness in two ways, when communication helps to improve morale, employees are more likely to enhance rather than constraints the organizations ability to achieve its goals. And in a decentralized organic organization, symmetrical communication is necessary for the organization to coordinate behavior of its relatively autonomous subsystems sub-coordination is necessary for the organization to be effective.

The model of two- way symmetrical communication was identified as the most effective form of public relations by Grunig and Hunt in 1984 (Edwards, 2009a) and become the principal

normative model for public relations practice, forming part of what is known as ‘excellence theory’ (Laskin, 2009). This theory was developed after a study commissioned by the IABC (Grunig, 2001). Grunig and Hunt undertook an extensive study to determine the extent to which public relations makes an organisation more effective, as well as the typical characteristics of the public relations function, (Grunig, 2001). ‘Excellence theory’ as it is known, incorporates the four models of public relations identified by Grunig and Hunt and is based around a sociological theory known as systems theory (Edwards, 2009a). Systems theory describes an organisation as a set of subsystems that operate most effectively when it interacts with its surrounding environment, rather than functioning in isolation (Gregory, 2009). According to Grunig, excellent public relations follow this idea of communicating effectively with publics within and outside of the organization. To do this, public relations practitioners need to have a knowledge of the public’s the organisation is communicating with and understand the reason for communicating with them (Laskin, 2009). Similarly the public relations practitioner needs support from the senior management to conduct effective communication rather than simply generating news releases. Finally the organisation must operate a ‘participative culture’ (Laskin, 2009) in which internal dialogue within the organisation is valued and welcome.

To further strengthen the importance of two way symmetrical model of communication, Ajala (2005) says in the two way symmetrical model dialogue vast instead of a monologue under this condition, both management and public will change somewhat after public relations effort. The role of the practitioner is to bring the two groups together to make communication possible so that they understand the position of each other. As such since this research intends to bring to forth the role being played by public relations unit to curtail industrial actions in tertiary

institutions of education. This model is the most appropriate for the study to achieve its objectives.

More so, the ideal public relations model according to Grunig and Hunt is the two way symmetric models. It is only by using this model in the practice of public relations that practitioners can achieve the goal of sustaining mutual understanding between an organization and its internal publics. Perhaps, It is a well known fact that, the primary responsibility of public relations at all the time is to maintain a good image of an organisation at one hand and promote cordial working environment with the organisations publics both internal and external in the other.

In a nut shell, my selection of the two way symmetrical model of communication profound by Grunig is more relevant to the approach of my study due to the fact that, effective communication in an organisation helps in maintaining a cordial work relations between an organisation and its public which this study came across in the three institutions of learning in Kano State.

2.9.2 Assumptions of the Theory

The two way symmetrical communication model which was profound by Grunig and hunt (1984) explained that, the value of public relations lies in organisation- public relations. Good relationship with its strategic publics is helpful for an organisation to develop and achieve goals desired by both organisation and its publics, reduce costs of negative publicity, and increase revenue by providing products and services needed by stake holders.

However, the assumptions of the two way symmetrical communication model emphasised on the following four major categories;

1. empowerment of public relations function: effective organisation must empower public relations as a critical management function
2. Communicator roles: let public relations executives play managerial role as well as administrative role
3. Organisation of communication function: public relations should be an integrated communication function and separate from instead of being sublimated to marketing or other management functions
4. Public relations models: effective organisation should base its internal and external communication and relationship building on two-way symmetrical model.

It is based on the above out-lined assumptions of the two way symmetrical communication model that, the researcher intends to build the research work because of its relativity with the purpose of the research.

In addition to that, the researcher intends to find out how the management of the three institutions of higher learning use various communication channels in order to arrest any unwanted situation that could mar the corporate image of the institutions through the channels of their public relations strategies which will serve as a vehicle for establishing a mutual work relations in the institutions.

2.9.3 Weaknesses of The Theory

In spite of the effectiveness of two way symmetrical communication model in promoting the good image of an organisation in the eyes of its publics, however, the theory has rather appears to be an approach in balancing the interests of organisations and publics, but truly it does seem to

be limitless in its evolution, and this lack the predictive power of excellence theory is also questionable.

Perhaps the greatest concern is whether the normatively conceived theory can be positively applied. Moreover, the prediction that two-way symmetrical communication will consistently yield positive and ethical results through dialogic communication has also been sharply and poignantly criticized (Cameron, 1997; Cancel, Cameron, Mitrook, and Sallot, 1997; Cancel, Mitrook, and Cameron, 1999; Roper, 2005).

Finally, the theory lacks internal consistency on several points, perhaps because its development has been pioneered by numerous individuals over nearly a three-decade-long span. Shifting definitions of what constitutes excellence theory, and more specifically two-way symmetrical communication – particularly theorists’ changing attitudes toward persuasion, advocacy, collaboration, and compromise – have led to immense confusion and an understanding of excellence theory that is somewhat circular in its definition.

2.9.4 Limitations of the Theory

The Four Models of Public Relations and the Excellence Theory aren’t wrong but they are idealistic due to their limitation an era of Internet-driven network communication, and are insufficient to explain the modern business of public relations.

Few organisations truly engage with their audiences as Grunig describe in the Four Models of Public Relations and the Excellence Theory but are locked into one-way forms of communication or imbalanced two-way asymmetrical communication.

Grunig's intention in developing the Four Models of Public Relations and Excellence Theory was to set out how public relations should be practiced. It has been idealised by academics and practitioners. That's not a flaw or fault in the theory.

The increasing adoption of social media and the shift to integrate social technologies into organisations puts audiences at their heart and calls for a reappraisal for the Four Models of Public Relations and the four levels of analysis proposed by the Excellence Theory.

The Four Models of Public Relations and the Excellence Theory were milestone texts in the project to professionalised public relations and shift away from propaganda and persuasion. But the Four Models of Public Relations and the Excellence Theory have signification limitations but then they were both conceived in a pre-social web era of well-defined organisational structures and modes of communication. It is important to recognize that these are models. As such, no organisation can expect to conform to them precisely. However they are important as a means of helping students and practitioners understand the flow of communication between an organisation and its publics.

However, in spite of the shortcomings of excellence theory in addressing the contemporary challenges of public relations in tertiary institutions but I found it very suitable upon which I based my study on.

2.10 Situating the study within the adopted theory

I choose two way symmetrical model of communication to be the guide of my research work because its postulation is closely appropriate to the context of my study. In addition to that, there was a research work that is closely related to my field of study that uses excellence theory as its

theoretical frame work that is public relations practice in Ghanian Tertiary Institutions: A Study of Islamic University College and Valley View University.

Philips, D. and Eunice A (2015) conducted a research on public relations practice in Ghanian tertiary institutions : A Study of Islamic university college and valley view university used excellent theory as a point of reference to examine the public relations practice in two private universities in Ghana. The study adopted qualitative in depth interview to find out from the communication practitioners from these institutions how they managed communications at their respective universities, the kind of communicator roles they performed and the model of public relations they applied in their works. The result of the study shows that public relations practitioners failed strategically managed their institutions. Media relations emerged as dominant role these communicators performed. The over emphasis on media relations made the public relations managers of the two institutions mostly applied one way public information model in their communication process to the detriment of the more acceptable two communication model

CHAPTER THREE

METHODOLOGY

3.0 Introduction

This chapter highlights the methodology used for the conduct of this study. Methodology is said to be a window through which a research work is based to achieve its aims and objectives. As such methodology is as important as the whole research work itself.

3.1 Research Methodology

The research methods employed in this study are both qualitative and quantitative research techniques while survey and in-depth interview as an instruments of data collections.

Qualitative research is a system of inquiry which seeks to build a holistic, largely narrative, description to inform the researcher's understanding of a social or cultural phenomenon.

Qualitative research takes place in natural settings employing a combination of observations, interviews, and document reviews (McMillan and Schumacher, 1993:479). This definition implies that data and meaning emerge physically from the research context.

Questionnaire and in-depth interview were used to collect information about the strategies adopted by the public relations units of three institutions on how best they can improved the institution's corporate image as well as sustain a cordial work relations environment in the higher institutions of learning.

Survey has been defined as a "systematic gathering of information from respondents for the purpose of understanding and or predicting some aspect of the behavior of the population of interest" (Tull and Albaum, 1973:03). The definition shows that surveys are descriptive in

nature. It also involves obtaining data from respondents with the aid of questionnaires (that is, a form or list of questions to be completed by the respondents).

3.2 Population of the Study

According to Osuola (2001:119) “The first step in obtaining a sample is to define the population. This means identifying characteristics which members of the universe have in common and which will identify each unit as being a member of a particular group”.

Population is made up of all conceived elements, subjects or observations relating to particular phenomena of interest to the researcher(Asika 1991).

Therefore, the population of this study is identified as staff under PR unit, top management or principal officers of the three tertiary institutions, as well as Academic and non-Academic staff of the three institutions under the study.

3.3 Sampling/Sample Size

In this context, the Academic and non-Academic staff and public relations officers as well as key principal officers of the three institutions served as the sampling size for the study. The total number of the population for the study was 2550 for the whole three institutions and the basic sample size derived was 1,135 which was purposively selected for analysis. The characteristics used were the public relations strategies to promote corporate image of the institutions.

3.4 Sampling Techniques

This study employed the use of purposive Sampling technique which is non probability Sampling. To determine the sample size of this study, therefore Krejcie and Morgan sample size formula was used. Therefore, out of the total number of the population which was 723 academic

staff, I drew 248 as my sample size. And out of the total number of the population size of non academic staff which was 540, I drew 226 Non-teaching staff of Saadatu Rimi College of Education Kano to represent the population. Hence a total number of 474 copies of questionnaires were administered

Moreover, four principal officers were purposely selected and interviewed at the level of the qualitative study. Also two staff of the public relations unit were interviewed.

At the Federal College of Education Kano, the total population was 420 academic staff, while I drew 201 as my sample size. And out of the total number of the population size of non academic staff which was 510, I selected 217 non-academic staff to represent the population. A total number of 418 copies of the research questionnaire were administered.

While an in-depth interview with five principal officers and four staff from the public Relations unit were conducted.

However, the total number of the population size of academic staff of Aminu Kano Collge of Islamic Legal Studies which was 220, I drew 140 as my sample size. And out of the total number of population size of non academic 137, I selected 103 as my sample size.

At the level of in –depth interview five principal officers and two staff from public Relations were interview

The procedure used in distributing copies of the questionnaires to the respondents and how sample size were selected are illustrated in the table below

Colleges	Total staff Population	Sample taken	Questionnaire Distribution
Kumbotso	1,263	723 Academic Staff = 248, 540- Non Academic Staff = 226	For Academic Staff = 248 For Non-Academic Staff= 226
FCE	930	420 Academic Staff = 201 510 Non-Academic Staff = 217	For Academic staff = 201 For Non- Academic Staff = 217
AKCILS	357	220- Academic staff = 140, 137- Non- Academic Staff = 103	For Academic Staff = 140 For Non Academic staff = 103

3.5 Instrument of Data Collection

The instruments of data gathering for this study are In-depth interview and questionnaire

3.5.1 In-depth Interview

In-depth interview is “a qualitative method of analysis, which proceeds as a confidential and secure conversation between interviewer and a respondent. By means of a thorough composed interview guide, which is approved by the client, the interviewer ensures that the conversation encompasses the topics that are crucial to ask for the sake of the purpose and the issues of the survey(Kvale1996:12).

Interview is an important aspect of collecting data in social science research, which does not only complement the other methods but may also be used either alone or in combinations with other methods. Lawal (2006) stated that interviewing is a conversation with a purpose designed to gather valid and reliable information through the response of the interviewee to a planned sequence of question.

It can thereby be seen as a face-to-face interaction with a respondent in an attempt to generate answers from him using questions designed for the purpose. These interviews generally use smaller samples that provide detailed background about the reasons why respondents gave

specific answers. In this respect elaborate data concerning respondents' opinion, experiences and feelings are obtained (Wimmer& Dominick, 2006).

3.6 Method of Data Collection

I distributed the research questionnaires at Sa'adatu Rimi College of Education Kano to the members of staff to have their responses on the activities of the college public relations unit. And for in-depth interview I interviewed four key principal officers of the college, the college deputy provost inclusive. And i also interviewed the head of the public relations unit as well as other member of the unit so as to get their input concerning the progress and challenges being faced by the unit.

I also administered my research questionnaires at Aminu Kano College of Islamic and Legal Studies in order to sort for the response of the college staff both academic staff and non academic staff pertaining the role of the public relations in maintaining the cordial work relations. And at the interval of two days ,I conducted an in-depth interview with the college principal officers as well as the head of public relations unit with his subordinates. However, after I went back to the college following one week and collected the questionnaires filled up by the respondents which i later analysed and draw conclusion on the result of the findings.

At Federal College of Education Kano, I was able to interview five principal officers of the college which include the college provost and his subordinates in the decision making body, then at the interval of five days I had the equal opportunity of conducting an interview with the head of public relations unit of the college together with his other members of the unit so as to get information concerning the activities of the unit in the college. And I also distributed questionnaires to the academic and non academic staff of the college to source for their opinions

and inputs in connection with the activities of the college public relations towards maintaining a cordial work environment.

CHAPTER FOUR

4.0 DATA PRESENTATION, ANALYSIS AND INTERPRETATION

This chapter deals with interpretation and analysis of the data collected from the respondents who participated in filling in the research questionnaire as well as those who granted interview to the researcher.

A total of 1,135 copies of the questionnaire were distributed to the respondents in the three institution of learning under the study. However, 1067 copies were returned completely filled, so at this point 1067 research questionnaires were analysed and interpreted.

In Sa'adatu Rimi College of Education Kano 474 were distributed. 248 questionnaires were administered to academic staff while 234 were returned completely filled while for the non-academic, 214 were administered and 214 were returned and analysed.

Like wise in Federal College of Education Kano, 418 were distributed. For the academic staff 201 were administered, 191 were filled and returned but for non-academic, 217 were administered and 202 were returned and analysed.

Moreover, at Aminu Kano College of Islamic and Legal studies 243 were distributed. 140 were administered to academic staff and 130 were returned while 103 questionnaires were distributed to non-academic staff and 96 were returned. While 22 respondents were interviewed from the three institutions under the study.

For the simplicity and transparency needed in data analysis, the presentation is segmented based on the research question, as follows

Research Questions.

The present research intends to answer the following research questions:-

1. To what extent does a public relations help in promoting the corporate image of the higher institutions of learning in Kano State?
2. What are the communication channels used by tertiary institutions in Kano State in the maintaining of good work relations?
3. How does the two-way symmetrical communication strategy adopted by institutions of learning in Kano State help in maintaining a cordial working relationship in the institutions?
4. What are the success recorded by public relations units in advancing the objectives of establishing Kano State tertiary institutions?

4.1. Result of Findings

4.1 Table one (1): Sex and staff category respondents

SEX	FCE	AKCIL	KUMBOTSO	TOTAL	PERCENTAGE
Male	233 (59%)	141 (62%)	282 (63%)	656	61%
Female	160 (41%)	85 (38%)	166 (37%)	411	39%
Total	393 (37%)	226 (21%)	448(42%)	1067	100
Staff Category					
Academic	191 (49%)	130 (580%)	234 (52%)	555	52%
Non academic	202 (51%)	96 (42%)	214 (48%)	512	48%
Total	393 (37%)	226 (21%)	448 (42%)	1067	100

Source: Field work 2016

The above table indicates 61% of the respondents are male while, 39% are female; likewise 52% of the respondents are constituted the academic staff in the three institutions while the remaining

48% are non- academic staff. This table shows that male respondent have the highest percentage on the table. Likewise the Academic staff has more respondents when compared to non-academic staff category.

4.2 Table two (2): Respondents Educational Qualification and Years Spent in the Service

Qualification of the respondents	FC E	AKCIL	KUMBOTSO	TOTAL	PERCENTAGE
Ph.D	10 (3%)	10 (4%)	10 (2%)	30	3
Master Degree	165 (42%)	78 (35%)	180 (41%)	423	40
First Degree	118 (30%)	70 (31%)	108 (24%)	296	28
NCE/OND	75 (19%)	40 (18%)	90 (20%)	205	19
secondary school	25(6%)	25(11%)	50(11%)	100	9
Primary school	0 (0%)	3 (1%)	10 (2%)	13	1
TOTAL	393 (37%)	226 (21%)	448 (42%)	1067	100
Years spent in the service					
5 years	60 (15%)	50 (22%)	80 (18%)	190	18
10 years	75 (19%)	54 (24%)	117 (26%)	246	23
15 years	110 (28%)	40 (18%)	74 (17%)	224	21
20 years	80 (20%)	30 (13%)	75 (17%)	185	17
25 years	50 (13%)	25 (11%)	55 (12%)	130	12
30 years & above	18 (5%)	27 (12%)	47 (10%)	92	9
TOTAL	393 (37%)	226 (21%)	448(42%)	1067	100

Source: Field work 2016

The table above 4.2 shows that 28% of the respondents hold PHD as their highest educational qualification. 40% are Master degree Certificate holders. And 28% holds first degree. 19% are NCE/OND Certificate holders while, 9% are secondary school Certificate. This shows that most of the respondents possessed post graduate certificate. The above table indicates that 18% of the

respondents have so far spent 5years in service. And 23% have so far put in 10years in service of the institution. 21% have so far spent 15years. While 17% have worked for over 20years in the colleges. And 12% have so far spent 25years in the service of the institutions. And the remaining 9% spent 30years and above. It is clear that those response that put 10years in the service of the colleges has the highest Frequency.

4.3 Table three (3): Respondents Marital Status

Marital status	FC E	AKCIL	KUMBOTSO	TOTAL	PERCENTAGE
Single	60 (15%)	30 (13%)	53 (12%)	143	13
Married	302 (77%)	174 (77%)	350 78%)	826	77.1
Divorced	11 (3.%)	12 (5%)	25 (6%)	48	5
Widow	20 (5%)	10 (5%)	20 (4%)	50	5
TOTAL	393 (37%)	226 (21%)	448 (42%)	1067	100

Source: Field work 2016

The above table 4.3 shows that 13% of the respondents are single spouses. And 77% are married. 5% are divorced while 5% of the respondents are widows who either lost their husbands or wives. This indicate that the number of married respondents have the highest percentage.

4.4 Table four (4): Respondents Age Distribution

AGE	FC E	AKCILs	KUMBOTSO	TOTAL	PERCENTAGE
20 – 30	70 (18%)	42 (19%)	68 (15%)	180	17%
31 – 40	160(41%)	73 (32%)	185 (41%)	412	39%
41 – 50	87 (22%)	60 (27%)	100 (22%)	253	24%
51 – 60	60(15%)	51(22%)	83(19%)	194	18%
61 – above	16 (4%)	0 (0%)	12 (3%)	28	2%
TOTAL	393 (37%)	226 (21%)	448 (42%)	1067	100

Source : Field work 2016

Table 4.4 above indicates that 17% of the respondents are between the ages of 20-30. And 39% falls between the age of 31-40, 24% falls between the ranges of 41-50 age grade. Likewise 18%

were between the age grade ranges of 51-60. While the remaining 2% falls between the age grade of 60 and above. In this regards the table indicates that respondents between the age grade of 31-40 had the highest percentage compared to the rest.

Research question one (1): to what extent does that public relations help in promoting corporate image of the Higher Institutions of learning in Kano

4.5 Table Five (5): The Public Relations Unit Execute its primary roles effectively

Effectiveness of the public relations unit	FCE	AKCILs	KUMBOTSO	TOTAL	PERCENTAGE
Strongly agree	83 (21%)	67 (30%)	85 (19%)	235	22%
Agree	108 (27%)	45 (20%)	122 (27%)	275	26%
Undecided	81 (21%)	43 (19%)	112 (25%)	236	22%
Disagree	59 (15%)	37 (91%)	65 (15%)	161	15%
Strongly disagree	62 (16%)	34(14%)	64 (14%)	160	15%
TOTAL	393 (37%)	226 (14%)	448 (49%)	1067	100
Public relation determination to maintaining cordial working relation.					
Highly effective	118 (30%)	49 (22%)	74 (17%)	241	23%
Effective	78 (20%)	48 (21%)	76 (17%)	202	19%
No idea	92 (24%)	58 (26%)	91 (20%)	241	23%
Highly ineffective	68 (17%)	37 (16%)	140(31%)	245	23%
Ineffective	37 (9%)	34 (51%)	67 (15%)	138	12%
TOTAL	393 (37%)	226 (21%)	448 (42%)	1067	100

Source : Field work 2016

The above top table 4.5 reveals that 22% of the respondents strongly agree that the PR units are effective in discharging duties. 26% only agree. But 22% are undecided and 12% disagree while the remaining 15% strongly disagree.

Similarly the above table indicates that 23% rated the PR unit in the college highly effective in their determination to maintaining a cordial work relationship. 19% rated them as effective. But 23% have no idea. And 23% rated them as highly ineffective while, the remaining 11% rated the units as ineffective. This result shows that, the PR can perform its primary duty diligently and also it is clear that PR determines to effectively maintain cordial relationship in the colleges.

Research question three(3): How does the two way symmetrical communication strategies adopted by institutions of learning in Kano State help in maintaining a cordial working relationship in the institution?

4.6 Table Six (6): The public relations maintains cordial work relations.

Role of public relations in promoting cordial working relationship	FC E	AKCILs	KUMBOTSO	TOTAL	PERCENTAGE
Strongly agree	100 (25%)	70 (31%)	139 (31%)	309	29%
Agree	82 (21%)	45 (20%)	90 (20%)	217	20%
Undecided	79 (20%)	56 (25%)	89 (20%)	224	21%
Disagree	64 (17%)	30 (13%)	71 (16%)	165	16%
Strongly Disagree	68 (17%)	25 (11%)	59 (13%)	152	14%
TOTAL	393 (37%)	226 (21%)	448 (42%)	1067	100

Source : field work 2016

The above 4.6 reveals the respondents attempt to answer the above research question. 29% of the respondents strongly agree the two way communication strategy adopted by the institutions helps in maintaining the cordial work relationship in the three institutions. 20% only agree. But 21% are undecided and 16% disagree while the remaining 14% strongly disagree. .

Similarly the above table also indicate that 23% Of the respondents strongly agree that the PR unit is building the capacity of its staff. 31% agree only. and 17% are undecided. But 15% strongly disagree, while the remaining 14% strongly disagree.

Research question four (4) : What are the success recorded by Public Relations units in advancing the objectives of establishing Kano State Tertiary Institutions?

4.7 Table Seven (7): Public Relations Unit leads in promoting objectives of the institutions.

capacity building of public relations unit staff	FCE	AKCILS	KUMBOTSO	TOTAL	PERCENTAGE
Strongly agree	85 (22%)	69 (31%)	90 (20%)	244	23%
Agree	125 (32.8%)	53 (23%)	152 (34%)	330	31%
Undecided	67 (17%)	49 (22%)	65 (15%)	181	17%
Disagree	56 (14%)	28 (12%)	80 (81%)	164	15%
Strongly	60 (15%)	27 (12%)	61 (13%)	148	14%
TOTAL	393 (37%)	226 (21%)	448 (42%)	1067	100

Source : Field work 2016

Similarly the above table also indicate that 23% Of the respondents strongly agree that the PR unit is building the capacity of its staff. 31% agree only. and 17% are undecided. But 15% strongly disagree, while the remaining 14% strongly disagree.

4.2 Discussion of Study Findings

In the course of conducting this research, the research findings were used to answer the research questions earlier highlighted. Thus:

Question one: To what extent does public relations helps in promoting the corporate image of the higher institutions of learning in Kano State?

With regards to the above question in Federal College of Education Kano, Table 4.5 reveals that 21% of the respondents were of the view that the public relations unit has greatly helped in advancing the objectives of the colleges. And the table 4.5 had 30% respondents revealed that the public relations unit play a significant role in maintaining a cordial work environment.

Furthermore, respondent maintained that, the college public relations unit is making an outstanding performance in maintaining cordial relationship in the college through sensitising the college community on the importance of cordial working environment.

Table 4.5 reveals that 30% of the respondents in Aminu Kano College of Islamic and Legal Studies strongly agree that the public relations unit is capable of promoting a conducive work relations in the institution. Table 4.5 reveals that, 22% of the respondents believe that, the public relations unit effectively helps in promoting the organisation's corporate image.

Furthermore, the interviewed conducted in the college a respondent is of the view that, the introduction of monthly bulletin as a means of communication helps to create mutual understanding in the institutions.

Similarly a respondent in his response to the questions asked, explained that, "it is in recognition of the importance of the unit that, the college management always gives its the much needed support to discharge its responsibilities." In this regards, the researcher is satisfied that, the

public relations unit makes tremendous contribution to the maintenance of mutual work relations in the college.

Furthermore in table 4.5 the findings revealed that 19% of the respondents in Sa'adatu Rimi College of Education strongly agree that the public relation unit of the college is capable of creating and maintaining a work relations in the college.

And also in table 4.5 17% of the respondents assessed that, the activities of public relations unit as highly effective in promoting the institution's corporate image.

The interview conducted in Sa'adatu Rimi College of Education Kano, a respondent maintained that the public relations Unit has embarked on sensitisation program in the college aimed at creating a mutual understanding between the management and other categories of staff.

In this context, it can be understood that, the college public relations unit enjoys cordial support from the management in the diligent to discharge of its duties.

Question two: what are the communication channels used by tertiary institutions in Kano State in the maintaining of good work relations?

According to a respondent in Federal College of Education Kano, he said that, the school authority used to communicate to the school community through circulars, memos and dialogue.

The same view was also put forward by another respondent who said the school authority communicates through circulars and memos as well as organising meetings with the various college deans so as to convey management policies and decisions to other members of the staff.

Similarly, a respondent at Aminu Kano College of Islamic and Legal Studies explained that, the school authority uses the medium of communication to circulate information to the school community through written directives from the office of the registrar down to the lower level in the college.

Likewise another respondents in the college are also of the view that, the college means of communication are circulars, memos and monthly bulletins as the medium of communication from the management to the school community.

Still on this research question, a respondent from Saadatu Rimi College of Education Kano, explained that the school management uses the modern means of communication which include e-mails and notice as well as issuing releasing circulars and memos when communicating to the school community with regards to policy and decision making. This is the same view with another respondent that are of the views that, the college system of communication which include internal memos and circulars have impacted positively in the move to interact with other categories of staff administratively.

To this end, it is observed that, the college channels of communication yields positive result in communicating with the other various departments, units and other pressure groups within the school community for better understanding of policies and decision taken by the school management.

Moreover, there is the need for the college authority to always seek for inputs from public relations unit when interacting with other categories of staff in the institution so as to create a mutual understanding between the management and the entire school community.

Question three: How does the two symmetrical communication strategy adopted by institutions of learning in Kano state help in maintaining cordial working relationship in the institution?

Table 4.6 revealed that 25% of Federal College of Education Kano the respondents were of the view that the public relations unit has greatly helped in maintaining cordial work relationship in the institution. This means that the staff of the college who responded to the question believed that public relations unit is making a positive impact in maintaining a mutual working environment in the college.

According to an interviewee at Federal College of Education Kano, he described the two ways communication strategy adopted by the school management as the best form of interacting with all stake holders in the institution..

Also another respondents have the same view that the two ways communication strategy being adopted by the school management to maintain a good working relationship.

In response to the questioned by the respondent said that, the communication strategy adopted was the dissemination of information from the lower cadre to the management. This is because this form of communication enable the school authority to be aware of the aspirations of other lower cadre staff in the college. In a similar development, another respondent explained that, the unit has adopted dialogue as a communication strategy which aimed to promote mutual understanding in the school authority.

And also table 4.6 revealed that 34% of the respondent in Aminu Kano College of Islamic and Legal studies believes that the College public relations unit plays a significant role in maintaining cordial work relationship in the institutions.

A respondent from Aminu Kano College of Islamic and legal studies in responding to the question maintained that, the school authority has adopted an open way of communication with all categories of staff in the institution to avoid creating a communication gap between the school management and all other members of the college staff. In the words of another respondent said that the unit has adopted a communication strategy of publishing bulletins on weekly basis in order to create awareness among members of the school community. The respondents of the college unilaterally maintained that, the college management adopted the two way communication strategy in relating with stake holders in the college.

In table 4.6 the findings reveals that 31% of the respondents in Sa'adatu Rimi College of Education, strongly agree that the college public relation unit made positive impact in maintenance of cordial relationship between the management and staff of the college.

Moreover, a respondent in the college explained that, the unit has adopted a communication strategy of interacting face to face with executives of institution. In a similar vein, the public relations unit staff also maintained that, the unit has adopted a means of organising in-house conference and seminars in order to strengthen communication flow between the management and other categories of staff.

In a nut shell, most of the communication strategies adopted by the institutions include memos, circulars and publication of bulletins and weekly magazines in order to communicate effectively in the colleges. As such, the colleges' management should also evolve another alternative means of communicating with other categories of staff apart from those already on ground in order to promotes mutual work relationship in the college.

Question four: what are the success recorded by the public relations units in advancing the objectives of establishing Kano State tertiary institutions?

Table 4.7 findings revealed that 31% of the respondents in Federal College of Education Kano strongly agree that public relations unit plays a key role in promoting objectives of the college.

Likewise table 4.7 also reveals that 22% of the respondents strongly agree that the public relations staffs are well trained to face PR challenges in the college.

In response to this question a respondent of Federal College of Education Kano, explained that, the public relations unit has succeeded in establishing a good working relationship in the college by closing all gaps of communication.

Similarly, some respondents believe that, the success recorded by the unit so far include the introduction and sustenance of the publication of the school weekly bulletin and monthly magazine.

Table 4.7 at Aminu Kano College of Islamic and legal studies respondents that constitute 25% are strongly agree that the public relations unit play a leading role in promoting the objectives of the college.

Table 4.7 also reveals 31% of the respondents are strongly agree that the public relations staff are well trained this means that they received proper training to turn around the institutions image.

On his part a respondent in Aminu Kano College of Islamic and Legal studies Kano, said the success so far recorded by the public relations unit is the attainment of peaceful co-existence among the members of staff of the school community. But in the words of the head, public

relations unit of the college the success recorded by the unit is that of creating a mutual work environment in the college since the re-structure of the unit. In a similar point, also some of the respondents were of the view that, the success recorded so far by the unit include building of confidence in the minds of members of the college staff towards management efforts and determination to establish a cordial work environment.

Table 4.7 at Sa'adatu Rimi College of Education Kano, table 4.7 20% of the respondents at Sa'adatu Rimi College of Education were of the view that the public relations unit always play a key role in promoting the objectives of the college.

In table 4.7 20% of the respondents strongly agree that the public relations unit staff were well trained in handling issues relating to promotion of the college objectives.

According to the response of the respondents of Sa'adatu Rimi College of Education Kano, in his response to the question asked, he said the unit has been very successful in passing information from the management to other categories of staff at all times. Likewise in the words of another respondent, he was optimistic that, the public relations biggest success is the effective management of information which helps in maintaining a cordial and mutual working relationship in the college.

In this regards, it is evidently clear that, the public relations units in the three institutions have made commendable efforts in establishing cordial work environment that help in promoting the objectives of the institutions under the study. But in spite of this, another respondent suggested that, the units should focus more on creating awareness on security measures within the school community which is central to the development of the college..

CHAPTER FIVE

5.0 SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Summary

This research work title “ Public Relations Practice in Tertiary Institutions in Kano State” runs into five chapters. Chapter one deals with the introduction of the subject matter which highlighted the definition of public relations, how public relations activities helps organisations realise their goals and objectives as well as promote corporate image for better conducive work environment.

Research objectives and research questions were formulated to guide the research work. At the end of the field work research its validity or otherwise of the question were tested. Likewise aims and objectives as well as operational definitions of terms were also highlighted.

In a nut shell, the significance of the study should not be overemphasized because the information gathered will be useful to the management of the higher institutions to employ strategic approaches of public relations in advancing the objectives that established them and above all to support the public relations unit in creating a mutual working relationship between the management and other category of staff in the institutions.

Chapter two of the research work deals with review of some literature work previously done on the field of study. Though the field of study could be said to be a new area of research work however, some relevant research work carried out within and outside the country were consulted and reviewed extensively so that the researcher can make a head way in developing his own research work findings.

For chapter three which is basically the methodology adopted to carry out the research work, the research has employed the use of questionnaire and in-depth interview with the relevant stakeholders that form part of the respondents in the research work. Purposive sampling technique was employed to suit the purpose of the study.

Chapter four of the researcher's work deals with the analysis of data collected and also interpretation of same. At this point the researcher analysed the inputs collected from the respondents that bother on the questions asked which were presented in tabulated form with percentage analysis attached on.

Chapter five has to do with summary, conclusion and recommendation.

In summary, the research work has opened up many ways in which public relations strategy could be employed in creating a favourable corporate image of the higher institutions learning in Kano state.

Moreover, it was also discovered that, public relations units in education sector need to be properly strengthened by the way of providing them with adequate funding and work equipment so that, they could function effectively to execute their duties accordingly without any prejudice.

In addition to that, some public relations units in the higher institutions of learning particularly the ones under the study fall short of staff that will carry out the huge task of maintaining a cordial work relationship between the various categories of staff in their domain.

5.2 Major Findings

The major findings of the study are:-

1-The research findings reveal that, the three institutions were able to foster mutual work relationship which helps to promote the corporate image in the institutions. Good communication system put in place by the public relations units in the three institutions which include organising in house seminars, publication of weekly bulletin as well as sensitisations programs were some of the strategies used by the public relations in communicating with all the stake holders in the three institutions of higher learning.

2- Another finding reveals that, the three institutions use communication channels such as writing memos, issuance of circulars and publication of monthly bulletin as a means of communication from the management to the lower level. These communication channels have impacted positively towards establishing a good work relationship between the management and staff of the colleges. It also helps achieve decision making and policy with less challenges.

3-The adoption of two symmetrical model of communication by the institutions under the study has improve work relationship and better understanding between the managements and the various union organisations in the institutions. This communication strategy has virtually gave rise to interface between the two parties with the view to achieve collective bargaining aimed to promote peaceful academic atmosphere in the institutions.

4-Another finding disclosed that, public relations units in the three institutions have achieved various forms of successes in managing the institutions corporate image which paved way for conducive atmosphere of learning in the three institutions. On the part of AKCILS the success so far achieved by the its public relations unit is the attainment of peaceful co-existence among

members of staff of the college and other stake holders.. While at Saadatu Rimi College of Education Kumbotso, the success so far achieved by the PR unit is effective means of information dissemination from the decision making body of the institution to members of staff in the college at all times which helps in maintaining a cordial work relationship in the institution. In federal College of Education Kano, the success recorded by the public relations unit of the college include organising a an in house interactive forum where the management and other stake holders in the institutions come together and rubs on issues relating the advancement of the college goals and objectives. This development has pave way for the college to experience a mutual understanding between the college decision making body and all stakeholders.

5.3 Conclusion

The findings of the research work reveals that, the public relations units were determined to carry out their primary responsibilities of crafting good image for their various organisation through the use of public relations strategies. But yet, they are contending with some challenges that negates the public relations units to effectively discharge their duties. Such challenges include that of inadequate financial support, lack of critical work facilities which are central to the development of the units and lack of involvement in sometimes in executing social corporate responsibilities as well as inadequate manpower to achieve more appreciative result in the determination to foster a sound work relations. To this end, the public relations units in the three institutions should be given priority attention and support to turn around the work relationship in the school environment. Furthermore, training and retraining is the key to expand the horizon of man power development in both and private sector. So, the schools management should endeavour to be sending the PR staff to attend seminars, conference and courses that update the

knowledge of the units in PR new communications strategy which will enable them to discharge their duties effectively.

5.4 Recommendations

Based on the research findings of this research work, however, the following recommendations are made as suggestions to the management of the institutions to address the problems being faced by the public relations units in order to move forward in the quest to maintain a mutual work relationship in the three colleges.

1-Public relations in education sector is very crucial in the development of that sector, for the unit to function effectively there is the need for the authorities in tertiary institutions of learning to accord the units a priority attention by providing them with modern work equipment for information dissemination and also create opportunities for the members of the units staff to go training that will update their knowledge on the current happenings in the world of public relations.

2- For public relations unit to fulfill its mandate of sustaining a mutual relationship between the publics of an organisation and management, there should always be adequate financial support to achieve that success. Non availability of funds or allocations of budget to the unit constitutes great impediment to the units in discharging their mandates and other corporate responsibilities..

3-The management of higher institutions of learning in Kano particularly Aminu Kano College of Islamic and Legal Studies should as a matter of urgency equipped its public relations unit with adequate and professional public relations practitioners. It was discovered that, only two staff are working in the unit.. This development portrays a non challant attitude of the school authority in establishing a vibrant and dynamic public relations unit that will help in curtailing unhealthy

work relationship in the college and by extension to promote the image of the institution within and outside the state. It is very unfortunate for an academic institution with long standing reputation such as Aminu Kano College of Islamic and Legal Studies do not have a well-established and functional public relations unit that will consolidate and build on the college remarkable achievements of many years long ago.

4- Another point to note here is that, with the exception of the federal college of Education Kano, none of the public Relations units in the rest of the two institutions were ever involved in the process of decision making in the institutions. This development virtually denied the unit the opportunity to be part of the managerial team while taking decision that will promote the image of the institution in the eyes of its publics.

5-Training and retraining is the key to achieving organisational goals and objectives, however, the schools managements should consider the role of public relations in image building of the institutions as very vital. Accordingly, sending the public relations staff on training and attending seminars and workshops will enable them update their knowledge and improved their skills in the art of sustaining a good working relationship in academic environment and by extension the gesture will also enable them to unequivocally increase their productivity through expanding their mode of operations to come up with new ideas of taking the colleges to next level.

6-On the part of creating a long term communication strategy that will close the gap between the management and other categories of staff in the institutions, however, the public relations units in the three institutions of learning should come up with a weekly or monthly contact forum under which authorities and other staff of the institutions should come together and interact, discuss points of collective interest with regards to the institutions general well-being. As this

measure will give a serious sense of belonging to all stake holders in the college as each and every member will feel that, he is an important tool in the developmental issues of the institution.

7-Moreover, for future researchers wishing to undertake a similar research on this field, I believe these research findings will give them an insight about the subject matter at first instance and it will also open a window through which they could form their own approach of conducting their research work. Likewise public relations practitioners in the three institutions of higher learning where the research work was conducted will find this research very interesting and useful to them because it opens up many vital areas where they are lacking behind or unable to break up in the quest to promote a cordial working relationship in their various destinations of service.

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APPENDIX

Government Girls Senior Secondary School
Gandun Albasa,
Atiku Abubakar Road.
Kano.
28th July, 2015

The Registrar,
Sadaatu Rimi College of Education,
Zaria Road,
Kano.

RE-INTRODUCTION LETTER IN RESPECT OF MY RESEARCH FIELD WORK AT YOUR COLLEGE

My introduction letter as a master's degree student from Bayero University, Kano Mass Communication Department Conducting a Research on the *Role of Public Relations in Labor Crisis Management in Kano State Tertiary Institutions of Education* Earlier presented to the college public relations unit now refers.

In this regard, I wish to forward my request letter to seek for permission to conduct an oral interview with the college key principal officers and head, public relations unit of the college which is part of my research case study as stated previously in the introduction letter I did submitted to the college publicity unit long ago.

Moreover, some of the college staff will also participate in filling a research questionnaire with regard to the research work being part of the field research work.

However, the principal officers to participate in the oral interview in respect of the research work include:

1. College provost
2. Deputy provost
3. Librarian
4. College bursar
5. College registrar
6. Staff of the public relations unit

I would be glad if my request will be granted audience and appointment date is provided for the interview to hold.

Thank you

SAUDE SAIDU MUHAMMAD

SPS/12/MMC/00012

G.SM.M NO 08036316161

APPENDIX II A

RESEARCH QUESTIONNAIRE

I am a post graduate student of Bayero University, Kano under taking a research on” **Public Relations Practice in Tertiary Institutions in Kano State**”. Your cooperation and support are needed in filling this research questionnaire in order to enrich the findings of the research work.

Please note that, your responses will be treated as confidential information to be used for academic purpose only.

Thank you.

Instructions; you are required to carefully read each question and answer as accurately as possible by ticking either or in the box provided for your response or complete where appropriate.

Section one; socio-demographic information of the respondents

- 1) **Sex;** (a)male () (b) Female()
- 2) **Marital Status** (a) single () (b) married () (c) Divorced () (D)widow ()
- 3) **Age Group** (a) 20-30 () (b) 31- 40 () (c) 41-50 () (d) 51-60 () (e) 61- above ()
- 4) **Educational qualification obtained;** (a) Phd () (b) Master’s Degree () (c) first degree () (d) NCE/OND () (e) Secondary School () (f) Primary School () (g) Did not attend school ()
- 5) **Category of staff;** (a) Academic staff () (b) Non Academic ()
- 6) **Number of years so far spent in the service of the organization**
(a) 5years () (b) 10 years () (c) 15years () (d) 20 years () (c) 25years () 30 years ()

Section two; General assessment of the institutions determination to promote a conducive work relations.

Please use the following 5-likert scale as strongly agree (SA) =5 Agree (A) =4, Undecided (UD) = 3, Disagree (DA) =2 and Strongly Disagree (SD) =1 to answer the question below kindly tick as appropriate ()

S/N		5	4	3	2	1
1.	The school authority places high determination in advancing its established objectives.					
2.	The public relations unit of the school plays a significant role in the maintenance of cordial working relationship between the management and staff of the school.					

3.	In the event of discharging a corporate social responsibility, public relations unit always play a leading role in promoting the corporate image.					
4.	The public relations unit has all it takes to discharge it responsibility diligently.					
5.	Top management in the school promotes good work relations without PR intervention					
6.	PR people are only media people					
7.	PR unit is capable of maintaining a cordial work relations.					
8.	PR personnel are well trained to manage corporate image of the institution.					
9.	The management approves budget for PR unit					
10.	PR unit is well equipped with necessary facilities					

Section three: The level of awareness of the existence of public relations unit in the school.

Please use the following 5-likert scale as highly aware (HA) = 5, aware (A) = 4, Not aware (NA) = 3, No idea (NI) = 2, Highly not aware (HN) = 1

S/N		5	4	3	2	1
1.	Are you aware of public relations unit in the organization?					

Please use the following 5 likert scale as highly effective (HE) = 5 EFFECTIVE (E) = 4, No idea (NI) = 3, Highly ineffective (HI) = 2, In effective (IE) = 1

2.	How can you assess the public relations unit in terms of promoting the institution's corporate image?					
3.	How will you assess the activities of the public relations unit in the maintenance of good working relationship in the school?					

Freely comment on the schools management determination to accord necessary support to public relations unit in executing its primary roles.

APPENDIX II B

IN-DEPTH INTERVIEW WITH THE PROVOSTS OF THE THREE INSTITUTIONS UNDER THE STUDY

QUESTION ONE – Sir, may I know you?

QUESTION TWO – Sir, being the overall head of the institution, how would you assess the working relationship between the management of the institution and the various union bodies in the school?

QUESTION THREE – From the time you assumed office as the head of the institution to what extent did you accord support to the public relations in promoting the school corporate image?

QUESTION FOUR – What has been the mechanism adopted by your administration in advancing the objectives of establishing the institution?

QUESTION FIVE –What are the fundamental responsibilities of the public relations unit of your organization?

QUESTION SIX – Did the public relations unit of the institution involved in establishing cordial work relations?

QUESTION SEVEN –Did you organization appropriate any budget for the public relations unit:

QUESTION EIGHT -How could you assess the impact of the public relations unit in the quest to promote the school's corporate image?

QUESTION NINE – Apart from media role what additional roles do you think your public relations unit can perform?

IN –DEPTH INTERVIEW WITH PRINCIPAL KEY OFFICERS OF THE INSTITUTIONS UNDER THE STUDY

QUESTION ONE – Sir, may I know you?

QUESTION TWO – What is the working relationship between your department /office and other units or department in the institution?

QUESTION THREE – How would you assess the working relationship between the management and other category of staff in the institution?

QUESTION FOUR – To what extent does the school authority accords priority attention to the demands of the academic and non – academic staff of the institution?

QUESTION FIVE – Through what process does the school management communicate with the other categories of staff in the institution?

QUESTION SIX – What are the procedures employed by the school authority in promoting a conducive work environment?

QUESTION SEVEN – Do you appreciate the activities of public relations unit of the school in the maintenance of mutual understanding between the school management and it’s publics (internal and external)

IN-DEPTH INTERVIEW WITH THE STAFF, PUBLIC RELATIONS UNIT

QUESTION ONE – Please Sir, may I know you?

QUESTION TWO – As the image maker of this institution, how would you assess the working relationship between the management and other union bodies in the institution?

QUESTION THREE – How many staff work under your unit?

QUESTION FOUR – When last did you organization execute corporate social responsibilities?

QUESTION FIVE – In the event of executing any corporate social responsibility, was the public relations unit ever involved in the process?

QUESTION SIX – What has been your role in promoting the institutions corporate image?

QUESTION SEVEN – To what extent does the public relations unit help in maintaining a cordial work relations in the institution?

QUESTION EIGHT – What facilities are lacking in your unit ?

QUESTION NINE – in the event of promoting the school's corporate image, whom among the top management officers play the most important role?

QUESTION TEN – Which type of communication strategy was adopted by the P.R. unit in maintaining cordial working relationship in the institution?

QUESTION ELEVEN – What success was recorded by the public relations unit in maintaining a cordial work environment in the institution?

QUESTION TWELVE – How often do you send your staff on training?

QUESTION THIRTEEN – What is the highest qualification obtained by the members of staff of P.R. unit?

APPENDIX III

PROFILES OF THE KEY PRINCIPAL OFFICERS AND STAFF OF PUBLIC RELATIONS UNITS OF THE THREE INSTITUTIONS INTERVIEWED

The participants involved in the interview consists about 22 respondents. The respondents that were interviewed are based on their institutions. However, 14 principal officers of the three institutions were purposely selected and interview. While 8 staff from Public Relation Unit were interviewed.

- Kabiru Ahmad, Deputy Provost of Sa'adatu Rimi College of Education Kano. He has a PhD. In Hausa language. He has been working in the College since 1990 precisely about 26 years and he has been the deputy Provost of the college for the past four years.
- Abdulmuminu Bello Imam is the Registrar of Sa'adatu Rimi College of Education Kano. He has been working with the College for twenty six years. He was appointed as the acting Registrar of the College in November 2012 as a result of the retirement of the former Registrar of the College. He has been on the acting capacity up to end of March 2015 then the present government confirmed his appointment as the college registrar.
- Suleiman A. Bala College Librarian Sa'adatu Rimi College of Education Kano. He has been in the College for about ten years.
- Muhammad Bala is the Bursar of the Sa'adatu Rimi College of Education Kano. He has Ph. D in Business Education. And he has been working in the College for Ten years.
- Sani Suleiman Director Information, Public Relations and Protocol Sa'adatu Rimi College of Education Kano. He obtained first Degree in Languages Art, English. And he has been working in the College for about fourteen years. He started his career as Deputy Registrar then to Senior Deputy Registrar and Later Director Information, Public Relations and Protocol.
- Amina Abdul'azeez Abba is the Assistant Public Relations Officer of Sa'adatu Rimi College of Education Kano. She has a Bachelor of Arts Degree in Mass Communication/English from Bayero University Kano.
- Dr. Garba Shehu the Provost of Aminu Kano College of Islamic and Legal Studies. He possessed National Diploma, Higher National Diploma, Bachelor of Science, and Master Degree of Science, PhD and post PhD. He has been in the position of the College Provost since 2011.

- Hajiya Zubaida Tijjani Ahmad The Deputy Provost of Aminu Kano College of Islamic and Legal Studies. She has first Degree.
- Barrister Muhammad Hadi Ado. The Registrar of Aminu Kano Islamic and Legal Studies.
- Kamal Abdu, Bursar of Aminu Kano College of Islamic and Legal Studies. He has Master degree in Banking and Finance
- Labaran Ammani is the Librarian of Aminu Kano College of Islamic and Legal Studies. He has Bachelor of Arts Degree in Library Science/Sociology.
- Zahra Suleiman Ibrahim Head of Public Relations Unit, Aminu Kano College of Islamic and Legal Studies. She has a post Graduate Diploma in Education and Bachelor Degree in Mass Comm/Hausa from Bayero University, Kano.
- Salisu Marafa Sagagi is the Public Relations Officer Aminu Kano College of Islamic and Legal Studies. He has a Bachelor of Arts Degree in Mass Communication and Masters Degree in Public Relation all from Bayero University, Kano.
- Dr. Rabi Jibrila Muhammad, is the Provost of Federal College of Education Kano. Ph. D holder from University of Ilorin. She has been the Provost of the College for six years having completed her first tenure in 2014.
- Dr. Sadi Mohammad Sirajo is the Deputy Provost of Federal College of Education Kano. He has a Ph. D in Mathematics Education.
- Aisha Ibrahim Gashash the Registrar of Federal College of Education, Kano. She has Bachelor of Arts Degree and Education (History) and Masters in Education (Psychology). She has been in the College for twenty three years.
- Garba Y. Nabayi is the Bursar of the Federal College of Education, Kano. He has Masters of Science in Accounting.
- Dr. Umar Garba Gama, Librarian, Federal College of Education Kano. He obtained Ph. D in information and Library Science.
- Auwalu Mudi Yakasai is the Head of Public Relations Unit, Federal College of Education, Kano. He has a Masters degree in Public Policy and Administration from

Bayero University Kano. He has been working with the institution for the past twenty seven years.

- Muhammad Nuraddeen Mashegu, Principal Assistance Registrar. He has a masters Degree in Public Policy and Administration from Bayero University, Kano. He has been working with the College for the past eleven years.
- Muhammad Ibrahim is the Public Relations Officer of Federal College of Education Kano. He possessed High National Diploma and Post graduate Diploma.
- Farida Tijjani Isma'il is the Public Relations Officer of Federal College of Education Kano. She has a Bachelor of Arts Degree combine honor, Mass Communication/Hausa from Bayero University, Kano. She has been working with the College for about three years now.