FACTORS THAT AFFECTED PUBLIC RELATIONS PRACTICES
IN THE ADMINISTRATION POLICE SERVICE OF KENYA

BY

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DECLARATION

This research project is my original work and has not been presented for examination in any other university.

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This project has been submitted for examination with our approval as the University supervisors.

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DEDICATION

This research project is dedicated to my wife Peris J. Kimosop, children, parents, brothers and sister Christine, extended family members, friends and Administration Police workmates. You all inspired me throughout the research duration. May God the Almighty bless you all!
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We shared ideas, skills, knowledge and experiences that were relevant to Public Relations and the world of 21st Century.
ABSTRACT

Both profit and non-profit organizations all over the world strive to establish and maintain effective relationships with their respective publics in order to improve their images, mutual understanding, and cooperation and acceptance. However, some organizations still lacked behind in public relations practices. Empirical research showed that some of those factors which affected public relations practices included how government policies, public relations programming, stakeholder relations, amongst others were carried out. The practice of public relations was often carried out in a dynamic business environment with limited resources. There were several factors within and without the organization that affected public relations practices. In an attempt to provide solutions to the challenges encountered in the practice, the study therefore sought to make a study of factors that affected public relations practices in the Administration Police Service of Kenya. The general objective was to determine factors, which affected public relations practices within and without the AP Service. There were several specific objectives, some could be presented as; to find out how government policies affected PR practices, to find out the effects of training and placement on PR practices, and so on. Relevant literatures were critically reviewed and a conceptual framework arrived at. APTC, RDU, SGB, Harambee - house, and Nyayo - house were supposed to be covered but because of time and finance limitations, elements from RDU and SGB were excluded. The study was carried out within Nairobi County and drew elements only from Administration Police Training College, Nyayo - house and Harambee - house to constitute a target population from which a sample was drawn using 30 cases for each of the 3 strata. Descriptive research design was utilized and a sample drawn from the target population. The study utilized questionnaires and observation guides in extracting data and information. Ethical considerations were considered and observed. Data and information collected was stored, processed and analyzed using both qualitative and quantitative methods. SPSS and other computer softwares such as Excel were employed.

Analysis of data and information were carried out in order to uncover those factors that affected public relations practices in the Administration Police Service. Some of the research finding were that; Firstly, 73.3% of the respondents noted that Administration Police Service was guided by both government and corporate policies in its management practices. Secondly, internal and external communications were highly carried out as it was agreed by 91.0% of the respondents, although 40% noted that they were not adequate. Thirdly, funding of public relations practices in the Administration police Service were not adequately financed and 55.5% of the respondents noted that as the case. Further, some of the research conclusions were that organizations which were guided by policies always realized greater organizational performances than those which did not. Administration Police Service had no public relations department and that its internal and external communications were not up to date. Finally, recommendations were that all organizations should be guided by both government and corporate policies. Public relations department should be established in the AP Service and communications given a paramount consideration. Further field research should be undertaken by other researchers in order to tell the world more about emerging public relations principles and practices.
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OPERATIONAL DEFINITION OF TERMS

In this study, several terms, abbreviations and acronyms were used and defined as follows;

i) **Purpose;** meaning given as, the main role society defines for a business organization.

ii) **Objective;** used interchangeably with the word goal; something that you are to achieve; an aim. However, in the context of this study, objectives and goals are to be used interchangeably.

iii) **Public Relations;** is the deliberate, planned and sustained effort to establish and maintain mutual understanding between an organization and its publics (IPR, UK).

iv) **Force;** means that organization which was established by section 3 of the Administration Police Act; Chapter 85; Laws of Kenya but has now changed to a Service under the Kenya Constitution, 2010.

v) **Methodology;** An approach to the process of research encompassing a body of methods.

vi) **Officer;** means any person duly appointed under the AP Act, Chapter 85 Laws of Kenya or any other law enacted by Parliament in line with the Kenya Constitution, 2010.

vii) **Dependent variable;** a variable whose values are influenced by one or more independent variables.

viii) **Commandant;** that person duly appointed to head the Administration Police.
# LIST OF ABBREVIATIONS

The study used abbreviations and acronyms as follows:

i) AP .................. Administrations Police

ii) APS.................. Administration Police Service

iii) CSRs................ Corporate Social Responsibilities

iv) IPR ................... Institute of Public Relations

v) SPSS .................... Statistical Product and Service Solutions

vi) PR .................... Public Relations

vii) RDU .................... Rapid Deployment Unit

viii) FQM .................... Force Quartermaster

ix) SGB ...................... Security of Government Buildings

x) UK ....................... United Kingdom

xi) CoPTRD ............... Chief of Planning, Training, Research and Development

xii) CoPS .................. Chief of Operations

xiii) CoA ..................... Chief of Administration

xiv) CDT ...................... Commandant

xv) SO IT ......................... Staff Officer in charge of Information Technology

xvi) SO ACU ................... Staff Officer in Charge of Aids Control Unit.

xvii) SO ....................... Staff Officer

xviii) PRO ....................... Public Relations Officer

xix) ADM ....................... Administration

xx) CAM Diploma...........The Communication, Advertising and Marketing

Education Foundation; Diploma

xxi) Co SIGS. ............... Chief of Signals
CHAPTER ONE
INTRODUCTION

1.1 Background to the study

To satisfy human needs and wants, "individuals and social groupings established and maintained relationships with others" (Cutlip, 1994, p.1). That allowed a company to gain additional benefits which included improved public image, increased employee morale, and support from the community (Zappala & Cronin, 2002). That understanding made many companies to design and implement diverse public relations programs.

Those organizations which did not institute effective public relations practices performed poorly and risked being replaced as soon as possible by others. At its world Public Relations Forum, it was highlighted that the organization held a position in a network full of different stakeholders, and the network decided if you were valuable enough to keep your position (Global Alliance for Public Relations and Communication Management, 2010). It seemed, however, that understanding had not been embraced by many organizations and government institutions especially across the developing world. To avoid being replaced, organizations were required to embrace both conceptual and operational aspects of public relations for, "establishing and maintaining mutual lines of communication, understanding, acceptance and cooperation between an organization and its publics; ... (Cutlip, loc. cit.).

The appreciation of public relations principles and practices differed from one part of the world to the other. However, the rate at which public relations practice has been growing around the world was quite encouraging. There existed global, regional, and national public
relations organizations, for example, Public Relations Society of Kenya (PRSK). All those Public Relations Associations and practices signified the widespread recognition of public relations function as an indispensable managerial tool.

The mandates of the Administration Police Service were clearly stipulated by the Constitution and other several Acts of Parliament. That brought about publics such as the citizens, ministries, departments, local authorities, foreign missions, and so on. Effective relationships with those publics needed to be established and maintained for greater performance. However, that was not the case, "at the police station level, one frequently encountered the policeman and officer in charge of station being unfriendly to the public and slow to respond" (Kenya National Commission on Human Rights, 2004, p.20). In another concern, "Kenyans wanted trust and confidence in the police ..., to enhance the safety and security of communities" (Report of the National Task Force on Police Reforms, 2009). Those investigations revealed that many government ministries and departments featured lowly in public relations practice ratings.

The Administration Police Service and other security agencies had been portrayed as lacking in effective relationships and underperforming their respective mandates. To address that situation the government and its respective security agencies carried out various reforms, which included the re-engineering of its managerial functions and so on but poor relationships with publics continued to persist. There seemed to be critical factors which affected public relations practices within and without the organization but relegated to the periphery, hence the need for the study to uncover and address them appropriately.
1.2 The problem statement

It was the responsibility of organizational managements to make sure that effective public relations practices were designed and implemented. That would enable organizations to realize effective relationships with their respective publics. Those organizations which prioritized effective public relations practices would perform better than those which did not. A close study of the Administration Police Service publications revealed that there was not any serious engagement of public relations practice. That situation had resulted to ineffective public relations with publics and the subsequent underperformance of its mandates.

However, to effectively succeed in the practice of public relations some factors needed to be carried out effectively. They included; government policies, public relations programming, funding of public relations programmes, training of personnel on public relations, communication studies, and amongst others. Effective public relations practices were dependent on several factors within and without the organization. The study therefore, sought out to determine such factors which affected public relations practices in the Administration Police Service. That would have enabled top management to have an understanding of how they affected public relations practice hence the making an appropriate response.

1.3 General objective of the study

To determine factors which affected public relations practices in the Administration Police Service.
1.4 Specific objectives of the study

1) To establish how government policies affected public relations practices in the Administration Police Service.

2) To find out the effects of training and placement on public relations practices in the Administration Police Service.

3) To determine how internal and external communications affected public relations practices in the Administration Police Service.

4) To examine if social responsibility and stakeholder relations affected public relations practices in the Administration Police Service.

5) To establish effects of information communication technologies on public relations practices in the Administration police Service.

1.5 Research questions

1) What public relations programmes were carried out by the Administration Police Service?

2) Were public relation activities designed and implemented within the confines of government policies?

3) Did Administration Police receive adequate budgetary allocation to finance its planned public relations activities?

4) How did Administration Police Service handle its defined publics?

5) Were the Administration Police officers trained on communications and other aspects of public relations?
1.6 Significance of the study

Any study on public relations would be of great importance to organizational managements and practitioners. It would enable those groups of persons to understand how public relations practices contributed in promoting organizational images, establishing and maintaining mutual understandings, cooperation and acceptance between an organization and its publics. Determining factors promoting or hindering public relations practices in organizations would enable managements to have an insight of them, hence making of efforts to either reinforce or eliminate them respectively. The study would be of great importance to Kenya government policy makers, planners, communicators and those especially charged with polishing the county’s image and marketing its products and services. It would also facilitate greater understanding of factors which affected effective designing and implementation of PR activities within and without the organization. Any delay therefore, in carrying out the study would have undermined public relations practices, brands, and images of the various organizations, hence the urgency of the study.

1.7 The scope and limitations

1.7.1 Scope of the study

The study covered Administration Police Service in Nairobi County. It included Administration Police Training College, Rapid Deployment Unit, Harambee - house, Nyayo - house, (personnel unit) and Security of Government Buildings. A target population was instituted by elements from Administration Police Training College, Harambee - house and Nyayo - house. That was because its elements were considered ideal to provide the necessary data and information for the study of factors that affected public relations practices in the Administration Police Service of Kenya. Because of constraints the
researcher was not able to extract data and information from all the locations; hence the use of limitation.

1.7.2 Limitations of the study

The study experienced the following limitations;

1) The findings were for Administration Police Service and not representative of other organizations, however, they have formed a database for future researches.

2) There were inadequate funds and time available for carrying out the research; which contributed to some shortcomings which were to be dealt with in order to realize the success of the study.

1.8 Assumptions of the study

The study assumed that;

1) The respondents would cooperate in giving honest information regarding the study.

2) The Administration Police Service would continue to exist and running of its programmes would also continue as planned.
CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

The history of public relations practice has been very long indeed. It had been there throughout the ages and changing over the periods. Its purposes have however remained the same and there were several models and theories to explain its conceptual and operational aspects in organizations across different country locations. Effective public relations practices in both profit and non-profit organizations depended largely on how those models and theories were appropriately chosen and applied.

The chapter made a review of literature relevant to the study of public relations practice in organizations, especially the Administration Police Service. It started by theoretical and empirical literature reviews, discussion of factors considered to have affected public relations in organizations and eventually presentation of a conceptual framework was made.

2.2 Theoretical literature review

Several models and theories on public relations have been put forward by different scholars and researchers. There existed six public relations models and they seemed to present a world's view of management, definition and nature of PR, education and knowledge which was required of practitioners (J. Grunig, L. Grunig, Sriramesh, Huang, & Lira, 1995). They found in their study that the two-way symmetrical model was the best of the six in advancing PR practices (Hunt & Grunig, 1994). The two scholars however, failed to highlight factors which affected the designing and implementation of effective public relations practices in organizations. Communication models are almost similar to public
relations models and the one considered most famous and befitting contemporary practice was that of David Berlo (Holt, Rinehart & Winston, 1960). It emphasized the following elements: sender, message, channel, and receiver who decoded the message to generate feedback. Public relations practices largely depended on how those elements were designed and executed.

2.3 Empirical literature review

Public relations managers and their staff in different organizations carried out different work (Jefkins, 1998). That work undertaken included; writing and distributing news releases, photographs and feature articles to the press, compiling press lists, and so on (Jefkins, Ibid. p. 18). The works however, fail to indicate what factors within and outside the organization facilitated or undermined effective practice of public relations. Public relations practice was impacted by contextual and environmental factor such as; level and availability of technological development relevant to the practice; media infrastructure and level of professional standards of journalists and editors; uncertainty avoidance; masculinity/femininity, and so on (Sriramesh 2003, Vercic 2009). It could be stated on that basis, that factors which affected PR practices in organizations differed but might have been similar to those identified above. A study of global public relations in Latin America found out that the main obstacles encountered included; political barriers, different service standards, technological barriers amongst others (Montenegro, 2004). While analyzing the impact of the representation of foreign agents by agencies in the United States it was found that the decreases in the amount of negative and positive stories regarding foreign nations were attributed to increased public relations counsel (Kiousis & Wu, 2008). Public relations practitioner’s roles were noted as; expert - prescriber, communication facilitator,
problem solving facilitator, and communications technician (Kitchen, 2005). That authority however, missed out to highlight whether factors which affected such roles could have emanated from political, economic, social, and technological aspects. Included were factors such as: government policies, public relations programming, funding of public relations programmes, training and placement of staff, internal and external communications, media relations, stakeholder relations and corporate social responsibility, amongst others. Factors which affected public relations practices either resulted to effectiveness or ineffectiveness of relationships. The study therefore, proceeded by discussing and presenting factors in the Administration Police Service which affected public relations practices as follows;

2.3.1 Government policies

Policy was understood to be a guide to the action or decisions of people (Appleby, 1994). It therefore directed all government ministries, departments, related agencies, and other persons to operate within its defined confines. That implied that poor corporate policies definitely impacted negatively on plans of the AP Service and subsequently resulted to ineffective public relations practices and vice versa.

Another important aspect which required some consideration together with policy was corporate planning. All organizational behaviour was founded on the existence of needs and a need was defined as "a felt state of deprivation" (Hicks & Gullet, 1975, p.280). The Administration Police Service was previously established by an Act of parliament but now entrenched in the Kenya Constitution, 2010. One of its major mandates was to ensure that safety needs were effectively realized in the country. That lead to the carrying out of managerial functions such as planning, organizing, amongst others. Planning was
recognized as helping organizations to define their purposes and objectives, hence greatly shaping managerial thinking and behaviour (Appleby, 1994). Those aims and objectives could be stated in a hierarchical form and presented as below:

Figure 2.1.0 Hierarchy of organizational plans.

```
Enterprise goals

Purpose and Mission

Objectives

Strategies

Purpose

Procedures, Programmes, budgets, rules
```


2.3.2 Public relations programming

Public relations programming was simply a micro - planning based on corporate aims and objectives. It involved, "analyzing problems and opportunities, defining goals, publics, strategies and plans" (Simon, 1984, p.79). That managerial activity required the input of an effective public relations practitioner or manager who operated from a fully pledged public relations department for the realization of success.
The study of Administration Police organizational structure showed that a well founded public relations department did not exist: only a proposal of PRO/Liaison officer was made (Administration Police, 2004 - 9). As was indicated earlier in the background to the study, "public relations conceptualized establishing and maintaining mutual lines of communication, understanding, acceptance and cooperation between an organization and its publics" (Cutlip, loco cit.). The operational aspects of public relations referred to all those central activities designed and implemented. However, in the absence of PR function, those activities were always expected to be on the negative. They would have been more positive if efforts were made by top management in putting proper arrangements in place.

Figure 2.1.1 Proposed organizational structure of the Administration Police Force.

It was the hope of the study that the new structure of the national police service expected to emerge would recognize the importance of public relations to organizations (Kenya Constitution, part 4, 2010, p.156).

2.3.3 Funding of public relations programmes

The major source of funding for AP strategic objectives was its budgetary allocation from the treasury. Administration Police Service, annually received a budgetary allocation from the treasury through the ministry of provincial administration and internal security towards the implementation of its various activities and contingencies. For example, it required an estimated Ksh.18.73 billion, less annual expenditure on personnel emoluments to implement the outlined strategic objectives (Administration Police, 2009 - 2013/4, p.31).

The designing and implementation of public relations programmes required adequate funding for them to succeed or vice versa. Budgets could be used for controlling purposes and had been recognized as an important function of management (Appleby, 1994). It involved setting standards, measuring performance against standards, feedback of results, and correcting deviation from standards. Therefore, any successful execution of public relations practices called for adequate funding and effective controlling.

2.3.4 Training and placement of staff

Administration Police officers were required to occupy the various positions created through the process of re-organization. One of such posts would be the proposed position of Public Relations Officer (Administration Police, 2005).
Staffing involved functions like manpower planning, recruitment, selection, training and development, performance appraisal, promotion, transfer and so on (Prasad, 1991, p. 448).

What should then have been the desirable disciplines and qualifications of such a modern public relations professional? Many suggestions along that line of argument were put forward, “... emphasized the need for training and professional qualification such as the CAM Diploma” (Jefkins, 1998, p.24). Then another question was, were such humble qualifications still considered the most optimum in the emerging 21st world of public relations practices? Much of the training should have been geared as proposed towards transforming the potential practitioner into a communications technician, communications expert, problem solver and facilitator.

2.3.5 Stakeholder relations and corporate social responsibility

The following was one of the numerous efforts made to define organizational publics;

...based on how people were involved or affected by the problem situation or issue, who they were, where they lived, what relevant organizations they belonged to, what they did relevant to the situation, and so forth (Cutlip, op. cit., P.360).

After the definition of organizational publics, how they were handled greatly determined whether the company succeeded or not in designing and implementing its public relations programmes. Without publics, there would not be formation or existence of organizations. Therefore, Administration Police Service had to accord its publics, royal status and
recognition at all times. That was done through many ways which included: corporate social responsibility, "a process by which a company managed its relationships with groups which had the capacity either individually or collectively to influence organizational ability to succeed at its chosen endeavours" (Kitchen, 1997, p.117). Why did organizations emphasize stakeholder relations? There seemed to be an answer given by Davis (1967) when he noted, if organizations wished to maintain their positions of power in a pluralistic society, they had to accept their societal responsibilities (Kitchen, 2003). Corporate social responsibility entailed; "community and environmental responsibility, quality of management, financial soundness, quality of products and services, value as long term investment, capacity to innovate, quality of marketing ability to attract, develop and retain top talent" (Kitchen, Ibid. p.117). Any ineffectiveness was noted, might result a company being voted out. The Administration Police strategic plans (2004 - 2009), seemingly failed to indicate how CSRs were defined, handled, and carried out its. The study therefore sought to gauge what extend that was the case.

2.3.6 Internal and external communications

"Good public relations began at home" (Kitchen, 2003, p.80). That required that there should be effective internal communications in organizations at all times. Organizational employees would always participate effectively if they were fully informed of the organization’s aims and objectives formulated. It also helped leaders implement ideas and suggestions of employees when decisions were being made and generation of feedback on those decisions (Kitchen, 2003). External communication dealt with publics outside the organization and equally had its benefits. All communications whether internal or external were message driven. Message was what the communications were mainly all about. Public
relations practitioner in charge of the PR department was required to be, "an all-round, a communicator, adviser and a campaign planner" (Jefkins, op. cit. p.18). That implied that there should be a message, receiver and sender who identified the most appropriate medium for conveying the messages which when decoded would give adequate information and understandings for enabling the receiver generate feedback. Effective communications were the key to successful designing and implementation of public relations practices in organizations and vice versa.

The practice of public relations called for the utilization of information from research and communication. That was out of the understanding that real life situations required, "objectivity rather than subjectivity" (Cole, 1996, p.29).

2.3.7 Media relations

The media channels commonly used by most organizations were print, electronic and privately created media. Therefore, organizations always had to identify the most appropriate medium of communication in order to reach out to their publics. Those media often included newspapers, magazines, journal, radio, television, conferences, press releases, and so on.

Media relations largely influenced whether the intended messages would succeed or not. That required that organizations had to earn the respect of media by, appreciating what news was, being truly creative, meeting the needs of journalists and producers, and building their credibility with the media. Journalists typically wanted; fast reaction to enquiries, open and honest media relations policy, amongst others (Kitchen, op. cit. p.115)
2.3.8 Information communication technologies

Organizations today have come to recognize the importance of information systems in supporting decision making processes, co-ordination and control. Information systems may also help managers and workers analyze problems, visualize complex subjects and create new products (Laudon, C. K & Laudon, P. J. 2010) To fully embrace ICT in operations, it was noted involved developing ICT strategy, procuring modern ICT equipment, training of personnel, amongst others (Administration Police, 2009). That understanding led the AP Service to adopt computer, communication, and information systems. They therefore, had to spend huge sums of money, either upgrading or acquiring new information systems.

In most workplaces, there existed office automation systems for the purposes of generating information, groupware systems such as e-mail, voice mail, web services, telecommunications, fax services, word processing services, and many others which were for assisting group managers to supervise and co-ordinate the activities of a group. Further, were the virtual office systems such as audio-conferencing, video-conferencing, video-phones, websites, electronic bulletin boards, and so on. All those related information communication technologies affected the way data was collected and processed, decisions were processed, communicated, amongst others.

2.3.9 Conceptual framework

Effective public relations practices in organizations were influenced by many factors such as policy, management styles, funding of programmes, and so on. However, other variables not contemplated by the study might have influenced the practice of public relations either
positively or negatively. That tool showed the relationships between independent and dependent variables and was summarized and presented as below:

Figure 2.1.2 Conceptual framework.
CHAPTER THREE
METHODOLOGY

3.1 Introduction
Methodology was an approach to the process of the research, which encompassed a body of methods (Hussey & Collis, 2009). It dealt mainly with four major issues; what questions were to be studied? What data and information were to be collected and its analyses? The research study, therefore, adopted and utilized a methodology which was discussed and presented as below;

3.2 Research design
Qualitative research design was utilized to explore public relations in MNCs in India (Bardhan & Patwardhan, 2004). The study being mostly qualitative utilized descriptive research design. Research design was, “concerned with specific predictions, narration of facts and characteristics concerning an individual, group or situation” (Kothari, 2006, p.3). In the study, public relations practices were the dependent variable whereas factors which affected them become independent variables. Other factors might have affected public relations practices in the Administration Police Service.

3.3 Location of the study
The study was carried out mainly in Nairobi County. It involved Administration Police officers from Administration Police Training College, Rapid deployment Unit, Security of Government Buildings, Harambee - house and Nyayo - House (personnel unit). However, because of research constraints, elements from the Administration Police Training College, Nyayo - house and Harambee - house were only considered in constituting the target
The location was chosen because of the following reasons:

1) Matters relating to government policy could easily be accessed from the organization’s management headquartered in Nairobi. That enabled the researcher to determine factors which affected public relations practices in Administration Police Service.

2) It facilitated the study of the research because the AP Service executed most of its planned programs from its headquarters in Nairobi.

3) Infrastructure was highly developed; the researcher would travel from one point to the other when relevant data and other information were being collected from the target population through the help of the research design and other useful methods.

3.4 Target population

The study involved Administration Police officers based in Nairobi County. Several techniques were utilized in extracting relevant data and information from the population for analyzing factors that affected public relations practices in the Administration Police Service. The population was composed of male and female AP officers of all ages, experiences and educational backgrounds. The study intended to cover Administration Police Training College, Rapid deployment Unit, Security of Government Buildings and Harambee - house (personnel unit). The total number of AP officers involved was 10,000. That represented 25 percent of Kenya’s 40,000 AP officers. However, due to limitations of time and finances the only way out was to extract a sample from the target population.
3.5 Sampling procedures and sample size of the population

3.5.1 Sampling procedures

Since the target population was not homogeneous; composed of different elements. The population was divided into sub-populations (strata). The population of Administration Police officers in Nairobi County, was comprised of ranks; the lowest was a constable to the highest being the commandant. However, because of research limitations stratified sampling techniques were utilized in drawing out a representative sample from the universe. In the further establishment of strata the sub-populations were grouped as below:

Constables, Corporals, sergeants, Senior sergeants, Senior sergeant majors, Regimental sergeant majors - **Stratum No. 1**; Inspectors, Chief Inspectors - **Stratum No. 2**; Superintendents, Senior superintendents, Assistant commandant, Senior Assistant commandant, Deputy commandant, Senior Deputy commandant, Commandant - **Stratum No. 3**.

The study excluded elements from Rapid deployment Unit, SGB and Nyayo - House. Populations of APTC Nyayo - house and Harambee - house were used to constitute the target population. Then, drawing 30 cases from each of the 3 strata, resulted to 90 cases as the sample which represented the target population. An element of each stratum was allocated a weight of $1/2$ so that $30$ cases per stratum multiplied by a weight of $1/2 = 15$ cases for each of the 3 strata, hence 45 cases as the representative sample for the target population.
3.5.2 Sample size of the population

The works of Prewitt (1975) were quoted as, "the size of the sample depended upon many factors among them financial and time restrictions and homogeneity of population" (Mwiria and Sheila, 1995) and as:

For many studies the minimum sample size recommended by authorities in research was randomly selected 30 cases ((Mulusa, 1990, p.171).

In determining the sample size of the target population involved in the study, 30 cases were extracted from each stratum.

3.6 Research instruments

They used interviews, observations, opinions and comments in carrying out a survey of public relations practitioners (Sriramesh, Kim & Takasaki, 2000). The study was therefore, utilized questionnaires and observation guides to collect mainly primary data and information for the research study in order to determine factors which affected public relations practices in the Administration Police Service.

a) Questionnaires. Relevant questions based on the research problem were formulated, typed and printed on a form or set of forms. In the forms, spaces for filling the answers to the questions put to the respondents were provided. Questionnaires were mailed or administered to the respondents face to face. They were expected to read, understand, provide answers and then return such answers to the researcher.
b) **Observations.** Direct observations of the Administration Police systems related to public relations practice such as information systems, annual reports, magazines, press releases and so on were mainly focused. That was made without asking the respondents questions. Structured and unstructured observations were utilized.

### 3.7 Pilot study

Pilot survey was in fact “the replica and rehearsal of the main survey” (Kothari, 2006, P.101). The study obtained data and information using the newly developed research instruments from the sample of the universe. The pilot study mainly dealt with validity and reliability of research instruments, data and research process as a whole.

### 3.8 Reliability and Validity

#### 3.8.1 Reliability

Reliability was concerned with “the findings of the research and was one aspect of the credibility” (Hussey & Collis, 2009, p. 64). For a research result to be reliable, a repeat study had to produce the same result. For example, if you found that a group of workers who had attended a training course doubled their previous productivity levels, your result would be reliable if another researcher replicated your study and obtained the same results.

#### 3.8.2 Validity

In qualitative research validity referred to,

- Goodness of data, the kind, accuracy, relevance, richness, colorfulness. The status of the qualitative findings, their hardness, generalisability, truth, or extend to which they were
Qualitative research, "had a particular advantage over other type of research if the purpose was to generate ideas for new products; then the number and quality of ideas become important" (Kent, Ibid. p.92). Data and information derived from the representative sample of the universe had to be accurate, relevant, rich and colorful.

Inferential validity in qualitative research could be established in a number of ways:

1) Face validity was said to exist when the research produced the kind of information wanted or expected.

2) Internal validity referred to as the internal coherence of the findings and meant checking out responses for consistency, and ruling out ambiguity and contradiction.

3) Criterion validity was said to exist when the interpretations from qualitative research matched the conclusions drawn from alternation procedures.

3.9 Data collection procedure

Data and information was extracted from the sample of the universe which represented the target population which was studied to determine factors which affected public relations activities. Feedback of data and information collected was stored for analysis later on as the study progressed.

3.10 Data analysis

Data processing preceded analysis and it implied editing, coding, classification and
tabulation of collected data so that they were amenable for analysis (Kothari, 2006). The term analysis referred to “the computation of certain measures along with searching for patterns of relationships that existed among data patterns” (Hussey and Collis, 2009, p.207). Analysis used both quantitative and qualitative methods. Qualitative analysis involved the explanation of intangible data while quantitative analysis utilized quantitative methods. SPSS and Excel software programs were used to analyze research data and information.

Once data had been entered or imported into SPSS, frequency tables, charts, cross-tabulations and a range of statistical tests were performed quickly and accurately, ... (Hussey & Collis loc. cit.).

Apart from using such software, direct calculations found useful and appropriate for the study were also used. That included frequency distributions, percentages, fractions, tables, bars - graphs, pie - charts and figures.

3.11 Ethical considerations

The main ethical issues observed during and after the research study were; privacy, confidentiality and deception. The respondents were assured that any data and information obtained was only to be used for research and academic purposes.
CHAPTER FOUR
DATA ANALYSIS AND INTERPRETATIONS OF RESULTS

4.0 Introduction

This chapter mainly discussed how data and information collected were analyzed based on
the study of factors that affected public relations practices in the Administration Police
Service of Kenya. It covered Nairobi County and involved elements from APTC, RDU,
Harambee - House, SGB and Nyayo - House. The total population of Administration Police
officers in Nairobi County was 10,000. Because of limitations of time and funds, the
researcher could not extract data and information from elements of the entire population.
To overcome those limitations, a representative sample of 45 elements was drawn from
Administration Police Training College, Harambee - House, and Nyayo - House. That was
after excluding elements from Security of Government Buildings and Rapid Deployment
Unit.

Questionnaires and observation guides were used to extract data and information from 45
respondents. The non - response rate was 0% and that could be attributed to good social
rapport between the researcher and the respondents involved in the study. It started by
analyzing data and information related to the Administration Police Service’s
organizational policies, organizational planning, public relations programming, internal and
external communications, information communication technologies, and amongst others.
Interpretations and results derived from the analysis of data and information were presented
and discussed as the study progressed. Summary of findings conclusions, recommendations
and further field research were made in chapter five of the study.
Table 4.1.0 Respondents’ demographics

<table>
<thead>
<tr>
<th>Gender</th>
<th>Frequency</th>
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</tr>
</thead>
<tbody>
<tr>
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<tr>
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<table>
<thead>
<tr>
<th>Designation</th>
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<th>Percent</th>
</tr>
</thead>
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</tr>
<tr>
<td>Corporal</td>
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</tr>
<tr>
<td>Sergeant</td>
<td>17</td>
<td>37.8</td>
</tr>
<tr>
<td>Inspector</td>
<td>9</td>
<td>20.0</td>
</tr>
<tr>
<td>AP constable</td>
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<table>
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<td>6 - 10 years</td>
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<td>11 - 20 years</td>
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<td>20.0</td>
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<td>Total</td>
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</tr>
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</table>

<table>
<thead>
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<th>Education</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
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<td>77.7</td>
</tr>
<tr>
<td>College</td>
<td>8</td>
<td>17.7</td>
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<tr>
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<tr>
<td>Total</td>
<td>45</td>
<td>100.0</td>
</tr>
</tbody>
</table>
Source: Field data (2011).

Table 4.1.0 above shows that 77.7% of the Administration Police Service respondents were male whereas 22.2% were female. That portrayed the AP Service as a male dominant organization. To be in line with requirements of the new Kenya Constitution, 2010, Administration Police Service should correct such gender imbalance. 40.0%, 20%, 20%, 20% indicated their experiences as below 5 years, 10 years, 20 years and over 21 years respectively. Majority of the AP officers were therefore of young age, active and could trained on diverse aspects of management such as communications, public relations and many others. 77.8%, 17.8% and 4.4% noted that their educational levels were of secondary, College and University. None of them noted that they were of Primary and non - Primary levels. There was an encouraging level of literacy among the AP officers. Public relations practices in organizations heavily relied on various management aspects often facilitated by appropriate literacy levels.
Figure 2.1.3 above shows that 73.3% of the respondents noted that a well founded organizational structure existed. 18.0% of them failed to report about such existence while 9% were non-committal. Many respondents gave the name of the organization as Administration Police Service. It could also be noted that the institution was initially formed by an Act of parliament (Kenya Republic; 1959) but now entrenched in the Kenya Constitution, 2010. It operated as a department in the Office of the President under the Ministry of State in charge of Provincial Administration and Internal Security.
Figure 2.1.4 Departments under AP Service organizational structure

Source: Field data (2011).

Figure 2.1.4 above shows that 12 or 26.7%, 9 or 20.0%, 8 or 17.8%, 9 or 20%, and 7 or 15.6% of the respondents noted that Chaplaincy, Force Quartermaster, RBPU, and RDU existed respectively in the Administration Police Service organizational structure. 0% of them failed to report about the existence of a public relations department. That could have been attributed to an old management practice which fused public relations practices with those of other departments. In the absence of a PR department related programmes were always relegated with serious negative impacts to the organization’s overall performance.
Figure 2.1.5 above shows that 73.3% of the respondents reported that organizational planning was being carried out by the Administration Police Service. 18.0% of them did not report that such a process was being carried out while 9% gave no response. It was through the process of planning that organizations derived aims and objectives that when optimally pursued enabled firms realize greater performances.

Source: Field data (2011).
Table 4.1.1 Organizational policies

<table>
<thead>
<tr>
<th></th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
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<tr>
<td>Yes</td>
<td>33</td>
<td>73.3</td>
</tr>
<tr>
<td>No</td>
<td>8</td>
<td>17.8</td>
</tr>
<tr>
<td>Total</td>
<td>45</td>
<td>100.0</td>
</tr>
</tbody>
</table>

Source: Field data (2011).

Table 4.1.1 above shows that 73.3% of the respondents reported that Administration Police Service was guided by organizational policies in its processes such as planning, organizing, and many others. It was only 17.8% of them who noted that the organization was not guided by policies. Organizations which were always guided by policies had the advantage of deriving the most appropriate organizational aims and objectives for effective realization of performances.
Figure 2.1.6 Pursuance of organizational goals and objectives

Source: Field data (2011).

Figure 2.1.6 above reveals that 91.1% of the respondents noted that the Administration Police Service pursued organizational goals and objectives whereas 9.0% of them reported that it did not. The pursuance of aims and objectives always enabled organizations to realize actual performance which if compared against standards facilitated controlling function in the organization. It also involved the employment of some strategies while combining scarce resources in a dynamic business environment.
Table 4.1.2 Accomplishment of organizational goals and objectives rating

<table>
<thead>
<tr>
<th></th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>No response</td>
<td>4</td>
<td>8.9</td>
</tr>
<tr>
<td>Fairly adequate</td>
<td>24</td>
<td>53.3</td>
</tr>
<tr>
<td>Adequate</td>
<td>11</td>
<td>24.4</td>
</tr>
<tr>
<td>Inadequate</td>
<td>6</td>
<td>13.3</td>
</tr>
<tr>
<td>Total</td>
<td>45</td>
<td>100.0</td>
</tr>
</tbody>
</table>

Source: Field data (2011).

Table 4.1.2 above shows that 53.3%, 22.4%, and 13.3% of the respondents rated the accomplishment of goals and objectives in the Administration Police Service as fairly adequately, adequate, and inadequate respectively. 8.9% did not give any response regarding such ratings. That could have been attributed to relegation of some critical functions such as public relations department and many other aspects of management practices in the organization.
Figure 2.1.7 Strategies for accomplishing goals and objectives

Source: Field data (2011).

Figure 2.1.7 above shows that 9, 9, and 8 of the respondents noted that the Administration Police Service accomplished its organizational goals through teamwork, community policing, vision and mission respectively. 19 of them gave no response of what strategies the organization employed in accomplishing its goals and objectives. It should be noted that all those strategies succeed through communication; a major ingredient of public relations practice. It would have been prudent therefore if managements across different industries took the initiative of establishing, maintaining and enhancing public relations departments.
2.1.8 Training on communications and public relations

Source: Field data (2011).

Figure 2.1.8 above reveals that 67.0% of the respondents felt that they were not being adequately trained on communications and public relations. 33.0% of them reported that they were given such trainings. That showed that members of the Administration Police Service were lacking behind in appropriate skills and knowledge for communications and public relations practices.
Figure 2.1.9 Internal and external communications in the organization

Source: Field data (2011).

Figure 2.1.9 above shows that 41 or 91.1% of the respondents involved in the study noted that Administration Police Service carried out both internal and external communications. 8.9% or 4 of them noted the organization did not. It was through internal and external communications that the organization was able to receive and convey messages which when decoded resulted to information for decision making in the organization.
Figure 2.2.0 above shows that 44.4% and 40.0% of the media used by the Administration Police Service were phone and verbal respectively. 4.4% of them were non committal whereas 11.1% reported that seminars were mainly used when communicating with external publics. Those media greatly affected how messages were received and conveyed to the various stake - holder groups. That showed the organization embraced diverse media of communications.

Source: Field data (2011).
Table 4.1.3 Communications and Expert technicians in the organization

<table>
<thead>
<tr>
<th></th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
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<td>53.3</td>
</tr>
<tr>
<td>No</td>
<td>17</td>
<td>37.8</td>
</tr>
<tr>
<td>Total</td>
<td>45</td>
<td>100.0</td>
</tr>
</tbody>
</table>

Source: Field data (2011).

Table 4.1.3 above shows that 53.3% of the respondents noted that communications and expert technicians existed in the Administration Police Service. Their expertise was further noted affected how communications and public relations practices were carried out in the organization. 37.8% of them reported that such persons did not exist. 8.9% never committed themselves about the existence of such persons.

Table 4.1.4 Liaisons officer in the organization

<table>
<thead>
<tr>
<th></th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
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<td>8.9</td>
</tr>
<tr>
<td>Yes</td>
<td>18</td>
<td>40.0</td>
</tr>
<tr>
<td>No</td>
<td>23</td>
<td>51.1</td>
</tr>
<tr>
<td>Total</td>
<td>45</td>
<td>100.0</td>
</tr>
</tbody>
</table>
Table 4.1.4 above shows that 51.1% of the respondents noted that a liaisons officer did not exist in the Administration Police Service and that undermined the linking of both internal and external publics with the organization. In such circumstances, corporate social responsibilities were greatly undermined, hence poor crafting of organizational images. 40% reported that such an officer existed whereas 8.9% gave no response.

**Figure 2.2.1 Financing of PR activities in the organization**

Source: Field data (2011).

Figure 2.2.1 above shows that 53.3% of the respondents that the Administration Police Service mainly received its finances from the government of Kenya. 38.0% of them indicated that the organization also raised funds from some other-sources.
Table 4.1.5 Public Relations department in the organization

<table>
<thead>
<tr>
<th></th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>No response</td>
<td>4</td>
<td>8.9</td>
</tr>
<tr>
<td>Yes</td>
<td>18</td>
<td>40.0</td>
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<tr>
<td>No</td>
<td>23</td>
<td>51.1</td>
</tr>
<tr>
<td>Total</td>
<td>45</td>
<td>100.0</td>
</tr>
</tbody>
</table>

Source: Field data (2011).

Table 4.1.5 above shows that 51.1% of the respondents involved in the study noted that the Administration Police Service did not have a PR department. The absence of such a department greatly impacted negatively on the designing, implementation and controlling of public relations practices. 40.0% of them failed to report about the existence of such a department.
Figure 2.2.2 above shows that 73.3% or 33 of the respondents noted that PR practices in the Administration Police Service were based on organizations aims and objectives. 17.7% or 8 of them reported that such practices were not based on such aims and objectives. 8.8% or 4 of them gave no response. That showed that much of the PR practices carried out by the AP Service were in line with corporate aims and objectives and therefore relevant.

Source: Field data (2011).
Figure 2.2.3 Adequacy of public relations activities financing

Source: Field data (2011).

Figure 2.2.3 above shows that 16 or 35.5% of the respondents noted that public relations practices in the Administration Police were adequately financed while 25 or 55.5% of them reported that they were not adequately financed while 4 or 8.9% gave no response regarding the adequacy of public relations financing. Under - financing of public relations practices in the AP Service resulted to poor relationships with publics.
Table 4.1.6 Definition of organizational publics

<table>
<thead>
<tr>
<th></th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
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</tr>
<tr>
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<td>33</td>
<td>73.3</td>
</tr>
<tr>
<td>No</td>
<td>8</td>
<td>17.8</td>
</tr>
<tr>
<td>Total</td>
<td>45</td>
<td>100.0</td>
</tr>
</tbody>
</table>

Source: Field data (2011).

Table 4.1.6 above shows that 73.3% of the respondents noted that organizational publics in Administration Police Service were often defined. 17.8% of them failed to report about such definition of publics by the organization. Identification of publics often facilitated effective public relations practices in the organization.

Table 4.1.7 Stakeholder relations and corporate social responsibility

<table>
<thead>
<tr>
<th></th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>No response</td>
<td>4</td>
<td>8.9</td>
</tr>
<tr>
<td>Fairly adequate</td>
<td>11</td>
<td>24.4</td>
</tr>
<tr>
<td>Adequate</td>
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</tr>
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<td>Inadequate</td>
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<td>44.4</td>
</tr>
<tr>
<td>Total</td>
<td>45</td>
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</table>
Table 4.1.7 above shows that 24.4% 22.2%, and 44.4% of the respondents noted that stakeholder relations and corporate social responsibility in the Administration Police Service were fairly adequate, adequate, and inadequate respectively. 8.9% of them gave no response regarding those aspects in the organization.

**Figure 2.2.4 Description of PR accomplishment in the organization**

![Chart Title](chart)

Source: Field data (2011).

Figure 2.2.4 above shows that 10 or 22.2%, 8 or 17.8%, and 23 or 51.1% of the respondents noted the accomplishment of PR practices in the Administration Police Service as adequate, fairly adequate, and not adequate respectively. 4 or 8.9% of them gave no response regarding the description of public relations practices accomplishment in the
organization. It was therefore noted that PR practices in the Administration Police Service were not adequately practiced.

Figure 2.2.5 Benefits of Public Relations to the organization

![Chart Title]

- **Series1**

<table>
<thead>
<tr>
<th></th>
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<th>Fairness</th>
<th>Confidence and trust</th>
</tr>
</thead>
<tbody>
<tr>
<td>Count</td>
<td>4</td>
<td>15</td>
<td>17</td>
<td>9</td>
</tr>
</tbody>
</table>

Source: Field data (2011).

Figure 2.2.5 above shows that 15 or 33.3%, 17 or 37.8%, and 9 or 20% of the respondents noted teamwork, fairness, confidence and trust respectively as some of the benefits that organizations derived from public relations practices. 4 or 8.9% of them failed to report about some benefits that organizations derive from PR practices.
Table 4.1.8 Establishment of public Relations department in the organization

<table>
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<tr>
<th>Frequency</th>
<th>Percent</th>
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</thead>
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<td>Total</td>
<td>45</td>
</tr>
</tbody>
</table>

Source: Field data (2011).

Table 4.1.8 above shows that 68.8% of the respondents supported the establishment of a public relations department in the Administration Police Service. 22.2% of them did not while 8.9% gave no response about the establishment of such a department in the organization.
Figure 2.2.6 Description of communication and public relations in the organization

Source: Field data (2011).

Figure 2.2.6 above shows that 40.0% of the respondents noted that communications and public relations practices in the Administration Police Service were not adequate. 44.0% of them reported that they were fairly adequate while 16% said they were adequate.
Figure 2.2.7 above shows that 20 or 44.4%, 12 or 26.65, and 10 or 22.2% of the respondents noted that they mainly used Kiswahili, English and other languages whenever they communicated with both internal and external publics of the Administration Police Service. In the above figure, respondents who utilized other languages in the chart title were allocated $\frac{1}{2}$ weight so that instead of 10 respondents 5 of them were used. It should be noted that, that treatment did not apply to other respondents involved in the study of the above figure. 3 or 6.6% of them failed to report about the languages they used while communicating.
Table 4.1.9 Media relations in the organization

<table>
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<th>Percent</th>
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</thead>
<tbody>
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<tr>
<td>Fairly adequate</td>
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<td>17.7</td>
</tr>
<tr>
<td>Not adequate</td>
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<td>28.8</td>
</tr>
<tr>
<td>Total</td>
<td>45</td>
<td>100.0</td>
</tr>
</tbody>
</table>

Source: Field data (2011).

Table 4.1.9 above shows that 42.9%, 14.3%, and 28.6% of the respondents noted that media relations were adequate, fairly adequate, and not adequate while 14.3% of them did not comment anything about media relations in the organization. That showed that media relations were not favourable for the execution of public relations practices.
Figure 2.2.8 Information communication technologies in the organization

Figure 2.2.8 above shows that 15, 20, and 7 of the respondents noted that Administration Police Service used computers, cell-phones, and radio-sets. 3 of them gave no response about communication technologies utilized in the organization.

Source: Field data (2011).
Table 4.2.0 Colour schemes, emblems, and images

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<th></th>
<th>Frequency</th>
<th>Percent</th>
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<td>Badges and logos</td>
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<td>Images</td>
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</tr>
<tr>
<td>Total</td>
<td>45</td>
<td>100.0</td>
</tr>
</tbody>
</table>

Source: Field data (2011).

Table 4.2.0 above shows that 35.7 %, 15.5%, and 23.8% of the respondents noted that colour schemes, emblems, and image respectively of the Administration Police service needed some considerable amount of changes. 28.6% of them gave no response regarding such features.
CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter makes a presentation of the summary, conclusions and recommendations of the study on factors that affected public relations practices in the Administration Police Service of Kenya. It starts by the summary, conclusions, recommendations, and finally further field research.

5.2 Summary of the findings

The study sought to determine and characterize those factors that affected public relations practices in the Administration Police Service. The expected result was either effective or ineffective public relations practices depending on how those factors and others were carried out. The main findings of the study were that;

Firstly, organizations which were guided by government or corporate policies had the advantage of effective realization of goals and objectives compared to those which did not. 73.3% of the respondents agreed that Administration Police Service was guided by both government and corporate policies in its management practices. Secondly, public relations programming was carried out and 73.3% of the respondents agreed that they were based on both corporate aims and objectives. They further noted that the implementation and controlling of public relations programmes determined whether the organization was to succeed or fail in realizing effective relationships with the organization’s publics. Thirdly, 55.5% of the respondents noted that public relations programmes were not adequately financed in the Administration Police Service and that undermined their effectiveness.
Fourthly, training and placement of staff in the Administration Police Service was carried out and 67.0% of the respondents agreed that they were not adequately trained on communications and public relations aspects and that impacted negatively on public relations practices. Fifthly, 91.1% of the respondents agreed that internal and external communications were carried out in the Administration Police Service and that affected public relations practices in the organization fairly adequately. Sixthly, 74.4% of the respondents agreed that media relations affected public relations practices in the Administration Police Service and they were not adequately carried out. Seventhly, 44.4% of the respondents noted that stakeholder relations and corporate social responsibility affected public relations practices in the Administration Police Service and that they were inadequately carried out. Eighthly, on information communication technologies, most respondents 94.4% agreed that it affected public relations practices in the Administration Police Service either positively or negatively depending on how they were carried out.

5.3 Conclusions
Firstly, government or corporate policies guided the designing, implementation and controlling of public relations practices in the Administration Police Service. Appropriate policies facilitated greater organizational performances and vice versa. Secondly, public relations programming based on corporate aims and objectives. Their effectiveness only depended on whether they were appropriately implemented and controlled unlike those not based on such aims and objectives. Thirdly, training and placement of staff on communications and public relations aspects were not adequate and that negatively affected the designing and implementation of public relations practices in the administration Police Service. Fourthly, internal and external communications in the
Administration Police Service were highly carried out and that fairly affected public relations practices positively. Fifthly, funding of public relations programmes was inadequate and that greatly affected the implementation of public relations practices. Sixthly, media relations were not adequate and that negatively affected public relations practices in the Administration Police Service. It was seen that effective relationships with print, electronic, and privately created media resulted to greater social rapport and enhanced sharing of information between the organization and its respective publics. Seventhly, stakeholder and corporate social responsibility in the Administration Police Service were not adequately carried out in the Administration police Service and that negatively affected public relations practices negatively. Eighthly, information communication technologies were fast changing and they fairly adequately affected public relations practices and other management processes in the organization such as planning, organizing, and so on.

5.4 Recommendations

The following recommendations in view of the study undertaken were made as follows; Firstly, Administration Police Service should be guided by both government and corporate policies in all its public relations programmes, and so on. Secondly, it should embrace the concept of learning organization and establish, maintain and enhance a Public Relations department. That department should be staffed appropriately with public relations officers, spokespersons, photographers, editors, print, publications officers, and press officers and so on. It might borrow from the public relations structure proposed in the appendix c below. Thirdly, publics should be defined and their respective needs responded to by the organization. Non definition of publics caused organizations to lack proper focus on what
to satisfy as a matter of priority. Fourthly, Administration Police Service should recruit, train and deploy public relations and media officers to serve at the Administration Police headquarters, Administration Police Training College, Rapid Deployment Unit, Security of government Buildings, County headquarters, districts and their sub-ordinate units. Their main responsibilities shall be the designing, implementation and controlling of the Administration Police Service public relations programmes. Fifthly, stakeholder relations and corporate social responsibilities such as medical camps, conferences, workshops, open days, community projects, and award of scholarships, offering of goods and services such as souvenirs and consultancy services should be carried out by the Administration Police Service. That would promote the organization's corporate image. Sixthly, information communication technologies such as the use of computers, cell-phones and internet services, amongst others should be adopted by the Administration Police Service as a matter of priority. To successfully realize that, it should therefore design, implement, and control appropriate information communication systems to meet the organization's growing needs. Seventhly, media relations related to print, electronic, and privately created media should be improved and enhanced at all times in the Administration Police Service. Eighthly, finances allocated for public relations programmes by AP Service should be adequate to sufficiently implement those planned public relations activities. Ninthly, the Administration Police Service should re-engineer itself by re-designing its badge/logo, flag, uniforms, tools and equipment of work should be consistent without much of the variations being witnessed at the moment.
5.6 Further research

The study mainly concentrated on factors that affected public relations practices in the Administration Police Service of Kenya. Those factors were described as independent variables and impacted either positively or negatively on the dependent variable which were public relations practices in the organization. However, it would be necessary to carry out further field research in order to find out how factors other than those covered by the study affected public relations practices. In particular, the concept of globalization should be studied in great detail to shed more light on how its dimensions affect public relations practices. In the study, communication and public relations aspects were so much intertwined that it was not possible to make a clear cut separation of the two. Other researchers should in future carry out some research that might help to single out the percentage of each in a single programme launched at a point of time.
REFERENCES


APPENDICES

APPENDIX A: HISTOGRAM OF ADMINISTRATION POLICE FORCE


Key: see list of Abbreviations
APPENDIX B: THE EMERGING STRUCTURE OF THE NATIONAL POLICE SERVICE

INSPECTOR GENERAL OF THE NATIONAL POLICE SERVICE

DEPUTY INSPECTOR GENERAL OF THE KENYA POLICE SERVICE

DEPUTY INSPECTOR GENERAL OF THE AP SERVICE

APPENDIX C: PROPOSED AP SERVICE PUBLIC RELATIONS STRUCTURE

AP Headquarters
Public Relations Officer

Deputy Public Relations Officer

---to
House journal Editor
Work visits Organizer
Photographer

Print and Publications Officer

APTC PRO I
County Headquarters PRO I PRO I

SGB PRO I
Press Officer; Spokesperson

District Headquarters PRO II

Divisional Headquarters Liaisons Officer

Locational Liaisons Representative

Sub-locational Liaisons Representative

Out-post Liaisons Representative
APPENDIX E:

QUESTIONNAIRES

1.0 INSTRUCTIONS

Please fill in the blanks and tick in the appropriate areas as indicated against each question.

1.1 THE ORGANIZATION

Q1 a) Are you a member of the Administration Police Service?
   i) Yes [ ]   ii) No [ ]

b) If Yes, where do you work? .................................................................

c) State your rank/designation.................................................................

d) Is there a document in your organization which shows the number of officers and their respective ranks? i) No [ ]   ii) Yes [ ]

e) What is the total number of Administration Police officers in Kenya? ..........

Q2 a) Was your organization constituted by the Constitution or by an Act of Parliament?
   i) Yes [ ]   ii) No [ ]

b) If Yes, name the Constitution or the Act; .............................................

Q3 a) How long has your organization been in existence? ............................

Q4 a) Do you have a well founded organizational structure?
   i) Yes [ ]   ii) No [ ]

b) If Yes, name some of its departments ..................................................

5 a) Do you often carry out organizational planning and other managerial functions?
   i) Yes [ ]   ii) No [ ]
b) Are you guided by organizational policies? i) Yes [ ] ii) No [ ]

Q6) Do you pursue organizational goals and objectives? i) Yes [ ] ii) No [ ]

Q7) How do you rate the accomplishment of goals and objectives in your organization?
   i) Adequate [ ] ii) Not adequate [ ]
   iii) Very adequate [ ] iv) Moderately adequate [ ]

Q8) What strategies do you apply in realizing your organizational goals and objectives?

Q9a) Who finances the activities of your organization? ..........................................................

   b) How much money does your organization receive annually for PR programmes?
      i) Ksh 1 - 5 million [ ] ii) Ksh 5 - 10 million [ ] iii) 10 - 15 million [ ]
      iv) Ksh 15 million and over [ ]

1.2 PUBLIC RELATIONS FUNCTION

1) Does your organization embrace internal and external communications?
   i) No [ ] ii) Yes [ ]

2a) Do you have a Public relations department or sub-units?
   i) Yes [ ] ii) No [ ]

   b) If No, how do you carry out PR practices? ..........................................................

3) Do you carry out Public relations programming based on organizational goals and objectives? i) Yes [ ] ii) No [ ]

4) Are your public relations activities adequately financed? i) Yes [ ] ii) No [ ]

5) Do you often define your publics? i) No [ ] ii) Yes [ ]

6) How do you describe the accomplishment of public relations practices in your
7a) Are you aware of an organization that has a Public Relations department?
   i) No [] ii) Yes []

b) If, Yes name them ........................................................................................................

8) Explain the benefits of public relations practices to an organization; ........................
........................................................................................................................................

9) Do you support the establishment of a Public Relations department in your
    organization? i) Yes [] ii) No []

1.3 ORGANIZATIONAL COMMUNICATIONS

1) Do you embrace communication as a two-way process? i) Yes [] ii) No []

2) If Yes, do you carry out internal and external communications?
   a) Yes [] b) No []

3) Do you communicate regularly with your publics? i) Yes [] No ii) []

4) Is there a communications technician in your organization?
   i) Yes [] ii) No []

5) What about a communications expert? i) Yes [] ii) No []

6) How do you describe communications in your organization?
   i) Fairly good [] ii) Moderate []
   iii) Good [] iv) Very good []
1.4 TRAINING AND PLACEMENT OF STAFF

1) State your gender?
   i) Male [ ] ii) Female [ ]

2) How long have you served in the AP Service? i) 0 - 5 years [ ] ii) 5 - 10 years [ ]
   iii) 10 - 20 years iv) 20 years and over [ ]

3) What is your highest level of education?
   i) Primary [ ] ii) Secondary [ ] iii) College [ ] iv) University [ ] v) any other...

4) Are you trained on principles and practice of communications?
   i) Yes [ ] ii) No [ ]

5) What about on public relations practices? i) Yes [ ] ii) No [ ]

6) Do you feel adequately trained on PR and communication aspects?
   i) No [ ] ii) Yes [ ]

1.5 MEDIA CHANNELS AND PERSONNEL

1) Which media do you use in communicating with internal publics? .........................

2) What about with external publics? ...........................................................................

3a) Is there a person in your organization who serves as a liaison, interpreter, and
     mediator between the organization and its publics?
     i) No [ ] ii) Yes [ ]

b) If No, who serves as a liaison officer? .................................................................

4) Do you have an officer who supervises the writing, editing and production of
   organizational publications? i) Yes [ ] ii) No [ ]

5a) Is there someone who works with the media?
6 a) Do you consider Public Relations Officer as part of management team?
   
i) Yes [ ]   ii) No [ ]

b) If Yes, would you allow your Public Relations Officer to collaborate with others in defining and solving problems?
   
i) No [ ]   ii) Yes [ ]

Thank you for your responses.
APPENDIX F:

OBSERVATION GUIDES

2.1 INSTRUCTIONS

Please help in making a keen observation of the following:

SECTION A: GENERAL

a) Locate the venue for your activities schedule;

b) Describe what you see; how is it set up? That is, is it set up into centre; is it an open setting, neat or cluttered, use multicultural materials or pictures and so on?

c) Is it a safe, warm, loving place to the public?

d) Follow the personnel with your eyes and write down what she/he is doing that indicates activities related to the Public.

e) Follow the public that have come for service, consultations in the section, do they get help easily from the personnel present?

f) Is there an organized way of helping the public?

g) How do the personnel interact with each other? (Among themselves)

h) What communication techniques do the personnel use to communicate with the public?

i) What language do the personnel use to talk with public?

j) What is done to an overzealous public?

k) What is your overall impression of the department you have just visited?

l) Is there a posted schedule which tends to be followed daily?

m) Do the personnel appear relaxed and confident when interacting with the public?
n) Telephone equipment is used correctly to make telephone calls? ..........................

o) Communication is clear, polite and courteous? .................................

p) Are telephone calls answered in full view of the publics? ..........................

q) What modern communication items can you see; computer? ..........................

SECTION B: PHYSICAL FEATURES

a) Is the venue free of hazards? .................................................................

b) Is the seating arrangement acceptable? ..................................................

c) Is there ample room for the number of people present? ..........................

d) Do the personnel appear adequate? ....................................................... 

e) Are work consultations areas separated to minimize distractions? .............

f) Is there a “private place” in the department where people may go if they feel
   they need one to one conversation? ......................................................

g) Are there features which identify the organization from others? ................

h) Any other observation you can make? ...................................................

Thank you for your observations.