

**Assessment of Public Relations Strategies of Ibadan Electricity Distribution Company
(IBEDC) on Customers' Satisfaction in Ibadan Metropolis**

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Technology, Faculty of Communication and Information Science, Lead City University,
Ibadan, Oyo State, Nigeria**

**In Partial Fulfillment of the Requirements for the Award of Master of Science Degree
(M.Sc.) in Mass Communication and Media Technology**

Certification

This is to certify that Ayokunmi O. Johnson with matriculation number LCU/PG/001467 carried out this research work titled “Assessment of Public Relations Strategies of Ibadan Electricity Distribution Company on Customers’ Satisfaction in Ibadan Metropolis” in the Department of Mass Communication, Faculty of Communication and Information Science, Lead City University, Ibadan, Oyo State, for the award of Master Degree (M.Sc) in Mass Communication and that this has not been previously submitted.

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Dedication

This work is dedicated to my Mom, Late Mrs. Johnson Olajumoke Abike

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Acknowledgement

I would like to express my gratitude and appreciation to Lead City University, Ibadan for passing through this citadel of Learning and Ibadan Electricity Distribution Company (IBEDC), Ring Road, Ibadan, Oyo State for giving me the opportunity to carry out my research in their organisation.

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“Even though the above-mentioned institutions and persons have assisted in the process of this research work, I alone stand responsible for the errors, if any, found in the work.”

Abstract

Public relations strategies in this study are customer care, publicity, direct marketing, social media engagement, weekly sponsored programmes in the media, community engagement, SMS, corporate social responsibility, media relations, social media, advertising, public campaign, promotion, and publicity. Customer satisfaction is the most reliable characteristic of customers' feedback, bearing in mind that it reflects their preferences. This study thus examined the assessment of Public relations strategies of Ibadan Electricity Distribution Company (IBEDC) on Customers' satisfaction in Ibadan Metropolis. Two theories were adopted for the study: Situational theory and stakeholder theory. Data were collected using a descriptive survey research approach, along with key informant interviews. A total of 353 copies of the questionnaire were administered on the respondents who were customers of IBEDC in Ibadan Metropolis. Findings showed that majority of the respondents (70%) were fully aware of the public relations strategies used by IBEDC to enhance customers' satisfaction. The respondents further admitted that the usage of public relations strategies positively enhanced customers' satisfaction. It was discovered however that 55% of the respondents complained of poor power fluctuations. It is therefore concluded that IBEDC should improve its public relations strategies to enable customers' satisfaction. Furthermore, it is also recommended that IBEDC should establish more public relations strategies to provide current and future consumers the freedom to offer thoughts and recommendations on how the services of the businesses should be enhanced.

Keywords: Public Relations Strategies, Customers' Satisfaction, Electricity, Distribution, Power Outage.

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Table of Contents

Title Page	i
Certification	ii
Dedication	iii
Acknowledgement	Iv
Abstract	V
Table of Contents	Vi
List of Tables	Vii
List of Figures	Viii
List of Acronyms	Ix
Chapter One: Introduction	
1.1 Background to the Study	6
1.2 Statement of the Problem	6
1.3 Aim and Objectives of the Study	7
1.4 Research Questions	8
1.5 Significance of the Study	8
1.6 Scope of the Study	9
1.7 Limitations to the Study	9
1.8 Operational Definition of Terms	10
Endnotes	12
Chapter Two: Literature Review	
2.1 Conceptual Review	13
2.1.1 Public Relations	13
2.1.2 Public Relations as a Function of Management	25
2.1.3 Customers' Satisfaction and Public Relations	34
2.1.4 Models of Public Relations	41
2.1.5 Public Relations Strategies and Tools	47
2.2 Theoretical Review and Framework	57
2.2.1 Stakeholder Theory	57
2.2.2 Situational Theory	66

2.3	Review of Empirical Study	73
2.3.1	Implications of Customers' Satisfaction on the Organization	73
2.3.2	Link between Organization's Image and Customers' Satisfaction	76
2.4	Conceptual Framework (Model)	90
2.5	Summary of Gaps in Literature	92
	Endnotes	95
Chapter Three: Methodology		
3.1	Research Design	103
3.2	Population of the Study	103
3.3	Sample and Sampling Techniques	103
3.4	Instruments for Data Collection	105
3.5	Validity of Research Instrument	106
3.6	Reliability of the Research Instrument	106
3.7	Administration of Research Instrument and Methods of Data Collection	107
3.8	Method of Data Analysis	108
	Endnotes	109
Chapter Four: Results and Discussion of Findings		
4.1	Demographic Data Analysis of Respondents	110
4.1.2	Presentation of Research Questions	111
4.2	Discussion of Findings	127
Chapter Five: Conclusion		
5.1	Summary of Findings	131
5.2	Conclusion	132
5.3	Recommendations	132
5.4	Contribution to Knowledge	133
5.5	Suggested Areas for Further Research	134
	Bibliography	135
	Appendix I	143
	Appendix II	147
	Bio-data	157
	University Compliance Certificate	159

List of Tables

Table	Title	Page
3.1	Reliability Statistics	107
4.1	Socio-demographic Characteristics of Respondents	110
4.2.1	What are Public Relations Strategies used by IBEDC?	112
4.2.2	Mean and Standard Deviation for RQ1	113
4.3.1	What is the Extent of Application of the Public Relations Strategies by IBEDC?	116
4.3.2	Mean and Standard Deviation for RQ2	117
4.4.1	What is the Effect of Public Relations Strategies Deployed by IBEDC on Customer Satisfaction?	119
4.4.2	Mean and Standard Deviation for RQ3	120
4.5.1	What is the Level of Customers' Satisfaction in Ibadan Electricity Distribution Company?	121
4.5.2	Mean and Standard Deviation for RQ4	122

List of Figures

Figure	Title	Page
2.1	Traditional Publics in Public Relations.	18
2.2	IBEDC Public Relations Strategies	47
2.3	Public Relations on Customer Satisfaction Model	90

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List of Acronyms

Abbreviation	Meaning
IBEDC	Ibadan Electricity Distribution Company
IMC	Integrated Marketing Communications
OGTV	Ogun State Television
PRSA	Public Relations Society of America
USA	United States of America
PRAN	Public Relations Association of Nigeria
NRC	Nigerian Railway Corporation
NNPC	Nigerian National Petroleum Corporation
PHCN	Power Holding Company of Nigeria
NEPA	Nigeria Electricity Power Authority
DISCO	Distribution Company
GENCO	Generating Company
MERALCO	Manila Electric Company
BIPR	British Institute of Public Relations
ECN	Electricity Corporation of Nigeria
NDA	Niger Dam Authority
NERC	Nigerian Electricity Regulatory Commission
NTA	Nigerian Television Authority
TCN	Transmission Company of Nigeria
PRP	Public Relations Perception
SEM	Structural Equation Modeling
PR	Public Relations
FMI	Federal Ministry of Interior

Chapter One

Introduction

1.1 Background to the Study

The Public Relations Society of America (PRSA) asserts that public relations arose from the basic need of building and improving human relationship which existed immediately God created Adam and Eve. Thus the concept of public relations (PR) has been with man. The creation of public relations between the creator and the creature both brought harmony and understanding in their relationship. Public Relations, however, existed during the days of Moses. Moses was a stutterer and needed someone who would convey his messages to the Israelites on his behalf. Therefore, Aaron, his brother was appointed and served as link between the Israelites and Moses. From the biblical perspective, Aaron was a public relations officer for Moses ¹. Thus, Public Relations has been practiced, even if only amateurish, since the beginning of mankind. In ancient societies, human communication was limited by space and time. Due to the absence of modern technology, majority of the people lived simple lives in farms and small settlements. Communication flow, therefore in the olden days was primarily personal.

The potentials and application of public relations increased as societies became more urbanized, civilized and complex. Problems with Public Relations increased along with population growth. Public Relations as a profession began in 1900, when the first public relations agency, the Publicity Bureau was founded in the USA. Ivy Lee and Edward Bernays, who are both referred to as the fathers of Public Relations, helped establish the field as a professional practice in the United States¹. The profession became more established after the World War II, in part due to talent from war-time publicity efforts moving into the private sector. Trade associations, industry

publications and academic journals were developed. Some of today's largest Public Relations agencies were founded in the 1950s and began competing globally in Europe and Asia in the beginning of the 60s and 70s¹.

The British colonial administrators established the first public relations department in Nigeria on 1st January, 1944, just a year before the end of the war in 1945. The Public Relations (PR) department was established with the sole purpose of persuading Nigerians to continue to join the British army to prosecute the war to the end. Able bodied Nigerian men were drafted to fight as British soldiers in North Africa and Asia especially in India, and Bombay, alongside other British colonial soldiers in a war no one knew anything about¹. The new PR department established in Nigeria was headed by Mr. D.C Fletcher who was the leader of a group of staff, which included a public relations officer, an assistant public relations officer, a process engraver, a press officer, a publicist, an artist, an antiquities officer, a photographer, a film officer, a radio officer and a confidential secretary. The function of the department was mainly to carry out —public enlightenment programmes relating to government activities. The first public relations professional body is the Public Relations Association of Nigeria (PRAN) was founded by Dr. Samuel Epelle, director of PR at FMI 1963. Dr. Epelle was very influential in the development of public relations practice in Nigeria. He transferred from FMI to the Nigeria Railway Corporation (NRC) which was the most popular federal government establishment at the time. The Nigerian railway corporation could then, be compared to the present Nigerian National Petroleum Corporation (NNPC) in terms of clout and revenue generation for the Federal Government¹.

Public relations strategies is used to help company organise its public relations (or media relations) activities and make strategic decisions about the best way to communicate with its target audience². The development and implementation of public relations strategy can assist brands in not only generating interest from the press in their products or services but also help to organize the many stories brands have that resonate with their diverse audiences. If the strategy is implemented well, it will serve as a tool to help manage the public perception of an organisation². According to Ibadan Electricity Distribution Company, the public relations strategies used by them are: advertising, public campaign, promotion, publicity, marketing, community engagement.

Measuring customer satisfaction is one of the most important issues regarding commercial organisations of all types. The philosophy of the client-focused approach of modern business organisations and implementation of the basic principles of continuous improvement justify the importance of measuring and analyzing the customer satisfaction³. Currently, satisfaction is seen as the most reliable characteristic of customers' feedback, bearing in mind that it reflects the preferences and expectations of the customers effectively, meaningfully and objectively⁴. Therefore, today's customer satisfaction can be seen as a possible quality standard in commercial organisations. On the other hand, it is impossible to continuously motivate employees of a company by non-materials. For this reason, customers' satisfaction must be in the range of measurable parameters directly related to benefits derived from the organisation. It must become a factor, which can be understood and influenced^{5, 6}.

In the corporate world today, Public Relations related activities are geared towards the satisfaction of the publics. In the case of both public and private sectors, a poor customer image does not have any positive effect on the organisation's image in the eyes of stakeholders and consumers in general⁷.

In general, corporate image is considered an asset which gives the organisation a chance to differentiate itself, aiming to maximize their market share, profits, attracting new customers, retaining existing ones, neutralizing the competitors' actions and above all, their success and survival in the market⁸. Organisational public rating is determined by an organisation's ability to attract new customers and retain existing customers. Total customer satisfaction with the service provision experience affects organisation's ability to attract new customers and retain existing ones⁹. Customer satisfaction is a key to a firm's survival in today's marketplace. It has been embraced by practitioners and academics alike as the highest goal of a company⁷.

There is growing agreement that service quality is a precursor of satisfaction with services. Prior studies have suggested that service quality and information quality can predict customer satisfaction¹⁰. Public Relations can predict service quality and information quality. Public Relations help organisations in understanding, measuring and managing service quality, all of which are functions of customer satisfaction. There is a belief of the academics regarding the service quality that better service and quality is an important factor that affects the firm performance⁵. Nonetheless, various researches refer to customer satisfaction as the synonym of the service quality. Moreover, several researches have been conducted in different service type industries to determine the different dimensions regarding service quality.

Customer satisfaction has been defined in two ways: either as an outcome or as a process. The outcome definitions characterise satisfaction as the end-state resulting from the consumption experience. Customers willingness to maintain a relationship with an organisation is contingent on their perception of the benefits of a high relationship quality, satisfaction with a relationship, and the benefits of a relationship that provide a continuous flow of value¹¹. Public Relations, which is a management function becomes handy in facilitating effective communication of organisational goals and objectives. The public relations department in any human organisation handles various activities, which include: conflict resolution or crisis management, internal or employee relations, community relations, promotions, media relations, environmental scanning and sponsorship programmes¹².

For many years, Ibadan Electricity Distribution Company (IBEDC) formerly known as Electricity Corporation of Nigeria (ECN), Power Holding Company of Nigeria (PHCN) and Nigeria Electricity Power Authority (NEPA) as a parent organisation has acquired a negative image and poor customer satisfaction for itself. Customers always complain of poor services, increased electricity bills, lack of effective customer relations services, arbitrarily raising the tariff rate etc. Even after NEPA, has been deregulated the company has not improved. IBEDC is still associated with all manner of negative characteristics as perceived by majority of the customers, which include corruptible tendencies and unsatisfactory services. In consequence, the image of the organisation has been seriously affected. IBEDC is at the tail end of the value chain and the electricity value chain has been unbundled, the electricity business is a value chain like Generation, Distribution Company, Transmission Company of Nigeria (TCN). IBEDC is a Distribution Company (DISCO) In order to transmit it to the distribution company, the

generation company must first generate (DISCO) so IBEDC distribute therefore, the product is not enough to be distributed. When the output is not enough the customers and consumers will end up not having 24hours electricity and this is when they do not get satisfied.

Ibadan Electricity Distribution Company (IBEDC) formally came into existence on 1st November 2013 as part of the unbundling of the electricity sector. The company covers the largest franchise area in Nigeria, made up of Oyo, Ogun, Osun, Kwara and parts of Niger, Ekiti and Kogi states. IBEDC has a strong technical partner Manila Electric Company (MERALCO), the largest power distribution company in the Philippines helping to ensure it meets the targeted objectives. IBEDC mission statement is distributing power, changing lives while its vision is to be the best power distribution company in Nigeria. Their corporate head office is in Ibadan, the capital of Oyo state. Public relations are a profession dedicated to the effective use of communication. Public relations strategies help professionals to plan and deliver strategic activities that work towards achieving the same goal¹³.

1.2 Statement of the Problem

Electricity power generation has been a major challenge in Nigeria for several years. The Federal Government has made series of efforts to reorganize the power sector several times. Almost every house owner and tenant have alternative power generating sets to meet demands. In addition, both public and private corporate organisations have alternate power supply generating sets. For this reason, the power sector at the national level has a serious negative image. No wonder the power distribution companies often engage in powerful public relations campaigns to improve their image to ensure customers' satisfaction. The Ibadan Electricity Distribution

Company is not left out. It is the duty of public relations to bridge the communication gap between corporate organisations and their publics.

Public relations play critical roles in establishing and maintaining mutual understanding between IBEDC and customers. By using some PR strategies to communicate its plans and programmes to its customers, IBEDC seeks to earn the loyalty and understanding of the customers. The public relations strategies used by IBEDC includes: Radio and Television Adverts, Community engagement or Town Hall Meetings, corporate social responsibility, mass marketing, social media platforms, radio and television sponsored programmes, newspaper adverts, and calendar of engagement for weekly 250-500 customers to persuade and retain their loyalty.

However, there seems not to be much confidence on the part of the customers about the positive impact of the image of the company on the consumers.

This is because there is low customers' satisfaction among electricity consumers in Ibadan metropolis as in other parts of Oyo State.

Therefore, the study aims to evaluate the efficiency of the Ibadan Electricity Distribution Company's public relations strategies created to improve business performance and guarantee customer satisfaction. Furthermore, the study seeks to find out the extent to which IBEDC has met its set objectives.

1.3 Aim and Objectives of the Study

The aim of this study is to evaluate the impact of Ibadan Electricity Distribution Company's public relations initiatives on customer satisfaction in Ibadan Metropolis, Oyo State. Specific objectives are to:

- i. identify the public relations strategies employed by Ibadan Electricity Distribution Company to meet customers' satisfaction
- ii. ascertain the extent of application of public relations strategies by Ibadan Electricity Distribution Company to enhance customers' satisfaction at Ibadan Metropolis
- iii. determine the effectiveness level of the public relations strategies deployed by Ibadan Electricity Distribution Company in managing customer satisfaction
- iv. Determine how satisfied customers are with the public relations strategies of Ibadan Electricity Distribution Company

1.4 Research Questions

1. What are the public relations strategies used by Ibadan Electricity Distribution Company to ensure customers' satisfaction?
2. What is the extent of application of the public relations strategies by Ibadan Electricity Distribution Company?
3. How effective is public relations strategies deployed by Ibadan Electricity Distribution Company on customers' satisfaction?
4. What is the level of customers' satisfaction of Ibadan Electricity Distribution Company?

1.5 Significance of the Study

The findings of this research work will be of immense and notable importance to IBEDC and its consumers. It will also help to better understand the Ibadan Electricity Distribution Company (IBEDC) and its competence in handling complaints, as well as other issues that pertain to IBEDC relationship with the customers' which may arise during the course the services rendered

by the organisation. The findings of this study will also help the Public Relations Department of Ibadan Electricity Distribution Company (IBEDC) to map out strategies that will lead to improved enhancement of mutual understanding between the organisation and its consumers.

Finally, the findings of this research will greatly aid future researchers on the topic and advance knowledge, particularly in the field of public relations.

1.6 Scope of the Study

This study was limited to finding out the influence of the Public Relations strategies by IBEDC on residents in Ibadan metropolis, Oyo state. The scope covers only the Public Relations strategies used to enhance mutual understanding on the population of the residents and all the electricity consumers in Ibadan Metropolis Oyo State capital.

1.7 Limitation to the Study

This research work focuses on the assessment of Public Relations strategies on Ibadan Electricity Distribution Company (IBEDC) and is limited to the city of Ibadan only. There are some factors or constraints which may hinder me from achieving the whole intension of this work, These limitations include the limitation of time, a limited budget, and environmental restrictions like the inability to conduct research outside of the school because of the virulent Corona Virus.

1.8 Operational Definition of Terms

Customer Satisfaction: It is a benefit a customer derives from patronizing a company by buying and using its products and services.

IBEDC: Ibadan Electricity Distribution Company, the organisation in charge of supplying electricity across Oyo, Osun, Kwara, and parts of Niger, Kogi, Ekiti and Ogun states.

Mass Marketing: This strategy is when the firm decides to ignore market segment differences and appeal the whole market with one offer or one strategy which supports the idea of broadcasting a message that will reach the largest number of people possible.

Public Relations Strategies: The plan or action used by public relations to maintain mutual understanding with the public of organisations. Public relations strategies are advertising, events, customer care/ customer relations, publicity, direct marketing, social media engagement, media relations, community relations and digital media.

Public Relations: The favourable maintenance of a public image by a company, organisation or a famous person.

Promotion: This is the activity that supports or encourages a cause, venture, or aim.

Public Relations Events Management: is a strategic communication process that helps build and maintain mutually beneficial relationships between organisations and its publics.

Sponsored Programs: It is a packaged programme by organisations to create awareness to the people and to get their attention. This programme gives room for the customers to call in and ask questions and they get response. It is one of the public relations strategies tools that help in promoting the organisation.

Integrated Marketing Communication: can be defined as the process used to unify marketing communication elements, such as public relations, social media, audience analytics, business

development principles, and advertising, into a brand identity that remains consistent across distinct media channels.

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Chapter Two

Literature Review

The study reviewed some relevant literature that relate to the subject matter of this research work. This chapter critically reviews the research literature related to assessment of public relations strategies of IBEDC on Customer Satisfaction in Ibadan Metropolis. The purpose of this chapter is to examine the findings and limitations of the reviewed researches available. The chapter thus includes the following:

2.1 Conceptual Review

2.2 Theoretical Review and Framework

2.3 Review of Empirical Studies

2.4 Conceptual Framework

2.5 Summary

2.1 Conceptual Review

2.1.1 Public Relations

The definition of public relations advanced toward the public is the one that is clearly universally accepted. British Institute of Public Relations (BIPR) which posited that Public Relations is the deliberate, planned and sustained effort to establish a mutual understanding between an organisation and its publics¹. Public Relations refer to —Publics| rather than to the —general public|. This is imperative because Public Relations messages are addressed to specific groups of people or special sections of the general public (targeted audience). These publics may be referred to as members of the local community, employees, investors, electors, donors, distributors or various kinds of consumers and users, according to the type of organisation. These

groups can be subdivided into even more specialized groups for example, a company has many grades of staff. Public Relations is undertaken by every organisation, commercial or non-commercial and in both public and private sectors, the identification of publics and the use of different techniques to reach them, becomes a very important aspect of campaign strategy. Public Relations is used in different ways by various individuals to educate people on the profession. It has also been compared with many management courses. This makes Public Relations a unique entity and with its own basic tenets². The three main elements of public relations are practically as old as society: informing people, persuading people, or integrating people with people. Of course, the means and methods of accomplishing these ends have changed as society has changed.

Society was crude at the start of its life, so was public relations. Primitive society ruled mainly through fear and intimidation; whereas more advanced cultures employed persuasion and debate. Public relations have equally followed this trend. Public relations is not a chaotic activity but calls for planning, research, anticipation, analysis of activities aimed at creating understanding between an organisation and its public. It requires the organisation to understand the public and the public to understand the organisation. That is to say the public should be able to understand why an organisation has taken the decision it has taken. The term ‘sustained effort’ requires that a public relations is not a ‘hit and hiss’ activity. It is a continuous effort to keep the organisation running daily and for its continuous survival.

Public relations is concerned with or devoted to creating mutual understanding among groups and institutions. The concept of mutuality shows that public relations are mediator between an

organisation and its customers³. Public relations consists of all forms of planned communication both inward and outward between an organisation and its publics for the purpose of achieving the objectives concerning mutual understanding. This definition also stresses that the relationship between an organisation and its publics should be mutual. In other words cordial. Creating this relationship entails an exchange of information in both directions skill for the organisation. Broad definition of public relations is the one often referred to as the Mexican statement. This definition is a product of the first World Congress of National Public Relations Associations, held in Mexico in 1978. It states that Public Relations is the art and social science of analyzing trends, predicting their consequences, counseling organisational leaders as well as planning and implementing a programme of action that will serve the interest of not only the organisation but also that of its publics⁴.

Public relations is an art because it involves artistic skills, fine arts, language, writing, public speaking, and so forth. It is a social science, because, it uses social scientific instruments to understand and predict human behaviour. It attempts to understand its environment and relates with it mutually. Public relations monitors, surveys and research issues and happenings in the environment. It advises the organisation so that the policies of the organization are in line with the expectations of its publics. It implements programmes that will favour both the organisation and the publics in a win-win outcome. Public Relations is a distinctive management function which helps to establish and to maintain mutual lines of communication, understanding, acceptance and cooperation between an organization and its publics; involves the management of problems or issues; helps management to keep informed on and responsive to public opinion; defines and emphasizes the responsibility of management to serve the public interest; helps

management keep abreast of and effectively utilize change, serving as an early warning system to help anticipate trends; and uses research and sound and ethical communication as its principal tools⁵.

One major question is who are the publics in public relations? Traditional and Non-traditional publics: They include employees, the news media, governments, investors, customers, multicultural community groups, etc. non-traditional may arise as a result of diverse scenarios in the environment for instance, the Foreign Students Schooling in the country, other publics include;

- **Latent, Aware and Active Publics:** latent public is one which, by evolving developments, common grounds of relationship is opening up between it and any organisation, but whose members are yet to realize or explore it. There is no active relationship between both parties presently. The members of that public are not yet aware of the existence of the relationship. An aware public is that whose members are aware of the existence of a commonality of values or interest with an organisation, but have not made any organized effort to respond to such relationship. On the other hand, an active public has realized the relationship between itself and an organisation, and is working to manage that relationship on its own terms. Several publics at the evolving stages of their relationship with organisations would usually find themselves at one of these levels of relationships⁶.
- **Intervening Publics:** Any public that helps to send a message to another public is known as intervening public. Naturally the mass media fall into this group. Without the media, there is very little any organisation can achieve in its relationship with other publics. Primary and Secondary publics: If a public can directly affect an organisation's goals so that the public

can be taken into consideration virtually on all PR matters, then that public is definitely a primary public. Here, such publics as employees, immediate community, the media, the government, the shareholders (if a company is quoted on the stock exchange), and the financial institutions from which it obtains loans and through which salaries are paid. Primary publics are of great importance to any organization. Secondary publics are equally important efforts must be made to have a good relationship with them. However, the degree to which they affect an organisation's pursuit of its goals is minimal. In a world of limited resources in relation to time and money, most companies concentrate on building and managing relationships with primary publics. With abundance of resources, secondary publics could also get some attention⁶.

- **Internal and External Publics:** Internal publics exist within an organisation while external publics are outside. For a higher institution of learning for instance, some of its publics would include students, academic staff, non-academic staff, food vendors, etc., while external publics would include its immediate community, providers of social amenities like water and electricity, other institutions in its state or country of location, education ministry, embassies and high commissions⁶.
- **Domestic and International Publics:** International publics exist beyond a country's borders. More and more organizations are realizing the place of international publics in their overall corporate success. It is important to note however that the fact that a public is close does not make it familiar. To court the close relationship of a company requires well thought out communication strategies. International public relations is not just about the specific group or persons that an organization relates to in another country, it entails knowledge of such a

country in such areas as culture, belief and value systems, taste and preferences, religion, business ethics, important holidays, weather, etc⁶.

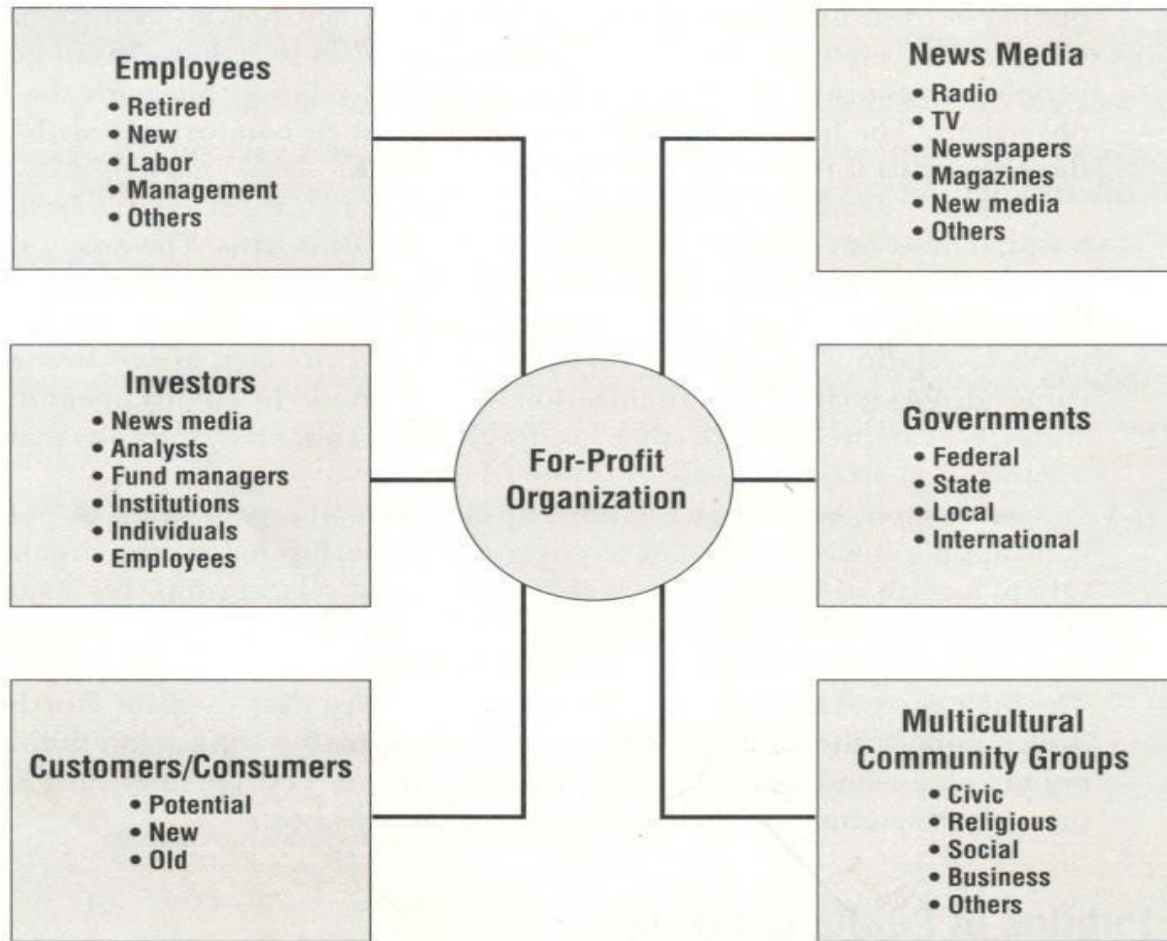


Fig. 2.1: Traditional Publics in Public Relations.

Source: Guth and Marsh (2017)

Further, public relations is a discipline that has attracted many definitions, but the numerous definitions have a lot in common. A major point of agreement is that public relations involves creating mutual understanding between organizations and their publics thereby building a

favorable image for the organisation through which they can nip in the bud unforeseen circumstances. It concerns itself majorly with creating a favorable image for an organisation. This way, it becomes an integral part of every organisation that wants to be successful in its day-to-day activity. Investing on Public relations helps the organisation to achieve its objective effectively and smoothly. Public Relations is not creating good image for a bad team as false image cannot be sustained for a long time⁷. Though the organisation product or services are good it needs an effective Public Relations campaign for attracting and motivating the public to the product or service or towards the purpose of the programme. It does not only encourage the involvement from the public and also resulting in better image. Effective Public Relations can create and build up the image of an individual or an organisation or a. At the time of adverse publicity or when the organisation is under crisis an effective Public Relations can remove the "misunderstanding" and can create mutual understanding between the organisation and the public⁸.

Image is the mental perceptions of the person related to an object, a product, and service, an individual or an organisation. The image needs not necessarily true and image is only an indication of how a person or organisation is perceived by the other(s). The organisations do have an image in the minds of public, customer, employee, Government or for that matter in any interested group. Some organisations enjoy favourable image, while some organisations do not enjoy such a favourable image. The image is beneficial for organisations for achieving their objectives. There are many images viz., Friendly, Speedy, Honest, Corruptive, Efficient, etc. Though one cannot say which is a right image or wrong image, one can say some image are favourable to an organisation for achieving its objectives with relative acceptance⁹.

In this study, public relation is conceptually defined as the —management of communication between an organisation and its publics, and public relations practitioners are those who —manage, plan, and execute communication for the organization as a whole. Public Relations programmes are important because they help organizations achieve their goals by creating relationships with strategic publics: —Individual communication programmes such as media relations, community relations, or customer relations are successful when they affect the cognitions, attitudes, and behaviours of both publics and members of the organisation—that is, the cognitive, attitudinal, and behavioural relationships between organisations and their publics. Thus, effective public relations programme are valuable to organisations because of their contributions to the organisation’s mission, goals, and bottom line¹⁰.

Public Relations makes organisations more effective by building long-term relationships with strategic constituencies, and more specifically, by —developing relations with stakeholders in the internal or external environment that constrain or enhance the ability of an organisation to accomplish its mission³. Based on the importance of this relationship building function in achieving organisational goals, it is only logical to deduce that building relationships with strategic publics is the primary objective of most Public Relations programme. However, the primary goal of public relations is to build relationships between organisations and publics. It does not rely on symbols alone to achieve programme goals rather; symbols are a means as opposed to an end. In Public Relations, symbols are used as a tool to support and facilitate relationship building¹¹.

Ibadan Electricity Distribution Company Evolution: In 1898, the First generating power plant was installed in the city of Lagos. In 1898-1950, the Pattern of electricity development was in the form of individual electricity power undertaking scattered all over the towns. In 1950, Electricity Corporation of Nigeria (ECN) ordinance number 15 was passed by the colonial government to integrate electricity power development. In the Early 60's – ECN and Niger Dam Authority (NDA) were merged to become the National. 1972, the Electric Power Authority (NEPA) came into effect on 1 April, 1972 and in 1973, the merger did not take place until 6th January 1973 when the first GM was appointed. In 2005, transformation of NEPA to Power Holding Company of Nigeria (PHCN) leading to its unbundling into 18 successor companies made up of 11 distribution companies, 6 generation companies and one transmission company also in 2005, the electric power reform sector act, 2005 gave birth to the independent watchdog and regulatory body for the power industry.

The Nigerian electricity regulatory commission (NERC) was inaugurated in Oct 2005 and on Nov 1, 2013 the Successor companies formally handled over to private owners. In IBEDC, there are public relations strategies they use in satisfying their customers such as Customer engagement, press release, media relations, town hall meeting, and customer forum. All these are used to attract and satisfy their customers. The Ibadan Electricity Distribution Company (IBEDC) formally came into existence on 1st November 2013 as part of the unbundling of the electricity sector. The Company covers the largest franchise area in Nigeria, made up of Oyo, Ogun, Osun, Kwara and parts of Niger, Ekiti and Kogi states. The instrument establishing IBEDC describes it as a focused and customer-friendly institution, satisfying its customers is the fulcrum of power distribution, marketing and billing operations. It is determined to be the best

electricity distribution company in Nigeria and this vision is entrenched in the values of the company. IBEDC has brought together a team of market driven and professional individuals who are resilient and performance driven. Its ethos is a culture of open communication and oneness.

IBEDC has a strong technical partner Manila Electric Company (MERALCO), the largest power distribution company in the Philippines helping to ensure it meets the target objectives.

IBEDC mission statement is distributing power, changing lives while its vision is to be the best power distribution company in Nigeria. Their corporate head office is in Ibadan, the capital of Oyo state.

- **Factors Influencing Growth of Public Relations**

Public relations industry as a special field of practice has witnessed steady growth overtime. There is need for public relations in businesses regardless of whether they are small, medium or large scale businesses. In the political and government spheres, political class usually spends fortune to enhance their images and reputation in the eyes of members of the public. Even in the area of faith-based organisations, it's been noted that public relations strategies to publicise their congregation's prowess at healing and prosperity and by extension, enhance their credibility and membership¹². This by implication shows that the industry is growing rapidly both in scope and areas of influence. A number of factors combine to enhance the growth and scope of public relations practice and application in both individual and organisational image and reputation building and sustenance¹³. Some of the major factors influencing the growth and practice of public relations as¹⁰:

- i. Technological advancement which provided enabling environment for mass production, distribution and marketing in addition to providing resources for efficient and effective organisational communication and more specific audiences.
- ii. Increase in the number of sufficiently educated middle class who to a large extent are conscious of the world around and desperate at getting information about people and organisations.
- iii. Growth of organisations like private and public sectors, government agencies and corporations, trade unions, voluntary organisations and sundry organisations that influence peoples' lives.
- iv. Advancement in social science researches which has led to systematic accumulation of reliable, dependable and sophisticated data needed to plan, execute and evaluate public relations campaigns and interpret public opinions and or sentiments.
- v. The professionalisation of public relations to the extent public relations regulatory bodies now exist at local, national and international levels.

- **Public Relations Functions**

Various definitions of public relations have pointed to a common denominator which is that the profession involves maintaining mutual relationship between two entities. This means that public relations management is all about relationship management with emphasis on image/reputation building and sustenance. Public Relations serves as a lubricant that galvanises the interaction between individual/groups (called publics) and corporate organisations; between government/government agencies and their allies/ subjects; and between communities and the constituent groups in the communities¹⁰. It is important to note that public relations, as a

profession plays enormous roles in both corporate and societal lives. This is true in view of the fact —no institution including government can survive let alone flourish if its policies, programmes and actions fail to meet or are perceivable as failing to meet the expectation of the publics it seeks to serve. The functions of public relations included but not limited to¹⁰:

- a) Identifying, interpreting and evaluating public opinions, attitudes, and feelings about prominent individuals, corporate organisations, government and communities.
- b) Imitating, planning and executing special events or programmes on short, medium and long term basis for purpose of winning publics' consent and/or sympathy for a noble cause.
- c) Sufficiently informing various publics about the policies, activities and future plans of governments, organisational and community leaders.
- d) Engaging in conflict management and crisis settlement and wading off negative trend and press reports likely to mar the image and reputation of an organisation, government/or community.
- e) Providing level playing ground for healthy interactions between management of an organisation and/or government functionaries and their respective publics and subjects.
- f) Maintaining favourable relationship between an organisation and the mass media and by so doing, guard against engaging in negative and damaging mass media war.
- g) Helping to balance organisational vis-a-vis government interest with that of the publics-cum-subjects for optimum relation.
- h) Striving to achieve safe organisational social climate by engaging in community relations needed to enhance business motives of corporate organisations. It is imperative to note therefore that public relations is essential in achieving and sustaining corporate and social climate for harmonious co-existence and for enthroning sustainable image and reputations.

Abraham Lincoln, former American President summarised the relevance of public relations in the following words: Public sentiment is everything; with public sentiment nothing can fail, without it nothing can succeed. He who moulds public sentiment goes deeper than he who makes statues and pronounces decisions...public relations is everything¹⁰.

2.1.2 Public Relations as a Function of Management

Public relation is the —management function that identifies, establishes and maintains mutually beneficial relationships between an organisation and its publics upon whom its success depends. The definition identifies the fact that organisations have a beneficial interest in the relationship just as the public do. However, the last part of the definition notes that the success of the organisation depends solely on its publics¹². That is to say, public relations aid the smooth running of the day to day activities of an organisation in relationship with its customers.

Public Relation is a management function. It is placed under the director general in government establishment or the chief executive in the private sector and the public relations officer is always a member of the board of management and takes part in decision-making. The most important requirement for a public relations practitioner is to be aware of the political, social and economic environment in which the organisation operates. The public relations practitioner should equally consider the conflicts of interest which the majority of his publics suffer. The conflicting interests are those of the family, the community, government and company. These responsibilities vary in degree in different organisations as follows:

- a. The public relations man helps the management to evaluate and interpret the opinions, attitudes and aspirations of the various publics and the internal and external activities of the organization.
- b. To inform the populace of government policies and day to day activities.
- c. To manage crisis and issues.
- d. To organize programmes of action where the public can express views on important new projects before final decision is reached.
- e. Keeping management or clients informed about the public opinion, and the events and trends likely to affect their reputation.
- f. To plan and carry out short, medium and long term plans to ensure better knowledge and understanding especially through dialogue in order to create a climate of confidence required for the harmonious co-existence of the organisation with its various publics¹³.

Invariably, it is clear that the role of Public Relations as a management function is quite a challenging one. Therefore, in order to achieve the mission as image-maker, said one British in one of the conference, —We need to be credible to our client, our management, the authorities, the media, and the general public. The public relations practitioner if denied the freedom of information, expression, thought and belief, can have difficulties in the performance of his/her job. —Public Relations strategy of confidence. The public relations profession is not an easy one. The practice of Public Relations requires intellect. It is much more than organization of cocktail parties and the likes. —Public Relations practitioners should be considered as architects. The imbalance in the flow of information between the organisation and its publics has created

considerable misconception about the attitude of the general public¹⁴. Regrettably, such misconception influences international and interpersonal relations.

- **Public Relations Strategy**

The word ‘strategy’ is, no doubt, alien to management literature. It used to be a military term which refers to —the role of a military commander and his art and skill¹⁵. Over time, the concept was imported to management literature to mean a blue print for well-coordinated corporate and planned corporate activities meant to achieve a long term corporate goal. Strategy is a pattern or plan that integrates an organisation’s major goals, policies and action sequences into a cohesive whole¹⁶. A well formulated strategy helps to marshal and allocate an organisation’s resources into a unique and viable posture based on its relative internal competences and shortcomings, anticipated changes in the environment and contingent moves by an intelligent opponent. Thus strategy in the context of public relations entails organisational management’s deliberate and well planned use of communication activities in the direction that would position the organisation as a credible one and by so doing, enhance both the image/reputation of the organisation before its publics on one hand and its market share on the other hand. By implication, public relations strategy requires that¹³:

- Organisational leadership should have a well-articulated and defined communication policy
- The policy should take into account the implication of corporate communication activities for the realisation of corporate goal or mission of the organisation
- The policy must be cohesive to the extent of improving customer relationship and translate same in the sustenance and even expansion of market share.

- **Guidelines in Planning Public Relations Strategy**

Strategic plan for corporate communication activities is hardly an easy task. In doing this therefore, a number of questions come to the mind of public relations practitioners. Some of these numbing questions are¹³:

- What business are we in?
- Why does the business exist?
- What are our aims?
- What do we stand for?
- How do we see ourselves?
- How do others see us?
- What values and benefits do we hold?
- How can these be made manifest in our business?
- How do we view our clients?

Careful examination of these question and provision of satisfactory answers to them before progressing into any business direction (in this context corporate communication) are germane for successful business outing. This means that in planning public relations strategy, the practitioners must be in tune with the area of competence which their organisation is known for. This understanding will by extension equip the practitioners to gain clear understanding of the vision and mission of the organisation. To successfully infuse the corporate vision and mission into the corporate communication plan, the vision and mission statements must be clear, succinct, achievable and measurable. While vision statement envisioned the future (that is where

the organisation target to be in future), the mission statement describes in concrete and practical terms, and the broad-based approach for achieving the vision. Public relations mission statements —are directly applicable to the public relations aims and objectives of the organisation, and are thus developed from, and directly related to, the organisation's overall vision and mission. So once the overall organisation's vision and mission statement are established and adopted, the public relations activities particularly communication activities must be tailored along the line of the well-defined mission and vision statements.

Basic Performance Indicators (BPIs) in many management literatures, Basic Performance Indicators is the same as the Key Performance Indicators (KPIs) or Key Result Areas (KRAs). Regardless of the nomenclature, they all refer to the major observable features for measuring success. Applying KPIs in public relations strategy is to some extent difficult because —the results of public relations work can be intangible in nature and are not often repeated on regular basis¹³. The scholars further added that, most times, input and output rather than outcome is measured. Thus, basic performance indicators can be measured in terms of:

- 1) Number of media organisations that attended an organisation's public relations events and the number that actually reported the event positively or negatively.
- 2) Determining the number of press releases sent out on an issue and how much coverage was achieved¹³.
- 3) How many invitations were dispatched to the publics of the organisation and how many actually attended etc.

The implication is that practitioners should tailor their performance indicators in terms of input and output as earlier stated. The effects of such input and output actions are not easily measured.

- **Major Tools for PR Tactics**

A particular tactics used for achieving financial public relations objectives may also be used to achieve community or media relations objectives¹³.

- **Financial Public Relations:** Annual/quarterly reports, fact books (or factsheets), press releases, newsletters, telecommunication devices (old & news communication technologies, meetings with and presentations before the financial publics⁸.
- **Press (Media) Relations:** Press releases, press conferences, press tours, feature articles, letters to the editors, rejoinder, press interview, press photographs, newsletter, media advisories, curtain raiser, facts sheets, press kit, pitch letters(short letter to the editors about news items) electronic news services, corporate press advertising, advertorials, press inquiries, press reception, press open day, press clippings services⁸.
- **Community Relations:** Press releases, Press conferences, press tours, feature articles, factsheets, advertorials/supplements, meetings with host communities, public lectures, event sponsorships, physical development of host communities, organisation of fund raising, social visits, employment creation, patronising local suppliers, etc.¹⁰.
- **Government Relations:** Printing brochures, features articles, letters to the editor, sponsorship of definition for or against a cause; lobbying, telephone calls, courtesy calls/ visits, text messages/ e-mail; government event sponsorship, etc.
- **Employee Relations:** Meetings, memos, requisitions, newsletters, end of year party, staff retreat etc. Note that the public relations tactics are not limited to the above. There are very many others not listed here. But here constitute the major tools or tactics for effective public relations practice.

Public Relations strategy and its importance to brand's image like IBEDC:

1. Corporate Communications. A corporate communications strategy is the backbone overall of public relations strategy. It uses brand's voice to express important messages in a way that the audience will understand. For example, internal emails or press releases announcing important company news are part of corporate communications strategy. Press Release is one of the effective means through which corporate organisations reach out to their external publics. It usually affords the organisation the opportunity to tell its own story its own way. This is because the organisation writes the stories concerning activities taking place in the life of the organisation and dispatches the stories to media organisations as press releases.

2. Media Relations. Media relation is the relationship an organization has with the press. In order to be successful, it must build a relationship with the correct contact person for each relevant news outlet to ensure that the business is portrayed well in the media. Whenever something newsworthy happens in the organization, press releases to these contacts can be useful. Press releases are news sources which make media relations a symbiotic relationship between the press and businesses. PR has become one of the most important external influences in journalism as it is now practiced¹². This means that public relations practice has a lot to do with the press. Public relations practitioners often have media releases to push to the publics; media conferences to organise and media tours to embark upon and none of these take place without the collaboration of the media. Public relations practice and media practice share a lot in common to the extent that it emphasises on press demands or requirements enhance the growth of public relations industry. Research evidence has also lend weight to the fact that both public relations/practice influences media practice¹⁴. for instance found that 30% out of 250 newspaper

articles examined were news releases, about 20% of which were used verbatim. The relationship between public relations practice and media practice was aptly summarised as¹⁴; but while public relations practitioners may rightly see their role as vital to the media, it is not a one-way relationship. Just as public relations provide information to the media, so too does the media provide information to the public relations profession. This is done through the simple task of media monitoring: reading, watching and listening to the media every day - a simple, yet vital form of research. The practitioner will use the media in their role of issues management, monitoring trends, government policy and legislation, debates and opinions. In daily monitoring of the news media, a range of areas should be covered to gauge public opinion and trends. These include the news and features pages, the editorial or leader, columns, letters to the editor, talkback, radio and television panel and review programmes¹⁴.

3. Community Relations. The brand is a member of the community. Community relations establish business' presence and the perceptions of others. There are many ways business can get involved in the community. Pulse is involved with a variety of community programs focusing on the economic growth in the area, education, public health, and the environment. The company can actively sponsor, donate service, and volunteer their time.

4. Crisis Management. How crises are faced or other unexpected situation can make or break brand. Having a crisis management plan in place allows business to operate as normally as possible through a crisis and preserve the image of the company. Internal and external communications are especially important during these times to keep the situation under control.

Even if the situation can't be prevented, the very least thing to be done is to be prepared.¹⁵ Crisis is —a period or moment of great danger, difficulty, or uncertainty, especially in politics or economics. Corporate organisations often anticipate crisis and when they do the common thing

will be to take pro-active measure to nip the impending crisis in the bud. However, pro-active measures often task practitioners to take actions capable of checking crisis situation from snowballing into full crisis. The essence is to avert the likely image problems the impending crisis may cause the organisation if allowed to implode. On the other hand, there are occasions pro-active measure may not actually forestall a crisis from occurring. So when the crisis occurs reactive approach becomes the most effective means of managing the problem. The implication is that there are two broad ways or approaches to managing crisis– the proactive and reactive approaches. Which of these approaches to be applied in crisis management depends on the nature of the crisis? There are two broad categories of crisis as: Known and Unknown¹⁶.

1. Known Crisis: Every organisation has a defined line of business. The nature of the business therefore makes it imperative that certain defined catastrophe would actually occur in the corporate organisation. For instance, a company that produces chemical or nuclear weapon may anticipate a radioactive or lethal discharge as its potential danger¹⁰. In this case, it is obvious that someday a crisis would occur but what is not certain is when it will occur. So, the potential danger is known but when it may eventually occur is unknown. In this case it is the responsibility of public relations practitioners to advise the staff and management of the organisation on safety measure to add in order to forestall the impending danger from occurring¹⁰. The advice should also entail making adequate arrangement to cushion the probable effects of the anticipated catastrophe when it eventual occurs. These pre-conditioner measures come under pro-active measures. Proactive measures therefore refer to precautionary measures taken to forestall impending crisis and or to cushion the effects of anticipated crisis.

2. Unknown Crisis Unlike known crisis, the unknown crisis can hardly be predicted nor anticipated. It just takes the organisation by surprise. Unknown crises are —sudden calamitous events that cannot be foreseen by anybody¹⁰. It is hardly anticipated and when it occurs, the affected organisation must react to the issue concerned so the approach for managing this kind of crisis is the reactive approach. The above clearly shows that —crisis is of two major modes which are predictable (or anticipated) and unpredictable (or unanticipated) crises¹³.

5. Events Management. The business' events are valuable marketing tool, especially with young people who place a high value on experiences. That being said, planning an event is an equally exciting and stressful time for business. It must be considered when and where the event will take place, who will attend, and so much more. Having an events management strategy can keep all of the details of the event organized so it runs as smoothly as possible.

Public relation is made up of many working parts that build a positive image on business in the eyes of the community where the business is located. Having all the listed strategy in place, it can keep the efforts organized and create the image needed for the business especially in the case of IBEDC¹⁴.

2.1.3 Customers' Satisfaction and Public Relations

Customer's satisfaction in any service provider organization is a factor of effective practice of public relations. Understanding Satisfaction is the level of a person's feelings after comparing the performance or perceived results compared with expectations. Satisfaction is a value of one's

feelings whether satisfying or disappointing produced by a process comparing the presence or appearance of a product desirable to the expected values¹⁵. Satisfaction is a person's feelings of pleasure that result from comparing a product's perceived performance (or outcome) to expectations¹⁶. However, it is in contrast with the research of which indicated that customer satisfaction is viewed as influencing repurchasing intentions and behaviour, which, in turn, leads to an organization's future revenue and profits¹⁷.

Customer satisfaction is a customer feedback in the form of evaluation after purchasing some goods or services compared with customers' expectations. Customer's satisfaction is measured by using the customer's expectations with the performance of the goods or services that can meet the needs and desires of the customers. A satisfied customer means that there are similarities between the performance of the goods and services with the hope of the customers, where it will encourage them to re-purchase the products. At the same time, a disappointed customer would persuade the other customers to not re-purchase and as a result, they will move to another brand competitor. Customer satisfaction is a person's feeling that is the result of a comparison of the performance of a product purchased with what is expected by consumers. Customer satisfaction is defined by the customer's response to the evaluation of perceived nonconformity between expectations and performance¹⁸. Another scholar in the field of study posited further that, customer's satisfaction is a post-purchase evaluation where the perception of product performance exceeds that of customers' expectations¹⁹. Customer satisfaction is also seen as an emotional state, their post-purchase reaction can be anger, irritation, excitement, and neutrality. Customer satisfaction has a direct relationship with customer loyalty, profits and market share, and if the customers they satisfied with the value provided by products and services are likely to

become customers for a long time²⁰. Another literature states further that customer satisfaction is defined as an experience based on customer evaluations or evaluations, namely reality greater than expectations, factors that influence customer satisfaction if expectations are smaller than reality, then the customer is not satisfied, whereas if the reality is greater than expectation then the customer is satisfied^{21, 22}.

The customer's expectations, also known as expected performance, the actual performance, also known as perceived performance, and the discrepancy, also known as confirmation or disconfirmation, which is the gap between the expected performance and perceived performance are the three antecedents that can be identified in relation to satisfaction. Customer satisfaction has emerged as one of the most powerful tools for sustaining a competitive advantage for business success and survival nowadays, through excellence service quality²³. This was corroborated further by another author, who stated that "excellent service is a profit strategy because it results in more new customers, more business with existing customers, fewer lost customers, more insulation from price competition, and fewer mistakes requiring performance of services"²⁴. It is also stated that "maximizing customer satisfaction will maximize profitability and market share". When Public Relations is effectively and professionally practiced in service providing organizations, it reinforces selling activities by motivating the customers, using items of gifts: Calendars, dealership forum, customer factory visits, luncheon parties for customers and media men, hosting meetings of major manufacturers and customers association among others. Public Relations when used as an after service delivery; its activities will be to reinforce loyalty and continuous patronage by customers. Public Relations as a tool in corporate and product promotions specialize in polishing the image of organisations and their services, improve

customer's confidence through relationship management, and provide sufficient and reasonable information including a feedback process for correct evaluation results²⁵.

The existence of many companies on the market is conditioned with a number of satisfied customers. Customers are the key factor of the existence and company development on the market. It is obvious then, that firms, which want to face the competition, need to provide valuable and unique terms to their customers, that will satisfy their needs. This satisfaction includes not only the feelings associated with the purchasing process, but also the atmosphere before and after the execution of purchases. If the company brings itself closer for clients, it easily fulfills their needs and desires for long period of time. Therefore, a crucial factor of building a long-term success of the company is ongoing satisfying client's needs²³. Customer satisfaction is often associated with the customer gratification. Products or services, that are a source of satisfaction, provide the desirable value to their customers, at least in a sufficient degree. Satisfaction is a judgment, an opinion expressed by the customer. The degree of satisfaction reflects the gap between the customer's vision of the expected product, and the customer's perception of the delivered product²⁴. All decisions, made by the consumer, are affected by many factors, including economic ones, such as: incomes, price, savings, loans, the impact of marketing instruments, and non-economic factors, such as: demographic, social or psychological ones²⁵. Recognizing and satisfying customer's needs, expectations, preferences and behaviour is not easy and does not guarantee success on the market. The reason of this is the fact, that consumer behaviour is not rational. Consumers, who make a purchase of a certain good, usually have already clarified requirements referring to its quality, purpose or use.

They do not pay for the product in a physical sense, but they pay for value or what they expect from the product.

Expectations have a different scope and sometimes they could be overstated or quite modest. This leads to consumers taking decision preceded by initiating and defining the customer's specific needs. The consumer need means a demand for specific goods and services²⁶. —Consumer need is a state of indispensability of products possession or use, being a result of achieved level of development of the human environment and his requirements as a bio-psycho-social structure. All the consumption needs refer to with the products of human labour. Another definition says, that the need is a potential or actual condition of the absence of something, what is necessary to keep a person alive and allows him for individual development, gaining and maintain a certain social status, etc²⁷. Needs provide a discomfort associated with the lack of satisfaction caused by shortage of tangible or intangible values in the certain situation. There are few fundamental human needs — but human desires have unlimited character. Although people have limited resources, so they choose the products which provide good value for money²⁸.

The basis of the customers' choice is perceived by its value, which specific products or services are able to deliver. Specifying value for the good is not the same as for the service — value in services is different from the value of products. Due to the nature of services, their value has always immaterial character, although there are also material elements. Customer's reception of service is generally more emotional than the perception of products. Value plays a very important role in customers' decision making. Having a choice between several offers, they decide on the products or services which value is perceived as the highest. Customers do not

evaluate the product value and cost in an objective manner, but only as perceived value. The valuation of the goods delivered to the customer is a challenge for today's manufacturers²⁹. The products available on the market are very modern, and their production is based on advanced techniques and technology. Therefore, it is difficult to say how much the product is worth from the point of view of the customer. It is important to make a distinction between the organization's view of the quality of the delivered product and the customer's perception of the delivered product, because the perception governs the customer's satisfaction³⁰.

There are many definitions of satisfaction in the literature, which stress in the varying degrees the individual aspects of customer satisfaction, for example reaction for offered service or product, an opinion on compliance with the requirements and finally feelings accompanying the acquisition of a good.

A state of satisfaction or dissatisfaction is a subjective feeling and is a result of specific experiences of individual perceptions and emotions. This satisfaction or dissatisfaction reflects a feeling connected with the completed or unfulfilled expectations in relation to a particular product or service. The satisfaction felt by the client, is associated with the experience of his positive impressions, and conversely will be linked to dissatisfaction with the lack of positive incentives.

There are several possible uses of information about customer satisfaction³¹.

Some include:

1. Customer satisfaction results can help to present the current standing of customer satisfaction. This utilization often goes beyond reporting statistical data such as mean, range, and standard deviation. These descriptive data can assist in identifying specific strengths and weaknesses in satisfaction dimensions, the specific items under each, as well as information about overall scores. However, different types of data analysis can be used to identify not only aggregate but also individual information. From here emerge the distinct patterns or gaps between different individuals, groups, or among particular items.

2. Customer satisfaction results can help to identify important customer requirements. Identification of the specific customer requirements for achieving satisfaction is useful at a very fundamental level. An organization is able to clearly focus efforts in those areas that are most important to the customer. Distinguishing those requirements most valued by customers allows for pinpointing efforts for service modifications as well as further data collection. Comparisons of specific items to the satisfaction dimension or overall score can assist in determination of those items that are more closely linked with satisfaction.

3. Customer satisfaction results can help to monitor customer satisfaction results over time. Quite simply, the same information gathered at different points in time can assist in identification of trends and patterns that develop as an organization evolves and changes. Furthermore, this can be helpful in demonstrating the levels of effectiveness of interventions, services and so forth at particular points in history. This temporal collection and comparison of information allows for an organization to adapt and modify services and products to meet the changing requirements of its customers.

4. Customer satisfaction results can help to provide comparisons to other organizations. Comparisons either within an organization by department or sub-group as well as with outside

agencies can provide a wealth of information. This includes not only structural and organizational strengths and weaknesses, but also effectiveness of product/service components and product/service delivery. This can assist in coordination of planned changes specific to each area, as opposed to general, —blanket approaches. Also, this can give a perspective of how one organization is performing in relation to others, namely one's competition. This gives the customer the information necessary to make informed choices and selections.

5. Customer satisfaction results can help to determine the effectiveness of business practices. Data gathered from customer satisfaction studies can provide valuable and accurate information that can assist in evaluation of product/service components and delivery. Products/services can be altered to become more effective, and business practices can be altered to meet the standards of excellence within a certain business. In essence this is the comparison of a particular item against a standard predetermined by the customer. Those scores above the standard are positive, while those below are in need of improvement. This enables more thoughtful and considered prioritization of any possible plans of action.

Reviews of products or services available on the market are very diverse and they are rather subjective in nature. The same we could say about customer satisfaction, which is a personal feeling, and it is affected by various factors.

2.1.4 Models of Public Relations

Public Relations model developed four models of public relations upon which the principles and practice of public relations can be explained. These models of public relations are perhaps the most commonly used theories in the field. They are useful in that they divide a complicated subject matter into four fundamental areas which can then be separately addressed. These models

are based on their understanding of organizational and management practices. This approach is demonstrated in their description of public relations as activities of the management of communication between an organization and its publics. Listed below are the models³²;

1. Press agency/publicity
2. Public information
3. Two-way asymmetric
4. Two-way symmetric

1. **Press Agency/Publicity:** According to him Press Agency / Publicity Model is the focus of public relations effort on getting favourable coverage or publicity from the media. It is a one-way communication with propaganda (one-sided argument) as its purpose. The model projects an approach that thrives on falsehood, thus accuracy, ethics and truth are not seen as essential³². A study in 1989 had revealed that this was the most practiced model of public relations as one of the prominent figures in the practice of the model. Scholars argue that it is a propaganda model with one-sided arguments as its purpose. It is not ascertain if IBEDC make use of this model of communication in their organisation.
2. **The Public Information Model;** equally adopts a one-way approach of dissemination of information. However, unlike the press agency/publicity model, it disseminates truthful and accurate information. It is a model in which the public relations professional acts much like a typical journalist or news reporter ‘in residence’ in the organisation and the information he or she disseminates is relatively objective. Indeed, the purpose of public information here is the dissemination of truthful information. An early expert developed the model in public

relations. They report that the 1989 study showed that this model was the second most practiced, but it ranked last in order of preference among practitioners.

3. **The foundation of Two-Way Asymmetrical Model** is scientific persuasion. It uses research as a way of influencing vital publics towards the organization's point of view. The model also attempts to create mutual understanding between the organisation and its publics. Here, the public relations communicator gets feedbacks from the government and then employs appropriate communication theories to persuade the public to accept the organization's point of view. The essence of research here is to reveal how best to persuade the audience or public.
4. **Two-Way Symmetrical Model**; in 1989, study showed that it was the least practiced of the four models but it ranked first in order of preference among practitioners. Communicators make every attempt for each side to understand the other's point of view. The goal of this model is to achieve mutual understanding albeit in a deeper and more profound way that puts the two parties in a win-win situation. It is a useful model for conflict resolution within an organisation and its publics. The public relations communicator here is a middleman between the organisation and its publics striving always at achieving mutual understanding rather than an adversarial relationship. The model is the most preferred among communicators³³. They reported that it was the most practiced model of public relations but ranked second in order of preference among practitioners. The scholar four models have appeared in various discourses identifying its practicality and general acceptance by the practitioners of public relations based on ethical performances of each model. However, many have come to accept the two-way symmetrical model as the most acceptable and most ethical of the four models which makes this study find it relevant. The two-way symmetrical model as a way of

carrying out public relations through —bargaining, negotiating, and strategies of conflict resolution to bring about symbiotic changes in the ideas, attitudes, and behaviours of both the organization and its publics. The model which is characterized as most ethical and effective in practice provides a normative theory for accomplishing outstanding communication management. The two-way symmetrical model is regarded as excellent public relations.

The models explained are sometimes used by IBEDC in promoting their image in the face of the public and especially in situations where there is crisis e.g. peaceful protesters, violent customer, they adopt the models and appropriately use them where and when necessary.

The importance of the two-way symmetrical model can be found from the following two features. First, the two-way symmetrical model makes organisations more valuable. From a directional viewpoint, two-way communication, such as two-way symmetrical model, permits for the exchange of information. That is to say information runs unreservedly between structures, such as organisations, publics, managements, and employees. From a purposive outlook, symmetrical communication, involves creating equilibrium through teamwork and mutual adjustment. In disparity, asymmetrical communication attempts to change the public perception⁴⁷. It can be generalized that organizations will become much more effective through two-way symmetrical public relations than through one-way communication or asymmetrical positions. Several reasons why a two-way symmetrical relationship is the best including³⁴;

1. There are no obvious limitations between organizations and the public's due to free flow of information;
2. Disagreements will be decided through negotiation and communication due to thoughts of collaboration and communal benefits; and

3. The input of all people, including employees, is valued. Second, the two-way symmetrical model makes organizational public relations more ethical. The two-way symmetrical public relations serve as a mechanism by which organizations and publics interact to manage interdependence and conflict for the benefit of all. It entails that every person engaged in the issue is equal⁴⁸. The whole issue can be deciphered through dialogue, discussion and negotiation. By supporting unions of communal confidence between the organization and its publics by giving the publics the power to shape and team up on organizational targets through feedback, the organization public relationship is toughened.

Divergently, the other three models, (press agency/ publicity, public information, two-way asymmetrical) lean thinly on ethics. The press agency / publicity model is controlled by one-way, influential communication with the objective of maneuvering audience attitudes and behaviours⁴⁸. While the public information expert offers truthful information about her or his organization to the public he or she does not volunteer negative information. These two models established communication as one-directional, from organization to public. The emergence of the two-way asymmetrical model budgeted communication from one-way to two-way, which significantly altered communication relationship; however, the chief ambition for feedback beneath this model is to process manipulative message techniques. The two-way symmetric model bothers upon generating mutual understanding which is acute to the feat of the organization.

IBEDC being a service (electricity) provider in Oyo State requires a good image especially considering the pace of the sector under social, insecurity, economic, political, and technological

environment factors which may constitute a disruption to the services provided by the organization, thereby generating service setbacks and leaving their vast customers dissatisfied with the services provided by the organization. Sequel to this, the organization needs to develop a mutual relationship which will be highly beneficial to it all the time especially during conflict. This position can better be attained through public relations which will require the organization according to this model to bargain, negotiate, and or discuss with the customers on how to serve them better. This fosters an idea of self-belonging among the customers and will readily promote the idea of satisfaction amongst them in the day-to-day running of the organization.

There are many factors that affect customer satisfaction³⁵. These factors include:

- friendly employees,
- courteous employees,
- knowledgeable employees,
- helpful employees,
- accuracy of billing,
- billing timeliness,
- competitive pricing,
- service quality,
- good value,
- billing clarity and;
- Quick service.

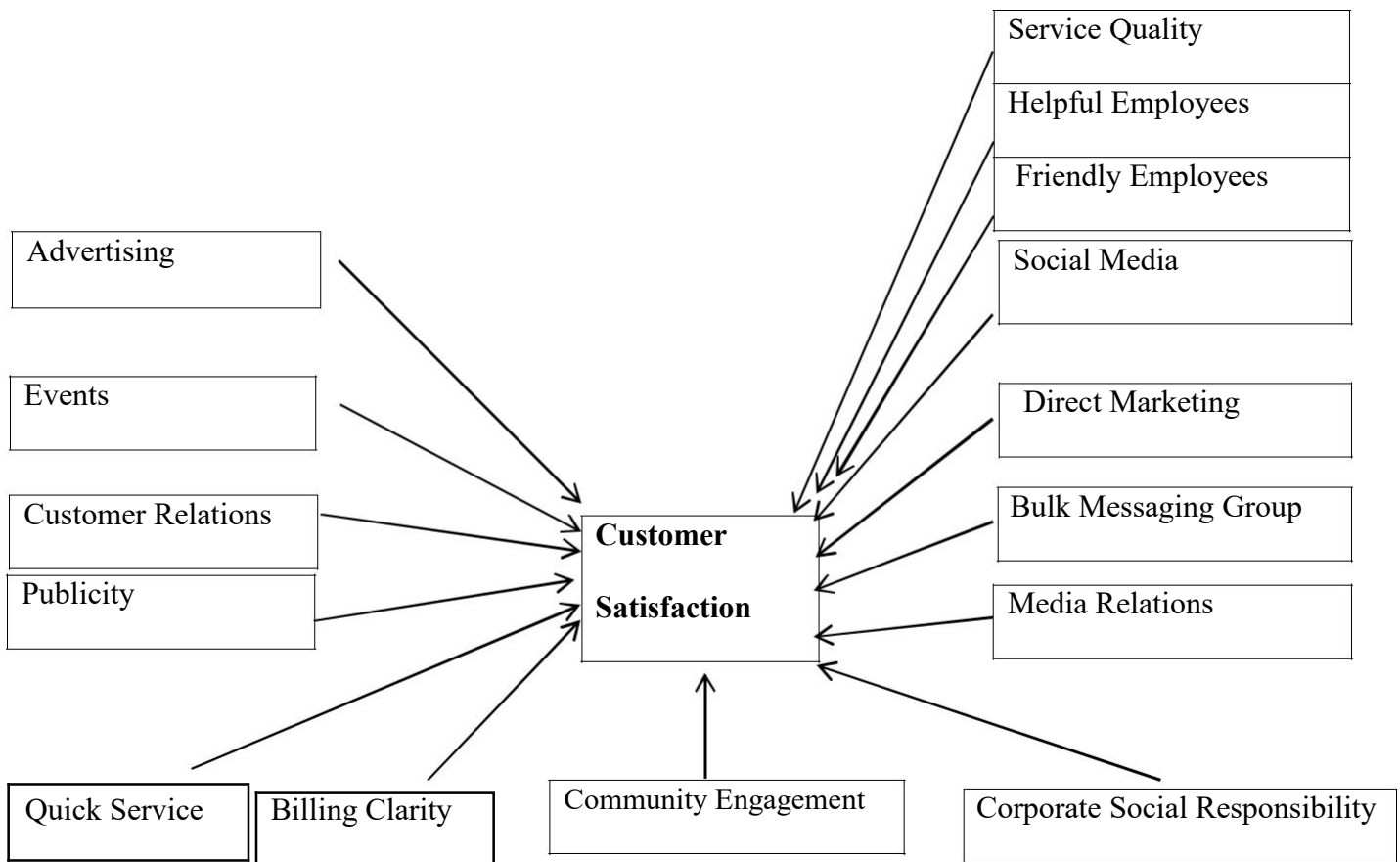


Fig 2.2: IBEDC Public Relations strategies.

Source: Researcher (2021)

2.1.5 Public Relations Strategies and Tools

Public relations tools and strategies for company's activities help to create positive attitudes and behaviours towards the company which attract valued customers. This public relations strategies or tools are very cost-effective and often lead to good image or reputation for the company's name. Below are the strategies and tools of Public relations used by IBEDC:

- **Advertising:** This is a means of communication with the users of a product or service. Advertisements are messages paid for by those who send them and are intended to inform or

influence people who receive them, as defined by the Advertising Association of the UK. IBEDC often gets involved in advertising as a PR tool to tell consumers when there is electricity maintenance to be carried out that involves power outage for a period of time. Advertising is always present, though people may not be aware of it. In today's world, advertising uses every possible media to get its message through. It does this via television, print (newspapers, magazines, journals etc.), radio, press, internet, and direct selling, hoardings, mailers, contests, sponsorships, posters, clothes, events, and colors, sound. IBEDC can as well make use of advertising as its public relations strategies to satisfy their customers³⁶.

- **Events:** Public relations event is an opportunity for IBEDC to showcase the company, client, or products or services to the general public. With a PR event, the press is there and the pressure is on. More than ever, you want to be professional, presentable, and engaging²⁷. In 2016, IBEDC hosted an event for over 400 Nigerian women, they created this event to encourage women to be involved in job opportunity and providing opportunities for women in the field of engineering.
- **Customer Relations:** IBEDC customer care provides services to customers before, during and after a purchase of electricity tariffs. They listen to customers' complaint and find solutions to any issue brought before them. It refers to systems in the business place that will maximize customer satisfaction with the business. Customer care is vital to any business because if the customers are satisfied and happy, profits and sales figures also increase³⁷. Customer care is simply needed in IBEDC to move the company forward.

- **Publicity:** It concerns the presence of the media. It creates public awareness for a brand like IBEDC. It is in form of promotion that is used to attract attention. IBEDC makes use of this medium to pass information to the public, for example, IBEDC warned the public's not to build shops or houses under power line because of the danger involved, this is a typical example of publicity, they are trying to warn the people of the danger in having buildings under power line by announcing on radio and television and distributing fliers to the people. Publicity involves a whole host of strategies to accomplish an organization's goals by sending messages to appropriate audiences³⁸.
- **Quick Service:** IBEDC provide rapid service and are focused on providing customers with electricity and efficiently as possible especially with the online mode of payment on recharging prepaid meters, as soon as customers recharge their meters, the electricity is installed within few seconds, this is part of public relations strategies that works for the customers in IBEDC.
- **Billing Clarity:** This tool is used for both the company and the customers. It has to do with the usage of the electricity by the consumers, at the end of the month, IBEDC distributes bills to the consumers and when paid, they continue to enjoy electricity but if consumers do not pay as at when due, their electricity will be disconnected.
- **Community Engagement:** This public relations strategies works in corporation with the community surrounding the geographical proximity of people that makes use of the services

rendered by the organization. IBEDC strengthen their relationship with their customers through community engagement by sensitizing the public on tariff increase. They charge the communities to cooperate with IBEDC in the fight against vandalism and promised that IBEDC will improve on the local faults clearing. Communities from Osu, Oke Mesi, Okuku, Ibokun in Osun State and Abiola Way, Olomore, Obantoko, Afobaje, Obasanjo Farm, Owode in Ogun State were provided new poles and conductors. Through these engagements, the company was also able to identify local issues hampering power supply to communities such as Ogijo, Ilaro, Sango, Ita-Oshin, Adigbe, Ijebu Ode, Iberekodo, bode-Olude in Ogun state and Iseyin, Saki, Okecho, Okeebo, Ona Ara, Alphonsos, Aduloju, Akobo, Iwo road, Moniya, Ogbomoso in Oyo State. Other communities also engaged include Molatori, Osi, Saadu, Shao, Lalupon, Elebu, Share, Otte, Offa, Ajase-Ipo, Sango, Ota, Ijamido, Imowo, Ilaro, Tanke, Ayepe, Ede, Aduloju, Bashorun, Orogun, Agbowo, Shokas, Ede Ologuneru, Jericho, Elebu and Oladele, Akilapa and Ayepe where resolutions are ongoing on identified issues within the areas. They seek to engage community to achieve sustainable outcomes, equitable decision-making processes, and deepen relationships and trust between government, organizations and communities. IBEDC can as well make use of this strategy in getting to know their consumers and finding out things they can do to improve their services³⁹. IBEDC involve in community engagement whether in career, welfare and electricity.

- **Corporate Social Responsibility:** This concept is also part of public relations strategies that allows and gives room for the companies like IBEDC to integrate social and environmental concerns in their business operations and interaction with their customers.

IBEDC makes use of CSR recently by breaking the cultural norms of male-domination in energy sector by encouraging female gender to embrace the sector, therefore, IBEDC created a career fair for female final year students on career opportunities in the energy sector, held at the University of Ibadan. Also, IBEDC corporate social responsibility is reducing neonatal and infant mortality rate in Nigeria, IBEDC donates incubator and baby apnea monitors to UCH, Ibadan.

This strategy plays a more accountable role in the society. If this strategy is properly managed and utilized, it is the best strategy that benefits the company, as well as society⁴⁰.

- **Media Relations:** This technology is widely used by IBEDC for the purpose of reaching mass audience. They are used to reach the vast majority of the general public. Commonly used platform are newspapers, magazines, radio, television and the internet. They make use of this platform to pass information to the public. They involve in press releases and have strong relationship with the media men.
- **Bulk Messaging:** This strategy refers to sending a SMS/MMS message to multiple end users at the same time. It is a broadcast type of message that reaches different group of people. IBEDC makes use of this strategy to simply set as reminder to their customers to either pay their bills or inform them about a new development in the company.
- **Direct Marketing:** This consists of any marketing that has to do with direct communication or distribution to individual consumers. This promotes the goods and services directly to the customers who most need them. IBEDC on its own is a used service whether advertised or

marketed, it is a compulsory service because everyone makes use of electricity therefore, it is important to pay the bills but using direct marketing, it can still play a huge role by informing people directly about upgrades in the services provided⁴¹.

- **Social Media:** It is used by many individuals to stay in touch and interact with friends and family, while others use it to communicate with different communities. Many businesses like IBEDC use social media as a way to market and promote their products; social media has become larger and more accessible because of the use of smartphones that uses applications like Twitter, Instagram, Facebook, Whatsapp etc. IBEDC can make use of this medium or channels to reach their target audience and they post activities that can benefit the people and to improve their quality of service by asking questions from the people.
- **Friendly Employees:** This strategy is good and useful because when employees are friendly, it gives the company a good image. When customers come in and they are being attended to in a friendly manner, this gives comfort to the customers and they will want to come again, this can as well relate to customer care. IBEDC employees are friendly and have good listening ears.
- **Helpful Employees:** When employees are helpful, it creates smooth running and rapport in the organization. Customers have issues doing one or two things and as a staff in the company, it is of great value if the assistance is rendered to the customers. IBEDC employees are helpful when customers need help in filling forms and paying bills, the employees of IBEDC guide the customers during the process.

- **Service Quality:** This public relations strategy has to do with the customer assessment of service expectations as it relates to a company's performance. If a company has a high level of service quality, there's a high possible chance that they will be capable to meet the need of the customers and provide them with solution. IBEDC are hoping to improve their service quality but they advise customers and consumers to get prepaid meter to avoid estimated billing because DISCO (Distribution Company) are in serious debt, and they cannot guarantee a 24hrs electricity supply.

Customer Relations as an Effective Public Relations Strategy

A customer is someone that buys and/or consumes goods, services or products from a business, vendor or organization through transactions that are financial or non-financial⁴². In this regard, organizations are established to satisfy customer's needs and wants. An organization that recognizes the importance of customers and adopts strategies to satisfactorily meet the needs of customers is likely to continue to exist and by extension, its employees would remain in employment than organizations who do not. Also, when customers are satisfied with the way their needs are met, they are likely to be committed and loyal to the organization.

Effective customer relations focus on the customers, who are the end users of its products and services. Establishing an effective, mutual and beneficial relationship with customers is vital to organizations as it can lead to customer retention and also attract new customers. Customer relations, is about relationship management between an organization and its customers. One of the major goals of customer relations, as a public relations strategy, is to create a climate of mutual understanding between the bank and its esteemed customers. It

involves all the undertakings an organization uses to build relationships with customers through deliberate and satisfactory delivery of products and services. The objectives of customer relationship are to acquire customers; to grow profitable customer relationships, to retain profitable customers and to create competitive advantage. This means that an effective customer relationship can lead to retaining existing customers as well as getting potential customers, increase in sales (revenue) through the introduction of incentives, to get a bigger share of the customers money thereby getting a bigger share of the market, to sell new products and/or services, to handle complaints thereby increasing communication between the organization and customers etc. There, however, is a slight difference between customer relations and customer service; although both concepts are often times used interchangeably to mean the same thing⁴³.

Customer service is the development of a systematic approach to exceeding the customer's expectations through the co-ordination of analysis, methodology, service delivery, design, access, management, cost strategies and communicating this message in a language that both the internal and external customer can understand, while customer relations involves developing the most effective interactive customer service strategy, using principles of customer relations to determine and satisfy both existing and potential customer needs⁴⁵. It is a systematic interaction between an organization and her customers. Therefore, customer service is a strategy of customer relations aimed at interfacing with customers.

Customer relations, a strategy of public relations, are an integral part of public relations activities of organizations. As a matter of fact, customer relations are inbuilt into public relations because they both deal with establishing mutual relationship with customers, customer satisfaction and

creating a positive image of the organization. Public relations is a dialogue between an organization and its stakeholders geared towards building mutual understanding and in a way building and maintaining reputation for a company and its products and services⁴⁶.

Public relations activities are usually planned while its efforts at maintaining goodwill and understanding with its publics are constantly sustained. The key issue in public relations is publics. These publics (including customers) vary from one organization to another. For instance, publics of financial institutions would include but not limited to customers, the government, regulatory agencies, the media, security agencies etc.

Every organization that is concerned about its portrayal before its publics would employ public relations. Public relations activities are a management function that establish and maintain two-way, mutual relationships and communications between organization and its stakeholders (customers). Once a relationship is established, all parties should realize benefits. Benefits usually arise from the establishment of long-term relationships. Sophisticated public relations techniques must therefore be applied in order to sustain these relationships, build rapport with employees, customers, investors or the general public, understand their needs and elicit feedback. Using public relations, an organization identifies issues that face its publics, seek ways of (re)solving the issues and considers what to say and/or do to enhance its relationships with its publics before it frames and presents the messages. Public relations and customer relations both have a common goal is to promote a good image of the organization. Customer relations back up the public relations efforts because customer relations are one of the channels used to interface with clients.

For Instance, application of customer relations in the banking industry, customers are as important to organizations as organizations are also important to customers. Customers are important to banking institutions because without customers, banks would not be in business. On the other hand, banking institutions are also important to customers because customers trust them with their money. This symbiotic relationship allows for a two-way communication that also provides for feedback mechanisms. However, as a result of the establishment of an open market environment, customers are no longer at the mercy of single financial institutions because competition has led customers to wield some form of power and control over their choice of bank to save their money or transact business with. In addition, customers, these days, are well educated and more informed, than in the past years, about the power of choice which they wield and so are more selective with their choice of financial institutions. Therefore, if a customer is treated poorly or dissatisfied with the services from one bank, there is a good chance that he/she would move over to another bank where he/she can be satisfied. Retention of customers has been identified as a delicate task for financial institutions. To retain customers, effective relations between the banks and customers is mandatory; where the customers would be made to feel satisfied with the services provided. Consistently good experience in customer service delivery leads to familiarity, friendship and intimacy, while otherwise leads to doubts and distancing⁴⁷. Customer relations and satisfaction are important factors to the success of businesses, including financial institutions. One of the aspects that will make a customer choose certain bank products or services over other banks will be in the aspect of customer relations and satisfaction of services provided. Similarly, Customer satisfaction would lead to increased revenue growth and attain competitive advantage. In fact, one of the major ways by which banking institutions can differentiate their services from other competitors is

through effective customer service delivery as well as high quality services. Therefore, there is the need to provide effective relationship to satisfy customers as a satisfied customer would usually make repeated purchases.

2.2 Theoretical Review and Framework

The following theories relevant to the study were applied. The Stakeholder theory and Situational theory.

2.2.1 Stakeholder Theory

The word "stakeholder" first appeared in an internal memorandum at the Stanford Research Institute (SRI International, Inc.), in 1963. The term was meant to challenge the notion that stockholders are the only group to whom management needs be responsive. In the late 1970's and early 1980's scholars and practitioners were working to develop management theories to help explain management problems that involve high levels of uncertainty and change.

Stakeholder theory suggests the adoption of a unit of analysis in the relationships between a business and the groups and individuals who can affect or are affected by it then we have a better chance to deal effectively with these three problems. First, a company may be seen as a collection of interactions among organizations that have a stake in the activities that make up the firm if one looks at it from the viewpoint of its stakeholders. It is about how different parties, like as consumers, suppliers, workers, financiers (stockholders, bondholders, banks, etc.), communities, and managers, engage with one another to jointly generate and transfer value. To understand a business is to know how these relationships work and change over time. It is the

executive's job to manage and shape these relationships to create as much value as possible for stakeholders and to manage the distribution of that value.

Where stakeholder interests conflict, the executive must find a way to re-think problems so that the needs of a broad group of stakeholders are addressed, and to the extent this is done even more value may be created for each. If tradeoffs have to be made, as sometimes happens, then executives must figure out how to make the tradeoffs, and then work on improving the tradeoffs for all sides. These relationships can be framed in a variety of ways, unilateral, bilateral or even multi-party. Each of these framings will be more or less useful for certain purposes.

Second, although effective management of stakeholder relationships helps businesses survive and thrive in capitalist systems, it is also a moral endeavor because it concerns the questions of value, choice, and potential harm and benefit for a large group of groups and individuals. Finally, a description of management which focuses attention on the creation, maintenance, and alignment of stakeholder relationships better equips practitioners to create value and avoid moral failures. There has been a great deal of discussion about what kind of entity, —stakeholder theory really is. Some have argued that it isn't a —theory because theories are connected sets of testable propositions. Others have suggested that there is just too much ambiguity in the definition of the central term to ever admit of the status of theory. Still others have proposed that it is a distinct "theory of the company" that stands in contrast to the shareholder theory of the business. Being pragmatic realists in philosophy, we don't really have anything to contribute to these discussions. In our view, "stakeholder theory" is best understood as a "framework," or a collection of concepts that may serve as the basis for a variety of other theories. In addition, we often use the term "stakeholder theory" to refer to the very sizable body of academic research that is predicated on the importance of the stakeholder concept or framework. It is beneficial to

use the phrase in very precise ways for certain reasons, such as to assist certain types of theory formulation and empirical testing; yet, it is not beneficial to use the term in such a manner for other purposes. Consider the concept of stakeholder theory to be a subfield of management theory. That is to say, rather than being a particular theory utilized for one purpose (for example, the resource dependency theory in management), this approach is more of an umbrella term.), seeing stakeholder theory as a —genrel is to recognize the value of the variety of uses one can make of this set of ideas. There is enough commonality across these uses to see them as part of the same genre, but enough diversity to allow them to function in an array of settings and serve different purposes. The stakeholder perspective has been widely applied in a wide variety of disciplines, including law, health care, public administration, environmental policy, and ethics.

- **Stakeholder Theory Limitations and Boundary Conditions**

Stakeholder theory has been used in a variety of different ways - by critics and —friends alike. An outline of some of the things. Important in misapplications and boundary conditions to stakeholder theory: Stakeholder theory is an excuse for managerial opportunism. The core claim is that by providing more groups, who management can argue their actions benefit, stakeholder theory makes it far easier to engage in self-dealing and defend it than if shareholder theory were the sole purpose. In contrast, they argue that managers who have a duty only to shareholders are better able to judge their performance and clearly see whether they have done well (or not). There are good reasons to see stakeholder theory as creating more accountability from managers as they have more obligations and duties of care to more constituencies, and therefore less likely to engage in self-dealing. The distribution of financial outcomes is the primary focus of consideration in stakeholder theory. This approach portrays stakeholder theory as essentially

being about who obtains the resources of the firm, and as a result, it offers a sharp and inherent contradiction between shareholders and other stakeholders in terms of who gets what. If one begins with the concept that a company has a predetermined amount of surplus (also known as profits) to distribute, and then views stakeholder theory and shareholder theory as providing different models for how wealth should be distributed, then one will notice that these two models produce very different results, then the contrast between them appears to be sharp and stark. The critical part of stakeholder theory is about process and procedural justice – that stakeholders deserve a say in how resources are allocated, that such involvement affects how they view the distribution of resources, and that their involvement can also create new opportunities for value creation (i.e. enlarging the pie). There are citing research which shows stakeholders are more accepting of outcomes when they perceive the process as fair. They also mention that distribution involves more than just financial resources – that information is something which can be shared among stakeholders and does not pit shareholders against other stakeholders. All stakeholders must be treated equally⁴³. Though several versions of what it means to treat stakeholders equally (e.g. egalitarianism; equalitarianism) are offered, the main point is that critics have focused on the idea of treating all stakeholders the same, especially when it comes to the word "balance," which has been used a lot when talking about what it means to manage for stakeholders. One can use different kinds of meritocracy, and each company may handle this issue in a different way based on how it applies stakeholder theory. This criticism also adds to the mistake of thinking that stakeholder theory is mostly or only about distributing financial outputs and not about the process and things to think about when making decisions⁴⁹.

The stakeholder idea necessitates changes to the existing legal system. Some have argued that the law needs to be changed, either to overcome the concern that doing anything other than

shareholder management is illegal or to make it easier to practice stakeholder theory (i.e. making it more transparent that using stakeholder theory to manage does not violate core principles of business law). The stakeholder theory is an example of socialism, and it relates to everyone in the system. In parts of the UK and in other parts of Europe, there is talk of a —stakeholder economy. Stakeholder theory is first and foremost a theory of organizations, not a theory of political economy. In addition, while there may be some merit in drawing from stakeholder theory to discussions of economies within a political context, doing so makes truly problematic the concerns raised about the breadth of the theory and for what purposes it is being used⁵⁰. Stakeholder theory has been developed as a system of voluntary exchange for individuals within a capitalist economy. It is decidedly not a form of socialism or a set of social policies to be enforced by the state. The notion of stakeholders is an all-encompassing moral philosophy⁴⁵. It is a theory that can provide answers to the whole spectrum of moral concerns that might arise without making reference to any other theories. The notion of stakeholders is not intended to be an all-encompassing ideology. As a matter of fact, it is a theory of organizations that does not even include all of the moral concerns that are pertinent to a commercial environment, much alone the rest of the moral universe. As is the case with most theories, stakeholder theory is a tool that may be used to better define and navigate a complicated environment. There are both superior and inferior uses for many tools. In the researchers' opinion, the ideal use of stakeholder theory is when it's utilized to make sense of difficulties that revolve around issues. Scholars from a wide array of academic fields have picked up stakeholder theory to better address the issues that the three problems have created in their own respective areas. It is detailed in the research how stakeholder theory has been used and how it might be used more effectively in the future⁵¹.

In accordance with the stakeholder theory, it argues that every organisation should create value for all stakeholders, not just shareholders. Stakeholder theory is an observation of capitalism that emphasizes on the interconnected relationships between a business and its customers, suppliers, employees, investors, communities and others who are partakers in the organisation. The stakeholder theory in organizational management and business ethics addresses morals and values in managing an organisation. Stakeholder theory identifies the groups which are stakeholders of a corporation, and both describe and recommend methods by which management can give due regard to the interests of those groups⁵².

Relating to public relations, stakeholder theory's main principle is that a business must seek to maximize value for its stakeholders. It highlights the interconnections between business and all those who have a share in it, namely customers, employees, suppliers, investors and the community. Major focus of stakeholder theory is that the management concern itself with matters related to morals and ethics in running a business. Many theorists have taken interest in stakeholder theory since its rise in 1980's because increasing the wealth of shareholder is not a sustainable goal for business in general⁵³. The founder of this theory said it is unethical to prioritize increasing the wealth of the shareholders. Stakeholder theory sees the corporation or organization as part of a larger social body and not a separate entity. This theory shows that the firm has responsibilities to people and groups other than its owners. It therefore, impacts the lives of individuals like customers and especially employees, who are dependent on the firm like IBEDC⁵⁴.

In a capitalist society, business organizations are inseparably connected to the general state of the society. In this theory, it is believed generally that the firm exists for its shareholders and as they

prospered so would it be for the nation. But this believe is relatively recent as it was originally believed that the corporate form could only serve public interest⁵⁵.

There are three aspects of stakeholder theory; descriptive approach- it is about the features and actions of organizations, it includes the process of management in the organization. Instrumental approach is the second aspect of stakeholder theory that makes use of empirical data to identify the links between management of stakeholder groups and the attainment of corporate goals. The third one which is the main important one is the normative approach; it establishes ethical guidelines for the functioning of the corporation⁵⁶.

The founder of this theory outlined six basic principles that should govern the relationship between the stakeholders and the corporation⁵⁷.

- **The Principle of Entry and Exit:** According to this principle, there must be clear rules that delineate, For example, the rules when it comes to hiring employees and terminating their employment should be clear-cut and transparent.
- **The Principle of Governance:** This principle is concerned with how the rules governing the relationship between the stakeholders and the firm can be amended with unanimous consent, any changes
- **The Principle of Externalities:** This is concerned with how a group that does not benefit from the actions of the corporation has to suffer certain difficulties because of the actions of the corporation. The principle of externalities suggests that anyone who has to bear the costs of other stakeholders has the right to become a stakeholder as well based on stakeholder theory. Anyone who is affected by a business becomes a stakeholder.

- **The Principle of Contract costs:** Each party to a contract should either bear equal amounts when it comes to cost, or the cost they bear should be proportional to the advantage they have in the firm. Not all of these costs are financial in nature, so they may be difficult to quantify.
- **Agency Principle:** This principle states that the manager of a firm is an agent of the firm and therefore has responsibilities to the stakeholders as well as the shareholders.
- **The Principle of Limited Immortality:** This principle deals with the longevity of a firm. To ensure the success of the organization and its owners alike, it is necessary for the organization to exist for a prolonged period of time. If the firm only exists for a very limited period of time, it would be advantageous for some of the stakeholders and disadvantageous for others. This violates the concept of a stakeholder theory. Thus the firm must remain in existence for a length of time, and it should be managed in a way that ensures its survival. —Limited|| immortality refers to the fact that the firm can be long-lasting but it is impossible for it to actually be immortal.
- **Application of the Theory to Public Relations Strategies and Customers' Satisfaction**
Public relations and stakeholder theory might often seem like two strangers who happen to get a sight of each other while passing in the night, interacting with each other, and potentially influencing each other without always recognizing their common interests. Stakeholder theory and public relations are similar, in that both strive to develop relationships that support managerial ideologies. Stakeholder theory seeks to improve organizational effectiveness by strengthening transactional linkages with various groups, public relations –strategic framework reflects – privileges minimizing risk and managing conflict. Consequently, Stakeholder theory views itself as being responsible for managing a

diverse range of connections, while public relations have a tendency to concentrate largely on combative or antagonistic ones⁵⁸. The communication gap is one that stakeholder theorists, who are often management experts, prefer to minimize or even completely ignore entirely. This is likely the distinction that is the most significant. Therefore, despite the fact that public relations researchers and stakeholder theorists undoubtedly acknowledge the worth of the contributions they have made to their respective fields, the connection between them implies a peculiarly inverted symmetry. In the process of public relations, the stakeholder theory is the first step. Public relations is the subordinate discipline, and it is an area that needs stakeholder theory to demonstrate its organizational significance⁵⁹. The originator of the theory argues that organizations need a strategic approach oriented toward what he calls stakeholders, a concept that intentionally – and radically – expands upon the well-established notion of the stakeholder⁶⁰.

Strategic management and planning traditionally focuses on the identification and achievement of organizational objectives, stakeholder theory reframes organizations in terms of their responsibilities to the individuals and groups they touch. Second, in place of a singular focus on short-term profitability, Freeman's work suggests a vision of strategic management centered on the generation of sustainable value, which broadens the definition of organizational effectiveness to balance the demand for fiscal accountability with broader and more ambitious ethical concerns⁶¹. When organizations are left to their own devices, groups can find them summarily and permanently marginalized, undermining the very purpose of stakeholder theory in the first place.

Regarding the management of stakeholder relationships in public relations practice, stakeholder theory is equally unclear. Publics are a divided subset of the group known as stakeholders. It has been said that "when a public has a connection with your organization, the public is termed a stakeholder," and the public may be described as "any group of individuals who share shared interests or beliefs in a given circumstance." that is, stakeholders are segmented subsets of publics rather than vice versa⁴⁰. This theory relates to customer satisfaction and public relations in a way that the customers are the stakeholders who are either satisfied with the firm or not, then public relations plays a role in the theory because it is one of the tools used in satisfying customers⁶².

2.2.2 Situational Theory

The situational theory of publics, often known as the theory of publics, attempted to explain when and why people get engaged in communicative activities like information seeking⁶³. The situational theory of publics is a hypothesis that attempts to explain individual patterns of decision making and communication behavior. As time went on, the individual-level theory's notions were utilized to explain and define who are the publics of organizations, in the sense that the word "public" is used in public relations. This led to the theory eventually moving on to the collective level of analysis. Two of the most well-known theories of publics and public opinion were modernized, enhanced, and made more formal by the situational theory of publics. Publics are essential components of the democratic process because they are able to identify issues that impact them, organize themselves to address those problems, and take comparable actions to address those problems. Our comprehension of the views held by publics as well as the social processes that are brought about by the actions of publics has been enhanced thanks to the situational theory's ability to define and identify publics. The theory of publics consists of five

variables: three independent variables that explain and predict communication behavior (problem recognition, level of involvement, and constraint recognition), and two dependent variables that describe active and passive communication behavior in acquiring information. Problem recognition is one of the independent variables (information seeking and attending) ⁶⁴.

A person who perceives a problem, a connection to it, and few obstacles to doing something about it is likely to seek and attend to information about the problem. This theory has the power to explain and predict who is most likely to communicate actively on social or individual problems; it has been used heavily by both public relations theorists and practitioners. The most significant insight from the situational theory is that information intake transforms into systematic behavior when individuals discover that knowledge fits their subjective life concerns. People selectively invest their communicative and cognitive resources in a problem only when they perceive the effort to be necessary and relevant. For that reason, the theory of publics shows why blind pursuit of a maximum number of people in a general public as opposed to specific publics as defined by the theory fails. The situational theory of publics, therefore, leads communication practitioners to distinguish active segments of a population (i.e. active or aware publics) from less active ones (i.e. latent publics or non-publics) to avoid cost-ineffective communication (e.g. mass-oriented campaigns) ⁶⁵. Furthermore, it has provided a critical means of building a body of knowledge relevant to the strategic management of public relations, such as how to identify and interact with strategic publics in and around an organization⁶⁶. However, a good theory never stagnates; the situational theory has continuously evolved to increase its theoretical power and practical utility. Few facts about this theory are⁶⁷:

First, the theory of publics adopted a narrow conceptualization of active communication behaviors. It used only information acquisition (information seeking or attending) to describe an active public. However, if an actively communicating public, it is soon realized that its members engage not only in active information seeking but also in active information sharing and selecting. In problem solving, selecting certain information over other information and sharing it with others facilitates problem solving because such information behaviors can reproduce similar problem perceptions among people and better mobilize necessary attention to and resources for dealing with the problem⁶⁸.

Second, the concept of a referent criterion was included in early versions of the situational theory and then dropped because it failed to predict information seeking and attending⁶⁸. However, several researchers have called attention to the conceptual and practical benefits of the referent criterion in explaining and classifying the behaviors of publics.

Third, the theory of publics only considered perceptual variables as causal antecedents to communication behavior. Although preserving this theoretical parsimony is beneficial, it is interesting to test whether there is a more immediate antecedent variable to communicative action. One promising candidate variable is a motivational variable. Situational Theory of Problem Solving have attended to the theoretical importance of motivation in information use and developed theories that use motivational concepts, such as making motivation a conceptual bridge between knowing (perceiving) and doing. A motivational variable as a more immediate antecedent to communicative action and test its utility in mediating the effects of perception on (communicative) behaviors. In doing so, separate out motivational components in the definition

and measurement of problem recognition (i.e., the phrase “stop to think about the problem,” which has been used to measure problem recognition). Finally, the theory of publics has been recognized as a public relations theory and often considered useful only for public relations practices. However, the theory originated from a theory of decision making and information use; its applicability and utilities are much broader than the current ways in which it is used. Two possible causes of such underutilization of the theory seem to be in its name (a theory of “publics”) and the narrow conception of information behaviors (a theory of “information seeking” and “information attending”). The original conceptual focus of the situational theory, however, was problem recognition and instrumental use of communicative action for problem solving⁶⁸. As the dependent variable of the theory of publics from information acquiring to multivariate concepts of communicative action—information acquiring, sharing, and selecting—the theory of problem solving will become a more general theory of communication and problem solving. In this article, therefore, it propose a more general formulation of the situational theory by first expanding its dependent variables (information seeking and attending) to a more generalized dependent variable (communicative action in problem solving), which itself integrates several communication behaviors. Second, it expand the focus of the theory of publics from “decisions” to a more general concept of life “problems.” This theory is also a situational motivation in problem solving that mediates the effect of the independent variables of the theory of publics on the new generalized dependent variable and reintroduces the concept of a referent criterion. Situational theory of publics uses structural equation modeling to explicate and test each conceptual building block and its relationship within the emergent theory.

In all, the situational theory of publics was developed to explain how organizations communicate to the public's regarding a situation. There are specific variables that determine a person's inclusion into one of four publics. These three variables are problem recognition, constraint recognition and level of involvement⁶⁹. Each of the four publics has a different way of gathering information about a situation. The publics also have a different response to a situation after they process the information. The two are also more commonly called information seeking and information processing. More specifically,

- **Information Seeking** is how people gather information about a topic. If they go out of their way to find stories and information about a topic they are more likely to be a part of an —aware or —active public.
- **Information Processing** describes how people deal with information that is put in front of them.

This concept of active or passive information gathering and processing is the backbone of the situational theory of publics. Every person is a part of one of the four publics in regards to a situation or topic. When communicating with publics a public relations professional should take into mind the behaviours of the public they want to influence and communicate with. Each of the four publics has different ways they gather and react to information on a scale from most active to most passive. Non-publics are the most passive of the groups. This group is made up of people who are unaware or do not acknowledge certain situations. Latent publics are aware of a topic or issue but do not recognize it as a problem. Aware publics see a situation but do not participate in finding a solution. Active publics are the least passive. These people see a situation as a problem and are involved in finding the solution to it. For the sake of simplicity, in this paper, active and

aware publics will be referred to as the —active‖ publics and the —latent‖ and —non-publics‖ will be referred to as the —passive‖ publics⁷⁰.

It is important to realize that there are factors that determine whether someone will be a part of one of the four publics. The first factor in this process is problem recognition. Problem recognition occurs when people detect that something should be done about a situation and stop to think about what to do. Someone cannot be a part of an active public unless they have identified a situation or problem. The behaviour of people who are not aware of a situation will be passive. Recognizing whether a group has high or low problem recognition is the first step in using the situational theory of publics. The next step is finding constraint recognition, it occurs when people believe there is some obstacle standing in their way to make change in a situation. This can have a large impact on behaviour and whether people take action. High levels of constraint recognition will lead to people being more passive in their behaviour toward an issue. People can be aware of a situation, but if there are obstacles in the way to doing something about it, then people will interact less with the situation.

The final variable measured in this theory is level of involvement. Level of involvement measures how much a person is invested in a problem or organization. Higher levels of involvement will lead to persons being more active. For example, if two individuals have the same level of problem recognition and constraint recognition the individual with a higher level of involvement will be more active. For this reason, measuring the level of involvement among different groups has become important for public relations professionals while researching what groups they want to communicate with. Levels of involvement are a large determinate into

whether a person will be a part of an active or passive public. Because communicating with groups that have different levels of involvement can change a message, public relations professionals frequently use this variable of the situational theory of publics⁶⁸.

- **Application of Theory to Public Relations Strategies and Customers Satisfaction**

The situational theory of publics is important for public relations professionals to use because it gives an outline of the different types of publics. The job of public relations professionals is often to communicate a message with some public. After dividing people into the four publics, public relations people can decide how they want to communicate with each public. Each group will receive and process messages differently so each group must be targeted in different ways. Passive publics need information put in front of them and must be given reasons to participate in some situation or problem. If a public relations professional is looking to communicate about a product, they might need to turn a passive public into an active public by persuading them that there is a problem by not owning the product. Or they may need to inform an active public how to acquire the product and that there are not many obstacles standing in their way from getting it.

Situational theory demonstrates that there is no single general public response to disaster predictions as it has been previously assumed in studies of disaster response⁶⁹. Right before or after a disaster, communicating is crucial. You can either communicate how to be prepared right before a natural disaster, or how to stay safe or get to the necessary help after. In this situation a public relations crisis communicator would have to create messages for each of the four groups. Each message would be important and unique to motivate people to prepare for a disaster. Some

people would need little motivation, while others would need a lot of information and reasons to prepare. Therefore, situational theory in public relation is a useful theory. A typical situation that shows the relevance of this theory in IBEDC is the issue of peaceful protesters, the people in the community come with cardboard papers to protest and show their dissatisfaction on the services rendered by IBEDC informing them that they have not had electricity in a long time and at the end of the month, they will bring high bill for them to pay and when refused, their electricity source is disconnected, this rings displeasure to the residents and it is a situation that must be resolved by the high authority in the office. This situational theory is relevant in public relations strategies because with them, it can be recognized and know IBEDC medium of satisfying their customers.

2.3 Review of Empirical Studies

2.3.1 Implications of Customers' Satisfaction on the Organization

Customers' satisfaction is an evaluation of the difference between prior expectations about product and its actual performance. Customer's satisfaction is how customers react towards the state of satisfaction, and how customers judge the satisfaction level⁷⁰. Customers' satisfaction is the reaction of customers toward the state of the fulfillment and judgment of customer about that fulfilled state⁷¹. Customer's satisfaction is the expectation before consuming a product regarding quality, or it is a pre-consumption judgment or expectation⁷². Satisfaction is an outcome of purchase in which consumers compare cost and rewards with the anticipated consequence⁷³.

There is always a positive relationship between customers' satisfaction and profit maximization of an organization⁷⁴. No one is important than customers and their satisfaction is the ultimate objective through improvement in services in terms of competitiveness, and it saves future

revenue, plus it becomes the cause of cost reduction in future⁷⁵. Customer satisfaction is the perceived feeling of a customer for which he or she has set standards if his expectations match with the standard he is satisfied⁷⁶.

There are number of imperial studies on specific relationship of customers' satisfaction. Often the quality of the relationship is called satisfaction mirror which gives an idea that success of business is from satisfaction of customers' which is reflected in term of the customer satisfaction.

Service quality is derived from employees' satisfaction for example if employees are satisfied; it has direct effect on both customers' satisfaction and service quality⁷⁷. There is a significant effect of customer satisfaction on the performance of business and through customer satisfaction returns of shareholders can be increased and value of any business can be maximized⁷⁸.

Customer satisfaction with offices is resolved by specialized execution, as well as by a many-sided set of trade procedures, for example, compelling correspondence and administration of desires. Customers' satisfactions have antecedent, mediated and moderated effect on personal connections and enjoyable interactions. Customer satisfaction with offices is resolved not just by specialized executions; additionally by a multifaceted set of trade methodologies, for example, powerful correspondence and administration of desires.

Customer satisfaction is very important in today's business world⁷⁹. The ability of a service provider to create high degree of satisfaction is crucial for product differentiation and developing strong relationship with customers as; satisfied customers are most likely to share their experiences with other people to the order of perhaps five or six people. Equally well,

dissatisfied customers are more likely to tell another ten people of their unfortunate experience. Furthermore, it is important to realize that many customers will not complain and this will differ from one industry sector to another. Lastly, if people believe that dealing with customer satisfaction/complaint is costly, they need to realize that it costs as much as 25 percent more to recruit new customers. There is an increasing recognition that the ultimate objective of customer satisfaction measurement should be customers' loyalty³⁰. —High customer satisfaction will result in increased loyalty for the firm and that customers will be less prone to overtures from competition³¹. Loyal customers would purchase from the firm over an extended time. Satisfied customers are more likely to repeat purchase and even become loyal customers. In affirming this, —Satisfaction also influences the likelihood of recommending a departmental store as well as repurchase but has no direct impact on loyalty. From the foregoing, satisfaction in itself will not translate into loyalty. However, satisfaction will foster loyalty to the extent that it is a prerequisite for maintaining a favorable relative attitude³³.

Customer Value on Customer Satisfaction

In the journal written both with the title of customer value, satisfaction, and switching costs on customer loyalty: an empirical study of hypermarkets in Taiwan²⁶. The Journal states that customer value has a positive and significant impact on customer satisfaction. The result of bahwasannya customer value has a positive and significant impact on customer satisfaction beverage ready to drink the bottle⁸⁰.

Customer Experience on Customer Satisfaction

In the research journal entitled customer experiences as drivers of customer satisfaction with mobile phones to get the customer bahwasannya experiences have a positive and significant influence. In the journal study entitled Effect of Customer Experience and Trust in Consumer Satisfaction in "Tx Travel Klampis" get results bahwasannya customer experiences have a positive and significant impact on customer satisfaction⁸¹.

Customer Value on Customer Loyalty

In the journal written both with the title of customer value, satisfaction, and switching costs on customer loyalty⁸²: an empirical study of hypermarkets in Taiwan. The Journal states that customer value has a positive and significant impact on customer satisfaction and customer loyalty hypermart in Taiwan. The result of bahwasannya customer value has a positive and significant impact on customer loyalty beverage ready to drink the bottle⁸².

Customer Experience to Customer Loyalty

In the research journal entitled the impact of customer satisfaction and loyalty of Ciputra World Surabaya getting the customer bahwasannya experince has a positive and significant impact on customer loyalty⁸³. Customer experience has effect on customer loyalty⁸⁴.

Customer Satisfaction to Customer Loyalty

In his study, it is claimed that customer satisfaction from the results of a study entitled influence customer satisfaction, customer trust, and customer feedback on customer loyalty to the Suzuki car company to get the positive and significant impact on loyalty kosnsumen⁸⁵. In his study, it is claimed that customer satisfaction from the results of a study entitled Impact of Customer

Satisfaction influence on Customer Loyalty in the Banking Sector bahwasannya getting the customer satisfaction has a positive and significant impact on customer loyalty.

2.3.2 Link Between Organization's Image and Customers' Satisfaction

The customer is the person who is involved in parting with his money for a product. He is liable for making the product system function⁸⁶. He barely buys except he is satisfied. Hence, considerations should be given to what will make him satisfied. The way customers perceive an organization will affect their patronage capacity. Image is the psychological insight of a person related to an object, a product, and service, an individual or an organization. Image is a form of subjective perception, which is not based on the contents of actual events. Personal behaviours are not based on pure knowledge or information. Instead, they are based on perceptions and their results. Image as a person's thoughts, beliefs, and impressions about an object. A person reacts to an object in accordance with the image they have in mind³⁶. Image into seven categories which include⁸⁷:

1. **Current Image:** This according to the scholars is the prevailing impression of the general public towards an organization borne out of their experience with the organization and its activities. This informs the attitude of the public towards the organization.
2. **Mirror Image:** This bothers on the over-estimation of the organization by its staff and leaders in front of the public. It is sometimes referred to as patriotic image.
3. **The Wish Image:** This is a targeted image set by the management of the organization. It is a proposed and desired image the organizations want to attain over a period of time.

4. **Multiple Image:** As an organization grows and spreads its branches to diverse places, series of images can be created about it by different sections of the public bothering upon the method of policy implementation of the various branches aimed towards achieving the general objective of the organization.
5. **Social Image:** This is borne out of the impact of the organization on its host community or on the society at large. Those who interact with the organization form this impression about the organization based on the effect of the organization or its activities on their lives and the society at large.
6. **Stereotype Image:** This impression is borne out of existing stereotypes about the organization by the public. Such image may be wrong and is usually negative and may be unrepresentative of the organization. This type of image often creates corporate organizational problems.
7. **Corporate Image:** Corporate image is the interconnection of a consumer's experiences, opinions, feelings, beliefs, and knowledge about the corporation. Image as an alternative to product differentiation. Corporate image is the emotional perception developed by a customer in response to a corporation and its activities⁸⁸. Therefore, this perception is subjective. Since corporate image is a mixture of a consumer's perception and his perspective toward a corporation, when people think of a company, everything that then comes to mind is part of the corporate image. Based on these academic definitions, image is understood not to be detailed specifications but a holistic description and a set of ideas. Therefore, image can be seen as the public's subjective and holistic perception about a subject. Corporate image, however, reflects an evaluation of the corporations from the market's point of view. The scholars further disclose that this image exerts positive or

negative influence on public attitude towards the organization and its activities, and in this way eliciting trust.

Corporate image is the consumers' subjective perception of a corporation and its activities. They summarized corporate image in terms of the following four points⁸⁹.

Subjective: consumers make a subjective judgment.

Filtered: consumers only assimilate particular messages. Consumers build their perspectives based on these filtered messages.

Elaborate: from limited knowledge, consumers infer what is unknown about the corporation.

Changeable: corporate image can be changed if the consumers' preferences are changed or their identification being altered. Image is a market authenticated view. It is frequently used as an external source of justification of one's own ideas and opinions. From the organisation's point of view, image has been defined as perceptions of an organisation reflected in the associations held in consumer memory⁹⁰. Corporate image in the service marketing literature is identified as an important factor in the overall evaluation of the service and the company. Having a positive image represents an asset to every organisation. Customers of firms holding a positive image often trust that the firm will not jeopardize its market perception, as image reducing events like fudging on service quality might decrease the value of this asset⁴⁴. From a customer's standpoint, image might be used as a sorting tool, where various players in the industries are ranked. When customers are confronted with performance doubts, a positive image of an organization might serve as a substitute for the level of service quality. As such, a positive image might lead the customer to conclude that benefits received are comparatively good, thereby increasing customer satisfaction.

Corporate image is established and developed in the consumers' mind through communication which is a function of public relations. Corporate image is believed to build a nimbus effect on customers' satisfaction judgment. When customers are satisfied with the services rendered, their attitude toward the company is improved. This attitude will then affect the consumers' satisfaction with the company⁴⁵. Customer satisfaction has received considerable attention in the marketing literatures and practice in recent years. It affects several desirable outcomes like customer loyalty, worth-of-mouth promotion, and purchases. As such, increasing attention is given to customer satisfaction as a corporate goal, in addition to traditional financial measures of success. Loyalty behaviours, including relationship continuance, increased scale or scope of relationship, and recommendation (word of mouth advertising) result from customers' beliefs that the quantity of value received from one supplier is greater than that available from other suppliers⁹¹. Loyalty, in one or more of the forms noted above, creates increased profit through enhanced revenues, reduced costs to acquire customers, lowers customer price sensitivity, and decreased costs to serve customers familiar with a firm's service delivery system.

Critical review concludes that, many studies found that customer satisfaction influences purchase intentions as well as post-purchase attitude⁴⁷. However, there is a consensus amongst practitioners and academics that customer satisfaction and service quality are prerequisites of loyalty⁴⁸. Those technical, economical and psychological factors that influence customers to switch suppliers are considered to be additional prerequisites of loyalty. Recent studies also indicate that the firm's image may influence customer enthusiasm: value, delight, and loyalty. Service sectors such as: banking, pest control, dry cleaning, and fast food; found that customer satisfaction has a significant effect on purchase intentions in all four sectors⁹².

Similarly, in the health-care sector, patient satisfaction and service quality have a significant effect on future purchase intentions⁵⁰. On the other hand, customer values is more viable element than customer satisfaction because it includes not only the usual benefits that most banks focus on but also a consideration of the price that the customer pays⁹³. Researches on service organizations, found that service quality was the single most important determinant of image. A study on the impact of hospital brand image on service quality; patient satisfaction and loyalty reveal that hospital brand image has both direct and indirect effects on patient loyalty⁵². It means that a positive hospital brand image not only increases patient loyalty directly, but it also improves patient satisfaction through the enhancing of perceived service quality, which in turn increases the re-visit intention of patients.

The Importance of customers' satisfaction in relation to customer loyalty and retention, noted that there is a positive connection between customer satisfaction, loyalty and retention⁵³. Therefore, customer satisfaction, loyalty and retention are all very important for an organisation to be successful. The mediating effect of organizational reputation on customer loyalty and service recommendation in the banking industry discovered that customer satisfaction enhances reputation in the service environment⁵⁴. It was also discovered that reputation partially mediates the relationship between satisfaction and loyalty, and that reputation partially mediates the relationship between satisfaction and recommendation. In an attempt to probe the practice of public relations within selected organizations in Durban, South Africa⁵⁵.

Public Relation is an important function of any organization, because it provides the avenue for the organization to effectively monitor and interact with other key groups within the organization.

The most common disciplines that influence the function of public relations are communication, management and marketing. Public relations manage the communication between an organization and its publics by building and enhancing relationships that benefit both parties⁵⁶.

Convenience and competitiveness are not the critical factors for all gender, age and income groups⁵⁷. Assurance, empathy and tangibles are the important factor, tangibles are not related to customer satisfaction and that empathy is negatively related to customer satisfaction^{58,59,60}.

Branding, as a tool to build image, is critical in the banking industry where all firms offer about the same kind of products⁶¹. Services are highly intangible and are, therefore, high in experience and credence qualities⁶². As a consequence, brand reputation is important as a potential competitive advantage. In a survey of the effect of brand image benefits on satisfaction and loyalty intention in the context of color cosmetic product. Functions and appearance significantly affect loyalty intention. The results also indicated that overall satisfaction does influence customers' loyalty⁶³. The results imply that marketers should focus on brand image benefits in their effort to achieve customer loyalty.

Service Quality, Customer Satisfaction, Corporate Image and Customer Loyalty in the Hotel Industry in Malaysia; findings for this study showed that process quality and outcome quality had positive impacts on guest satisfaction⁶⁴. The study also found that customer satisfaction and corporate image play significant roles in building a strong customer loyalty base. Another noteworthy finding was that corporate image served as a partial mediator in the relationship between customer satisfaction and customer loyalty.

An empirical analysis of New Zealand bank customers' satisfaction. The results of this study indicate that service quality has the most influence on bank customers' satisfaction compared to

value and corporate image⁶⁵. The results also provide support for the moderating effect of value on the relationship between service quality and customer satisfaction, and the moderating effect of corporate image on the relationship between the service quality dimensions identified in this study and service quality. In addition, the results also reveal that demographic variables (age, income, and occupation) are also significant in explaining bank customers' satisfaction in the New Zealand banking sector. Investigating the relationship between customer perceptions of public relations and customer loyalty, the results show that consumers' perception of an organization's public relations practice is an antecedent of loyalty⁶⁶.

The impact of Public Relations Perception (PRP) on customer loyalty is stronger and more significant when the brand image is favorable. If it is unfavorable, the effect of PRP on customer loyalty is negligible. Corporate image and customer satisfaction as two routes to customer loyalty discovered based on data from six hundred individual customers categorized as having high or low service expertise of three companies within the package tour industry, the paper concludes by claiming that for complex services, corporate image and customer satisfaction are not two separate routes to customer loyalty⁶⁷.

Corporate image impacts customer loyalty directly. In the same vein, it is believed that even though customer satisfaction is vital to the hotel industry, customer loyalty is even more important because it is an indicator of success for the service industry, especially the hospitality sector⁶⁸. Other scholars are also skeptic about the effects of customer satisfaction on repurchase of the organizations product^{69,70,71}. Other researchers suggested that satisfaction is necessary but not a sufficient condition for loyalty, as satisfied customers would turn to other service providers

whom they believe could offer better value and quality^{72,73}. In determining the antecedents of customer loyalty in telecommunication sector of Pakistan collected data from mobile phones users through questionnaire-based survey and stepwise regression was applied to test the study hypotheses. The results showed that corporate image was a necessary antecedent to foster customer loyalty. In a similar manner, the relationships among customer satisfaction, corporate image and customer loyalty in six large software companies of Iran⁷⁴. Questionnaires were distributed among the customers of the companies. According to findings, there are significant and positive relationships between customer satisfaction and corporate image. When brand image is favorable, the positive effect of perceived public relation on customer loyalty is significant. In an empirical study of competitive brands of laptop computers in Taiwan, Tsai noted that brand image has significant negative impact on perceived risk while it can increase customer satisfaction.

Corporate image have only indirect effects through their mediating influence on brand attitudes. This position was maintained by Akin and co⁷⁵. In an empirical research aimed to determine the possible impact of consumers' identification with organization, on the effectiveness of corporate communication and consumer retention, depending on the perceived image and consumers' relational satisfaction, and to build an appropriate conceptual model⁷⁶. Analyzing the data gathered by a questionnaire on 485 people by SEM (Structural Equation Modeling), the findings showed that, the increased corporate image enhances consumer relational satisfaction and this impacts positively consumers' identification with the organization. Surveying corporate brand image and customer Satisfaction on Loyalty: An Empirical Study of Starbucks Coffee in Taiwan results from the one hundred and ninety nine respondents showed that corporate brand image

significantly affects customer satisfaction and customer loyalty, and customer satisfaction has strong impact on customer loyalty for the sample⁷⁷. Examining the relationship between brand image, customer satisfaction and loyalty intention in the context of cosmetic product of selected company brand among the peoples of central India, three brand image benefit namely functional, social and appearance enhance has positively and significantly related to customer satisfaction and loyalty intention and two benefit namely experiential and symbolic has no significant impact on customer satisfaction and loyalty intention on the other hand result indicate that there is a positive relationship between customer satisfaction and loyalty intention⁷⁸. The relationship between store image, perceived quality, customer satisfaction, and re-purchase intention in Iranian department stores⁷⁹. Findings indicate that in Iranian department stores perceived quality affects store image, customer satisfaction, and re-purchase intention. Also customer satisfaction affects repurchase intention. Moreover, the store brand image affects customer satisfaction. Perceived quality and perceived value are significantly related to client satisfaction while image is partially correlated⁸⁰. This study also found that client satisfaction was significantly related to loyalty. There is an increasing recognition that the ultimate objective of customer satisfaction measurement should be customer loyalty⁸¹. High customer satisfaction will result in increased loyalty for the firm and that customers will be less prone to overtures from competition⁸². This view is also shared by who said that —satisfaction is positively associated with repurchase intentions, likelihood of recommending a product or service, loyalty and profitability. Loyal customers would purchase from the firm over an extended time⁸³.

Satisfied customers are more likely to repeat purchase and even become loyal customers⁷⁵. In affirming this, Satisfaction also influences the likelihood of recommending a departmental store as well as repurchase but has no direct impact on loyalty⁸⁴. Thus satisfaction in itself will not

translate into loyalty. However, satisfaction will foster loyalty to the extent that it is a prerequisite for maintaining a favourable relative attitude⁸⁵.

A sample of one hundred and seventy six functional staff proportionately drawn from eight commercial banks in the study territory was interviewed with the questionnaire. Frequency tables, mean ratings, Pearson correlation coefficients were used in analysing the data. Results indicated that customer care service has a significant positive influence on consumers' product awareness; service quality has significant effect on customers' patronage; and cashier relations influences customer patronage. The study therefore, concluded that marketing public relations tools of customer care service, service quality and cashier relations of the banks have significant positive relationship with patronage of the firms' products by the customers. Thus, it recommended that the banks should strengthen their customer care services; institute a periodic reward system for customers; and continuous cashiers' evaluation and retraining on best or improved relational approaches in dealing with customers⁸⁶.

A study that examined the effects of public relations in forestry services delivery in Kenya. Sample size was seventy⁸⁷. Respondents were randomly selected. Data were collected with the questionnaire and interview schedule. Simple random sampling was used to select respondents for the study. The data was analyzed in descriptive statistics. The results revealed that PR plays significant role in building awareness of the service, creating interest, provision of information and reinforcing the patronage⁸⁴. Public Relations influence customer' patronage of banks in Enugu, Nigeria, four commercial banks Diamond Bank, Zenith Bank, United Bank for Africa (UBA) and EcoBank were sampled⁸⁵. As survey research, three hundred respondents

participated in the study. Primary data sourced with the aid of the questionnaire and face-to-face interviews were analyzed in descriptive statistics - figures and percentages, while the hypotheses were tested in Chi-square. The study found that customer patronage of the banks was dependent on the effective customer relations programme of the banks including constant information about the banks policies and new products, and effective communications. The results also revealed that customers encourage others (their ' lineage') to patronize the banks in which they are satisfied with the services. Further, the customers were sensitive to bank workers' attitude towards them, indicating that they were highly sensitive with the nature of treatment they receive from the operators. Similarly, the effectiveness of public relations as used by Keffi Community Bank in Nigeria to market their services⁸⁶. The results showed that public relations activities have helped in boosting customers' patronage. It also discovered that public relations have helped the bank towards providing grassroots banking services as well as enhancing the company's good image and goodwill. The study recommended that the bank should improve on its relationship with media men, and that it should establish a bank-customer house forum in which customers and potentials would be free to make suggestions and recommendations on how the bank's services could be improved upon. Qualitative research investigated the effect of service quality on customers' patronage decision of Malaysian health insurance products⁶⁸. The study applied in-depth interviews on twenty participants. The result of the research indicated that when selecting a particular healthcare insurance policy, customers majorly considered service provider's performance; reputation and awareness⁸⁶. The customers also concerned themselves about the perceived value of the services offered. Thus, customers' patronage decision could be affected by the service quality dimensions of reliability, tangibility, assurance, empathy responsiveness; perceived value; and the firm's reputation. A study that assessed the relationship

between advancement inclination behaviours (AIB) and consumer patronage of deposit money banks in Rivers State⁷². Seven hundred and ninety two academic staff of three universities in the state was sampled. The measuring instrument was the questionnaire, while the primary data sourced with the aid of the tool were analyzed in the Spearman's rank order correlation coefficient. The results indicate significant positive relationship between advanced inclination and customer patronage. The study recommended that firms which seek to achieve increased patronage from academic staff should strongly continue to take cognizance of their advanced inclination behaviours in the design, development and delivery of bank products⁸⁸. The relationship of banks' quality of service, customer satisfaction and corporate image on customer loyalty in the commercial banking sector of Malaysia aim at developing a direct effect understanding⁷⁴. Structural Equation Model was deployed in the analysis of the casual relationships between exogenous and endogenous variables. The pertinent model developed was tested with the Partial Least Square (PLS) procedure on data collected from a survey that yielded five hundred and twelve usable questionnaires. The study results indicate that quality of service, customer satisfaction and firm's image have significantly positive influence on customer loyalty in the country's commercial banking industry. In a most recent study, the social economic and demographic (SED) factor influenced the patronage of insurance in Ghana⁸⁹. The study employed a cross-sectional and convenience sampling that yielded two hundred respondents to a set of semi-structured questionnaires. Using a Probit econometric regression model for the analysis, the results showed that, with the exception of religion, other customer's socio-economic and demographic antecedents are positively and significantly related to insurance demand. This implies that excepting region SED strongly influence consumer subscription to insurance products. Further, beside customer income

considered as major impediment to subscription of insurance policies, lack knowledge on and transparency of insurance policies, and difficulty in obtaining due claims deter consumers from purchasing insurance policies in Ghana. From the preceding paragraphs it is evident that efforts have been, and are continuing being made in studying public relations and customer patronage of companies' products and services. However, to the extent the relevant literature can afford, not only were most of those investigations conducted outside Anambra State, the present study site, but did not look at the influence of customer care service on product awareness, or service quality and cashier relational effect on patronage. Thus, it becomes pertinent to empirically fill this obvious knowledge gap with investigation of some selected commercial banks in Awka⁸⁶.

A study conducted in Nigeria found the relationship between the organizations and its publics helped to attain set goals by increasing the target market and boosting sales. Findings also revealed that public relations helped to increase customer loyalty and encouraged purchase of products⁸⁶. In addition, the more the relationship value increased, the more product purchase in larger quantities increased with trust which further helped the organization to sustain a good image. Similarly, a study using Greek banks found effective customer relationship as a critical success factor as it helped to increase banks' profits through good management and use of customer-focused strategies⁸¹.

The systematic review report is characterized by a great deal of transparency about the methods used and the decisions made in the review process, and past works done related to the research topic.

2.4 Conceptual Framework

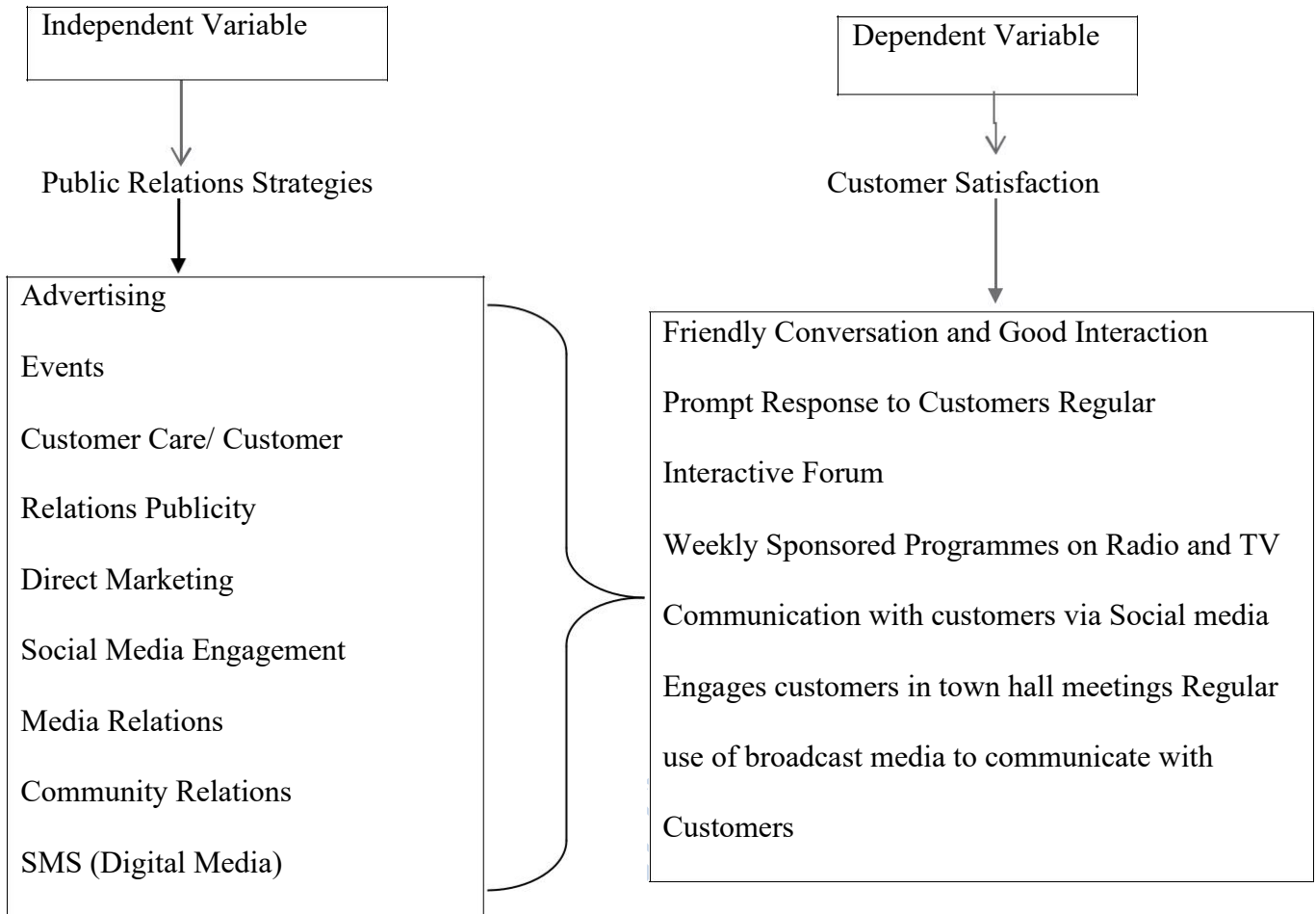


Fig. 2.3 Conceptual Model of Public Relations on Customer Satisfaction

Source: Researcher (2021)

The conceptual model for this study is divided into the independent variables and the dependent variables. These variables are the key points through which the study will be guided.

The independent variable is sub divided into the public relations strategies used to satisfy IBEDC customers. The public relations strategies adopted by IBEDC are advertising, events, customer care, publicity, community engagement, corporate social responsibility, mass media, social media, direct marketing and bulk messaging group. The impact of these strategies is that it helps

to influence the public opinion that has the strength to build and break a firms' customer base. Positive customer satisfaction enhances the organisations image. Organisations like IBEDC indulge in public relations activities because the way customers perceive their business is bad so they need it in order to get back their feet.

Furthermore, the impact of these public relations strategies is to help IBEDC to satisfy their customers in the aspect of communicating a message in the best possible way and gain the attention of the customers. Another impact of public relations strategy on IBEDC in satisfying their customer is by creating a strong relationship with the customers in order to bring positive image of the business to the public. While trying to win the heart of the customer, it is necessary and important to communicate effectively by gaining exposure to audiences using topics of public interest and news worthy item to capture their hearts. One of the public relations strategies is corporate social responsibility; this is the major strategy that attracts customer more because it has to do with giving to the community. The people who benefits from it are happy and they begin to sing praises of the organisation thereby giving it a good reputation and name.

For instance, IBEDC can go to any community nearby donate a new transformer or IBEDC should give discount on tariff fee for the month, all of these bring friendly rapport between the staff and the customer. Public relations strategy is way important in any organisations like IBEDC. By using these strategies, there won't be any crisis among the customers. The IBEDC staffs should be ready to listen to customer complaint and questions but without the use of these strategies, crises and quarrels among the customer will keep increasing. Therefore, it will be of good benefit if IBEDC implement the use of public relations strategies to satisfy their customers.

The dependent variable is Customer satisfaction; it is centered on how the customers get satisfied by the service of IBEDC in Ibadan. The independent variables which are the public relations strategies establish the relationship with the dependent variable of the subject of the study who is the customers and consumers. The independent variables come together to give a result to the inquiry of the dependent variable which forms the basis of the research questions for the study. It is important for IBEDC to be able to meet the needs of their customers and to provide adequate solutions to any of their problems. It is very important to meet the need of customers because it always gives a good reputation and image of the company or organisation.

2.5 Summary of Gaps in Literature

Public Relation is the deliberate, planned and sustained effort to establish a mutual understanding between an organization and its publics. Public relations are one of the tools used in product promotion to polish the image of organisation. The importance of understanding customer satisfaction can most probably be summarized in a simple, yet powerful tool for sustaining a competitive advantage for business success and survival nowadays.

Public Relations programs are important because they help organizations achieve their goals by creating relationships with strategic public: —Individual communication programs such as media relations, community relations, or customer relations are successful when they affect the cognition, attitudes, and behaviors of both public and members of the organization—that is, the cognitive, attitudinal, and behavioral relationships among organizations and their public.

The development and implementation of public relations strategy can assist brands in not only generating interest from the press in their products or services but also help to organize the many

stories brands have that resonate with their diverse audiences. If the strategy is implemented well, it will serve as a tool to help manage the public perception of an organisation. It is of good benefit that IBEDC implement the use of public relations strategies to satisfy their customers.

Customer satisfaction is the level of a person feeling after comparing the performance or perceived results compared with expectation. Satisfaction is a value of ones feelings whether satisfying or disappointing produced by a process comparing the presence or appearance of a product desirable to the expected values. Literature reviewed stated that _customer satisfaction is the result of a customer's perception of the value received in a transaction or relationship where value equals perceived service quality relative to price and customer acquisition costs'.

A similar literature reviewed provided a link between customer satisfaction and public relations by stating that customer satisfaction has been defined as measuring customer's expectation with the performance of the goods and services that can meet the needs and desires of the customers. Public relations are one of the tools used in product promotion to polish the image of organisation.

Literature reviewed affirmed that customers are very important in a business venture because of the increase in sales; organisation like IBEDC must try their possible best to ensure they satisfy their customers. Customers are always right is one of the great principle in business. In a study on using social media to improve sales, customers reported significantly higher rates of acceptance of social media as a means to purchase complain and ask questions.

Organisations need to understand the characteristics of customers in order to develop relevant marketing and service strategies aimed at building long-term. Majority of the public relations strategies used is online adverts. Business owners recognize that the key to successful business is social media. It is for a fact that customers satisfaction are linked to the organisation image, the customer is the person involved in parting with his money for a product.

In the study, there are seven categories of images and these images are current, mirror, multiple, social, stereotype, and corporate image. The importance of customer's satisfaction in relations to organisation is that the customers tend to be loyal and retain their loyalty for the brand. Furthermore, brand image is favorable and the positive effect is perceived public relation on customer loyalty is significant.

According to Ibadan Electricity Distribution Company, the public relations strategies used by them are: advertising, public campaign, promotion, publicity, marketing, community engagement. Organisations like IBEDC indulge in public relations activities because the way customers perceive their business is bad so they need it in order to get back their feet.

Furthermore, the impact of these public relations strategies is to help IBEDC to satisfy their customers in the aspect of communicating a message in the best possible way and gain the attention of the customers. Another impact of public relations strategy on IBEDC in satisfying their customer is by creating a strong relationship with the customers in order to bring positive image of the business to the public. Therefore, it is imperative to look at how these variables work together to satisfy their customers in IBEDC Hence the study examine the public relations strategies used to satisfy their customer in Ibadan, Oyo state.

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Chapter Three

Methodology

This chapter focuses on the research design that was employed, the population of the study, sampling technique and sample size. Validity and reliability of the instrument, procedure for data collection and the methods applied for data collection.

3.1 Research Design

This study adopted both quantitative and qualitative research designs. For the quantitative the study used descriptive research survey design. The Key Informant interview was employed as a research design tool for the study as part of the qualitative research. The designs were considered appropriate because they demonstrated how the variables of the research work were observed to generate both primary and secondary data for the study. The design also showed the relationship between both the dependent and independent variables.

3.2 Population of the Study

The population of the study comprises consumers of electricity from Ibadan Electricity Distribution Company in which the average population in Oyo State according to 2016 NPC (National Population Commission) report was put at 7,840,900 out of this figure Ibadan metropolis is 3,551,961, it is assumed that all Ibadan residents are using electricity.

3.3 Sample and Sampling Techniques

The sampling technique adopted for this study was the multistage sampling technique whereby customers of the IBEDC were stratified for the administration of questionnaire. IBEDC offices

were stratified and ranked into five: (1). Capital Building Ring Road, (2). Dugbe Business hub, (3).Oojo Zonal office (4).Agodi Regional Office and (5). Molete Head Office. Furthermore, the researcher used the purposive sampling technique and stratification by customer population. Taro Yamane formula was adopted for the calculation of the sample size and formula is expressed as¹:

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

When n is the required sample size, N is the total population, e is the margin of error at 5% confidence level. Therefore, the study sample with the total census population of Ibadan 3,551,961 as calculated as

$$n = \frac{3551961}{1 + 3551961 (0.05)^2}$$

$$n = \frac{3551961}{1 + 3551961 (0.0025)}$$

$$n = \frac{3551961}{1 + 8880.9025}$$

$$n = \frac{3551961}{8881.9025} = 399.9 \approx 400$$

400 questionnaires were distributed to IBEDC customers in Ibadan Metropolis.

This figure was chosen for effective data collection and management by the researcher. The essence of a sample is the selection of a part from the whole population in order to make inferences about the whole. For the purpose of the study, 400 customers and consumers from various locations across Ibadan metropolis were sampled for the study. Statistical formula was used to arrive at the number of subjects that were sampled in each zone of IBEDC offices¹. The

locations from which the sample sizes of IBEDC customers were drawn from in Ibadan metropolis include;

- Customers in IBEDC headquarter- Ring road, Ibadan -150 consumers
- IBEDC Business Hub in Agodi- 50 consumers
- IBEDC Business Hub Ojo - 50 consumers
- IBEDC Head Office Dugbe - 100 consumers
- IBEDC Head Office in Molete- 50 consumers

At this stage, copies of the instrument were distributed proportionally to each of the five outlets for administration to the IBEDC customers as they came to the office either to pay bills and, for other enquiry. Therefore, the sample for the study involved 353 respondents who are customers of IBEDC in Ibadan metropolis.

30 copies of the instrument from IBEDC headquarter were void, 10 copies of the instrument from IBEDC Head Office Molete were not returned and 5 copies of the instrument from IBEDC Business Hub in Ojo were void, lastly, 2 copies of the instrument from IBEDC business hubs Agodi were not returned. In total, 47 copies of the instrument were not used for the research work but 353 copies were used.

3.4 Instruments for Data Collection

The instruments employed to source for primary data for the study were structured questionnaire and key informant interview. The items in the questionnaire were drawn from the research questions that were formulated for the study. The questionnaire comprised four sections. The first Section describes the general demographic data of the respondents. Section B consist of the public relations strategies used by IBEDC and Section C sought to know the extent of the use of

public relations strategies of IBEDC. Section D sought to know the influence of public relations strategies of IBEDC on customers' satisfaction. Section E determined the level of customers' satisfaction in Ibadan Electricity Distribution Company. The questionnaire was administered on the respondents by five Research Assistants trained for the job by the Researcher. Each Research Assistant worked in collaboration with specific staff of IBEDC who are Customer Relations Officers.

Key Informant Interview was held with the Head of Branding and Corporate Communication Officer of IBEDC, Ring Road, Ibadan Headquarters in Capital Building.

3.5 Validity of the Research Instrument

The instrument was presented to the researcher's supervisor and two other lecturers in the Department of Mass Communication and Media Technology, Lead City University for face validity, language construct, internal constant consistency, question concurrency and predictive questions.

3.6 Reliability of the Research Instrument

A reconnaissance survey was conducted on twenty subjects of the study. The instrument was administered on twenty respondents. The responses of the pre-test were analysed using Cronbach's Alpha statistics formula.

A Cronbach alpha result of 0.752 was obtained from the entire questionnaire. It served as the reliability coefficient level of all constructs used in this study to measure the independent and dependent variables.

$$\alpha = n \frac{(1 - \sum Vi)}{n - 1}$$

Where

n =Reliability

Vi = Variance of scores on each questions

V_{test} = Total variance of overall scores

The Cronbach's Alpha value is 0.752 for 20 items as shown in Table 3.1. The result of the analysis implies that the survey instrument passed the reliability test.

Table 3.1 Reliability Statistics of Research Instrument

Cronbach's Alpha	No. of items
.752	30

Source: Field Survey, 2021

3.7 Administration of Research Instrument and Methods of Data Collection

The data for the study were obtained from the items of questionnaire administered on the selected respondents. The respondents are customers who reside in Ibadan, Oyo State. The questionnaire was administered across five locations in Ibadan Area- 120 copies of the instrument were administered in the Headquarters of IBEDC in Ring road, Ibadan, Oyo state. 45 copies of the questionnaire were administered on customers in Ojo and 100 copies were administered at Dugbe. 40 copies of the instrument were administered on customers in Molete

branch of IBEDC in Ibadan and 48 copies to customers in IBEDC business hubs in Agodi. The instrument was administered over a period of one week in all the locations. The questionnaire was distributed to the respondents by Research Assistants in the locations after the researcher has trained the Research Assistants for two days before the exercise. The Research Assistant worked hand in hand with Customer Relations Officers in each of the IBEDC outlets. While the data were being collected over a period of one week the researcher moved around all the locations on daily basis to ensure that the Research Assistant did the right thing. Out of 400 copies of questionnaires distributed 47 were not returned but 353 were duly completed. Within the week one day was set aside for the interview with the Head of Branding and Corporate Communication at the Head Office IBEDC at Capital building, Ring road, Ibadan.

3.8 Methods of Data Analysis

Response from the completed questionnaire was collated, coded and analyzed using descriptive statistics of frequency counts and percentages to analyze the demographic data and research questions.

Endnote

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Chapter Four

Results and Discussion of Findings

This chapter presents the findings of the study and discussion of the findings. The results and discussion of findings are presented based on demographic characteristics of the respondents, and research questions as follow:

4.1.1 Demographic Data Analysis of Respondents

Table 4.1: Socio-demographic Characteristics of Respondents (N=353)

Variable	Option	Frequency	Percentage (%)
Sex	Male	193	54.7
	Female	160	45.3
Age	20-30yrs	146	41.4
	31-40yrs	109	30.9
	41-50yrs	66	18.6
	51yrs & above	32	9.1
Marital Status	Single	93	26.3
	Married	176	49.9
	Divorced	43	12.2
	Widowed	41	11.6
Educational	GCE/SSCE	56	15.9
	ND/NCE	89	25.2
Qualification	HND/BSC	174	49.3
	MSC/PHD	34	9.6
Occupation	Civil servant	188	53.3
	Private sector	131	37.1
	Self employed	29	9.2
	Unemployed	5	1.4
Religion	Christianity	160	45.3
	Islam	150	42.5
	Others	43	12.2
Total			100.0

Source: Researcher's Field Report (2021)

Table 4.1 shows that from the 353 copies of questionnaire returned, majority of the respondents or 54.7% were male, while the remaining 45.3% were female. Also in the table, majority of the respondents with 41.4% were between the ages of 20-30yrs, 30.9% were between the ages of 31-40yrs, & 18.7% were between the ages 41-50yrs, while the remaining 9.1% were 51yrs of age and above.

Also in the table, majority of the respondents with 49.9% were married, 26.3% were single, 12.2% were divorced, while the remaining 11.6% were widowed. Furthermore data in table show that majority of the respondents with 49.3% were HND/BSC certificate holders, 25.2% were ND/NCE certificate holders, 15.9% were GCE/SSCE certificate holders, while the remaining 9.6% were MSC/PHD certificate holders.

Also in the table, majority of the respondents with 53.3% were civil servants, 37.1% work in the private sector, and 9.2% of the respondents were self-employed, while the remaining 1.4% were unemployed. Lastly in the table above, majority of the respondents with 45.3% were Christians, 42.5% were Muslims, while the remaining 12.2% were worshippers of other religion.

4.1.2 Presentation of Research Questions

Research Question One: What are the public relations strategies used by Ibadan Electricity Distribution Company to ensure customers' satisfaction?

Table 4.2.1 Public Relations Strategies used by Ibadan Electricity Distribution Company**(N=353)**

Items	SA (%)	A (%)	D (%)	SD (%)
IBEDC staff are friendly and helpful to customers	99 (28.1)	125 (35.4)	96 (27.2)	33(9.4)
IBEDC staff interacts with customers through the mass media (Media Relations)	107 (30.3)	132(37.4)	52 (14.7)	62(17.6)
IBEDC customer care service respond to customers questions in timely manner (Customer Relations)	98 (27.8)	104(29.5)	80(22.6)	71(20.1)
IBEDC organizes regular interactive fora with customers in Ibadan (Customer Relations)	107(30.3)	151(42.8)	48(13.6)	47 (13.3)
IBEDC has a weekly sponsored television programme on BCOS, OGTV and NTA Ibadan titled —Imole de, Lightl (Media Relations)	110(31.2)	141(39.9)	49(13.9)	53(15.0)
IBEDC communicate to customers through text messages (Digital Media)	108(30.6)	121(34.3)	55(15.6)	69(19.5)
IBEDC engages in community programme and interact with members of the community regularly (Community Relations)	127(36.0)	132(37.4)	58(16.4)	36(10.2)
IBEDC advertises more on broadcast media than other mass media (Advertising)	120(34.0)	162(45.9)	37(10.5)	34(9.6)
IBEDC creates cultural ceremonies and other events to win over the heart of their customer (Community Engagement)	19(5.5)	22(6.2)	116(32.8)	196(55.5)
Most times IBEDC run newspaper advertisement (Advertising)	98(27.8)	147(41.6)	47(13.3)	61(17.3)
IBEDC has calendar of weekly meeting with 250-500 consumers (Customer Relations)	154(43.6)	117(33.2)	51(14.4)	31(8.8)
IBEDC run online advert to pass information to the customers (Digital Media)	155(44.2)	144(40.8)	38(10.8)	15(4.2)

Source: Researcher's Field Report (2021)**SA= Strongly Agreed, A= Agreed, D= Disagree and SD= Strongly Disagree**

Table 4.2.2
Mean and Standard Deviation for RQ1

	N	X	SD	T	Sig
Male	193	6.34189	53.512	4.183	.000
Female	160	4.87442	44.731	3.112	.000

Source: SPSS printout of one-sample test computed

In a bid to provide answers to the question on the public relations strategies used by IBEDC, majority of the respondents with 35.4% agreed, 28.1% strongly agreed, 27.2% disagreed, while the remaining 9.4% strongly disagreed to the fact that IBEDC staffs were friendly and helpful to customers. This implies that IBEDC staff applies more of friendship and helpful strategy to gain customers patronage. Also in the table, majority of the respondents with 37.4% agreed, 30.3% strongly agreed, 14.7% disagreed, while the remaining 17.6% strongly disagreed to the fact that IBEDC staff interact with customers through the mass media. This implies that IBEDC staff also applies a system of interaction with customers through the mass media.

Majority of the respondents with 29.5% agreed, 27.8% strongly agreed, 22.6% disagreed, while the remaining 20.1% strongly disagreed to the fact that IBEDC customer care service responds to customer's questions in timely manner. This implies that IBEDC customer care service respond timely to customers' questions and concerns as the case may be.

In the table, majority of the respondents with 42.8% agreed, 30.3% strongly agreed, 13.6% disagreed, while the remaining 13.3% strongly disagreed to the fact that IBEDC organizes regular interactive forum with customers in Ibadan. This implies that IBEDC often organizes regular and interactive platform strategies with customers in Ibadan.

As indicated in the table, majority of the respondents with 39.9% agreed, 31.2% strongly agreed, 13.9% disagreed, while the remaining 15.0% strongly disagreed to the fact that IBEDC has a weekly sponsored television programme on BCOS, OGTV and NTA Ibadan titled —*Imolede, Light up*||. This implies that IBEDC has a weekly sponsored television programme on BCOS, OGTV and NTA Ibadan titled —*Imole de, Light up*||.

As indicated in the table, majority of the respondents with 34.3% agreed, 30.6% strongly agreed, 15.6% disagreed, while the remaining 19.5% strongly disagreed to the fact that IBEDC communicate to customers through text messages. This implies that IBEDC from time to time communicate to customers through text messages.

As indicated in the table, majority of the respondents with 37.4% agreed, 36.0% strongly agreed, 16.4% disagreed, while the remaining 10.2% strongly disagreed to the fact that IBEDC engages in community programmes and interact with members of the community regularly. This implies that IBEDC regularly engages in community programmes and interact with members of the community.

As indicated the table, majority of the respondents with 45.9% agreed, 34.0% strongly agreed, 10.5% disagreed, while the remaining 9.6% strongly disagreed to the fact that IBEDC advertises more on broadcast media than other mass media. This implies that IBEDC often advertises more on broadcast media to other mass media. Majority of the respondents with 55.5% strongly disagreed, 32.8% disagreed, 6.2% agreed, while the remaining 5.5% strongly agreed to the fact that IBEDC creates cultural ceremonies and other events to win over the heart of their customer.

This implies that IBEDC barely create cultural ceremonies and other events to win over the heart of their customer. Majority of the respondents with 41.6% agreed, 27.8% strongly agreed, 13.3% disagreed, while the remaining 17.3% strongly disagreed to the fact that most times IBEDC run newspaper advertisements. This implies that most times IBEDC run newspaper advertisements when the need arises. Majority of the respondents with 33.2% agreed, 43.6% strongly agreed, 14.4% disagreed, while the remaining 8.8% strongly disagreed to the fact that IBEDC has calendar of weekly meeting with 250-500 consumers. This implies that IBEDC often has calendar of weekly meeting with 250-500 consumers.

Lastly in the table, majority of the respondents with 44.2% strongly agreed, 40.8% agreed, 10.8% disagreed, while the remaining 4.2% strongly disagreed to the fact that IBEDC run online advert to pass information to the customers. This implies that IBEDC often run online advert to pass information to the customers.

In addition to the data analysis, the public relations officer of IBEDC Ring Road Head Office, Ibadan added that Combination of Integrated Marketing Communications (IMC) like public relations, advertising, promotion, events, strong customer care, publicity, direct marketing, social media engagement, Bulk messaging group, every channel that collectively engages consumers. Customers are stratified in target groups; these groups also determine what platform measures to be used, methods used for an —elite or educated customer will not work for semi illiterate or illiteratel. In conclusion to Research Question one. It is evident from answers provided by the respondents that all the public relations strategies itemized in the conceptual framework on page 59 are used by IBEDC.

Research Question Two: What is the extent of application by the public relations strategies of Ibadan Electricity Distribution Company?

Table 4.3.1: Extent of Application of Public Relations Strategies by Ibadan Electricity

Distribution Company (N=353)

Items “How”	VL (%)	L (%)	H (%)	VH (%)
often are IBEDC staff friendly and helpful to customers	28(7.9)	96(27.2)	116(32.9)	113(32.0)
often do IBEDC staff interact with customers through the mass media	43(12.1)	51(14.4)	146(41.5)	113(32.0)
often do IBEDC customer care service respond to customers questions in timely manner	39(11.0)	44(12.5)	122(34.6)	148(42.0)
often do IBEDC organize regular interactive forum with customers in Ibadan	85(24.1)	144(40.8)	73(20.7)	51(14.4)
often do IBEDC have their weekly sponsored television programme on BCOS, OGTV and NTA Ibadan titled —Imole de, Light upl.	23(6.5)	72(20.4)	131(37.1)	127(36.0)
often do IBEDC communicate to customers through text messages	34(9.6)	60(18.1)	148(41.9)	107(30.3)
often do IBEDC engages in community programmes and interact with members of the community regularly	30(8.5)	39(11.0)	166(47.0)	118(33.5)
often do IBEDC advertise on broadcast media to other mass media	22(6.2)	68(19.3)	155(43.9)	108(30.6)

Source: Researcher’s Field Report (2021)

VL= Very Low, L= Low, H= High and VH= Very High

Table 4.3.2
Mean and Standard Deviation for RQ2

	N	X	SD	T	Sig
Male	193	5.56221	67.458	6.584	.000
Female	160	4.38176	87.314	4.433	.000

Source: SPSS printout of one-sample test computed

Table 4.3.1 provide answers to the raised question on the extent of use of public relations strategies by IBEDC, majority of the respondents with 32.9% responded high that IBEDC staff are friendly and helpful to customers, 32.0% responded very high, 27.2% responded low, while the remaining 7.9% responded very low. It implies that most of IBEDC staff are fairly friendly and helpful attitude towards customers.

Majority of the respondents with 41.5% responded high that IBEDC staff interacts with customers through mass media, 32.0% responded very high, 14.4% responded low, while the remaining 12.1% responded very low. It implies that IBEDC staff often interacts and communicate with customers through mass media aids. Majority of the respondents with 42.0% responded very high that IBEDC customer care service respond to customers' questions in timely manner, 34.6% responded high, 12.5% responded low, while the remaining 11.0% responded very low. It implies IBEDC customer care service always responds to customers questions in a timely manner.

Majority of the respondents with 40.8% responded low that IBEDC organizes regular interactive forum with customers in Ibadan, 24.1% responded very low, 20.7% responded very, while the remaining 14.4% responded very high. It implies that IBEDC barely organizes regular interactive forum with customers in Ibadan.

Furthermore in the table, majority of the respondents with 37.1% responded high that IBEDC have their weekly sponsored television programme on BCOS, OGTV and NTA Ibadan titled —*Imole de, Light up*], 36.0% responded very high, 20.4% responded low, while the remaining 6.5% responded very low. It implies that very often IBEDC have their weekly sponsored television programme on BCOS, OGTV and NTA Ibadan titled —*Imole de, Light up*].

Majority of the respondents with 41.9% responded high that IBEDC communicates to customers through text messages, 30.3% responded very high, 18.1% responded low, while the remaining 9.6% responded very low. It implies that most often the times IBEDC communicates to customers through text messages.

As indicated in the table, majority of the respondents with 47.0% responded high that IBEDC engages in community programmes and interact with members of the community regularly, 33.5% responded very high, 11.0% responded low, while the remaining 8.5% responded very low. It implies that most often the times IBEDC engages in community programmes and interact with members of the community regularly.

Lastly in the table, majority of the respondents with 43.9% responded high that IBEDC advertise on broadcast media to other mass media, 30.6% responded very high, 19.3% responded low, while the remaining 6.2% responded very low. It implies that most often the times IBEDC advertises on broadcast media to other mass media.

In addition to the data analysis, the public relations officer of IBEDC Ring Road Head Office, Ibadan added that the social economic classification, the demographics and the social graphics

determines a lot when satisfying customers. In IBEDC, they ensure that every platform must meet the need to satisfy their customers. They have a mass market department; they are on television and radio. Every week there's a sponsored TV and radio programme on BCOS and OGTV (Ogun State Television) every week, they run a programme named —**LIGHT UP, IMOLE DEL** in the course of the programme IBEDC enlighten customers, push information, educate and create awareness and it's a phone in programme, customers are allowed to call in and ask questions or clarifications on any issue, customers also report staffs. The radio programme is across their franchise. IBEDC controls four states fully and three other states partially; Oyo, Ogun, Kwara and Osun. Partly in Niger, Ekiti and Kogi.

For mass media, —radio is the strongest medium to pass information, on BCOS the program is on Tuesday 2-3pm, OGTV is on Tuesday 11am- 12pm and NTA Ibadan on Wednesday 9:30-9:50a.m. Social media is for younger people and for people who are IT savvy. Print media is another strategy of public relations in Ibadan Electricity Distribution Company but not so used often except when there's something crucial and important to be announced, another important thing they use print media for is press releases or to respond to customers for clarification. Adverts on newspapers are occasional; they use online media more to send stories to customers. Traditional newspapers delay the distribution of news so they opt for an online medium. Furthermore, the most commonly used public relations strategies depend on the —segment of people they are communicating to. Community engagement is used for mass marketing customers which are the residential customers; they gather this group of customers together. There is a calendar developed for a year that states the minimum number of customer engagement they must do. Community engagement is effective because people love when they talk to the staff of IBEDC face to face to make complaints. Therefore, in the rural areas, the mass

marketing strategies are best used. But to the cosmopolitan area, social media is used to pass information to the customers in that area.

In summary total respondents confirm that all the public relations strategies are regularly practiced by IBEDC.

Research Question Three: What is the Level of Effectiveness of Public Relations Strategies Deployed by Ibadan Electricity Distribution Company on Customers' Satisfaction?

Table 4.4.1: Level of Effectiveness of Public Relations Strategies Deployed by Ibadan Electricity Distribution Company on Customers' Satisfaction (N=353)

Items	SA (%)	A (%)	D (%)	SD (%)
Customers are satisfied with the information gotten from press releases	77 (21.8)	54 (15.2)	89 (25.2)	133 (37.7)
Quality service provided by IBEDC to customer is satisfactory	69(19.5)	63 (17.8)	70 (19.8)	151 (42.8)
The usage of social media to communicate the activities of IBEDC is satisfactory	32(9.1)	89 (25.2)	112 (31.7)	120(34.0)
IBEDC engage in activities that ensures good relationship with its community	95 (26.9)	134 (37.9)	86 (24.4)	38 (10.8)
IBEDC engage in activities that ensures good relationship with media stations(NTA,OGTV,BCOS)	196(55.5)	96(27.3)	39(11.0)	22 (6.2)

Source: Researcher's Field Report (2021)

SA= Strongly Agreed, A= Agreed, D= Disagree and SD= Strongly Disagree

Table 4.4.2
Mean and Standard Deviation for RQ3

	N	X	SD	T	Sig
Male	193	6.76432	54.427	7.547	.000
Female	160	4.41421	63.219	2.888	.000

Source: SPSS printout of one-sample test computed

Table 4.4.1 provides answers to the raised question on the effectiveness of public relations strategies of IBEDC on customer satisfaction, majority of the respondents with 37.7% strongly disagreed, 25.2% disagreed, 21.8% agreed, while the remaining 15.2% strongly agreed to the fact that customers are satisfied with the information gotten from press releases. This implies that IBEDC customers are not satisfied with the information gotten from press releases.

In the table, majority of the respondents with 42.8% strongly disagreed, 19.5% disagreed, 19.8% strongly agreed, while the remaining 17.8% agreed to the fact that the quality service provided by IBEDC to customer is satisfactory. This implies that the quality service provided by IBEDC to customer is not satisfactory.

Furthermore in the table, majority of the respondents with 34.0% strongly disagreed, 31.7% disagreed, 25.2% agreed, while the remaining 9.1% strongly agreed to the fact that the usage of social media to communicate the activities of IBEDC is satisfactory. This implies that the usage of social media to communicate the activities of IBEDC is not satisfactory to customers. Also in the table, majority of the respondents with 37.9% agreed, 26.9% strongly agreed, 24.4% disagree, while the remaining 10.8% strongly disagreed to the fact that IBEDC engage in activities that ensures good relationship with its community. This implies that IBEDC engages in activities that ensures good relationship with its community.

Lastly in the table, majority of the respondents with 55.5% strongly agreed, 27.3% agreed, 11.0% disagree, while the remaining 6.2% strongly disagreed to the fact that IBEDC engage in activities that ensures good relationship with media stations (NTA, OGTV, BCOS). This implies that IBEDC engages in activities that ensures good relationship with media stations.

In addition to the data analysis, the public relations officer of IBEDC Ring Road Head Office, Ibadan added that Public relations plays a critical role in establishing and maintaining a mutual understanding between IBEDC and customers by using some of its strategies like advertising to communicate with customers, by engaging with the customer at that level maybe on Television and Radio commercials or print media adverts, in Public relations, it goes beyond because it involves telling the story of what is going on exactly in the industry. During the cause of tariff increase, an advert was placed for the people to know about it and a press release of the story behind the increase in tariff pay was released. By doing all of that, the customer tends to know the gain, IBEDC grants interviews to the media and questions are asked and answered. When communicating or introducing a product, public relations is the best medium.

Public relations play a very huge role in the image of IBEDC, the public relations campaign is one of the strongest ways to build a brand. If a bill board is placed people will not believe it because they know it was placed by an individual but when a public relations campaign is used, it's easier for people to believe. Advertising's goal is to serve as a reminder medium for the people but public relations is cogent because it engages people and speaking to the media is important because the media has a lot of power, they give out the right information. Public relations don't stand on its own.

In conclusion for research question three, it is noted that majority of the respondents are not satisfied with the quality of service gotten from IBEDC.

Research Question Four: What is the level of customers' satisfaction in Ibadan Electricity Distribution Company?

Table 4.5.1: Level of Customers' Satisfaction in Ibadan Electricity Distribution Company (N=353)

Items	SA (%)	A (%)	D (%)	SD (%)
I have electricity regularly	79(22.3)	85(24.1)	80(22.7)	109(30.9)
There is electricity when I need it	40(11.3)	60(17.0)	114(32.4)	139(39.3)
I have good relationship with IBEDC officials	79(22.3)	144(40.8)	74(21.0)	56(15.9)
The amount charged is more than electricity consumed	57(16.1)	206(58.4)	42(11.9)	48(13.6)
I am satisfied with usage of prepaid meter	54(15.3)	183(51.8)	82(23.3)	34(9.6)
I am satisfied with usage of postpaid meter	22(6.2)	40(11.3)	94(26.7)	197(55.8)
IBEDC staff attends to me well	84(23.8)	109(30.9)	70(19.8)	90(25.5)

Source: Researcher's Field Report (2021)

SA= Strongly Agreed, A= Agreed, D= Disagree and SD= Strongly Disagree

Table 4.5.2
Mean and Standard Deviation for RQ4

	N	X	SD	T	Sig
Male	193	7.65489	27.644	5.664	.000
Female	160	5.73632	23.939	3.453	.000

Source: SPSS printout of one-sample test computed

Table 4.5.1 shows answers to the raised question on the methods to ascertain the level of customers' satisfaction in Ibadan Electricity Distribution Company, majority of the respondents with 30.9% strongly disagreed, 22.7% disagreed, 24.1% agree, while the remaining 22.3% strongly agreed to the fact that they have electricity regularly. This implies that customers do not have electricity regularly. Also in the table, majority of the respondents with 32.4% disagreed, 39.3% strongly disagreed, 17.0% agreed, while the remaining 11.3% strongly agreed to the fact that there is electricity when they need it. This implies that customers do not have electricity when they need it.

As indicated in the table, majority of the respondents with 40.8% agreed, 22.3% strongly agreed, 21.0% disagree, while the remaining 15.9% strongly disagreed to the fact that they have good relationship with IBEDC officials. This implies that customers have good relationship with IBEDC officials.

Furthermore in the table, majority of the respondents with 58.4% agreed, 16.1% strongly agreed, 11.9% disagreed, while the remaining 13.6% strongly disagreed to the fact that the amount charged is more than electricity consumed. This implies that the amount charged customers is more than electricity consumed.

In the table, majority of the respondents with 51.8% agreed, 15.3% strongly agreed, 23.3% disagreed, while the remaining 9.6% strongly disagreed to the fact that they were satisfied with usage of prepaid meter. This implies that customers are satisfied with usage of prepaid meter.

In the table, majority of the respondents with 55.8% strongly disagreed, 26.7% disagreed, 11.3% agreed, while the remaining 6.2% strongly agreed to the fact that they were satisfied with usage of postpaid meter. This implies that customers are not satisfied with usage of postpaid meter.

Lastly in the table, majority of the respondents with 30.9% agreed, 23.8% strongly agreed, 19.8% disagreed, while the remaining 25.5% strongly disagreed to the fact that IBEDC staff attends to them well. This implies that customers are well attended to by IBEDC staff.

In addition to the data analysis, the public relations officer of IBEDC Ring Road Head Office, Ibadan added that there are —challenges in satisfying IBEDC customers because the availability of the product is not enough.

The quality of the product and the quantity of the product is not enough. IBEDC is at the tail end of the value chain and the electricity value chain has been unbundled, the electricity business is a value chain like Generation, Disco, Transmission Company of Nigeria (TCN). IBEDC is a Disco so the generating company is to generate and it's sent to transmission which is set to transmit to disco so IBEDC distributes therefore the product is not enough to be distributed. When product is not enough the customers and consumers will end up not having 24 hours electricity and that's when they don't get satisfied.

The quality of the power is poor to the extent that it's not useful to the consumers. The essence of communication through public relations is to bridge the gap by informing the people about what they do best in satisfying them within the available resources and the limitations. There are also challenges like interference of different parties, politics, customers who don't want to pay and the increase in tariff. Government policies affect public relations activities of IBEDC because they are a regulated industry and they are regulated by Nigeria Electricity Regulatory Commission (NERC).

IBEDC can't do anything on their own. And it's a government agency so most times their regulations affect IBEDC because they have to adjust it to their terms and sometimes it can be oppressive and reasonable. Customers see IBEDC as bad image not knowing that some decisions are made by the regulatory body and the government.

In summary, majority of the respondents confirm that they are not satisfied with the level of satisfaction given to them by Ibadan Electricity Distribution Company.

4.2 Discussion of Findings

Research Question One: What are the public relations strategies used by Ibadan Electricity Distribution Company to ensure customers' satisfaction?

Data on Public relations strategies revealed that the IBEDC customers are familiar with the PR strategies of IBEDC in Ibadan Metropolis; this implied that Customer care, publicity, advertising, events, social media engagement, media relations, community relations and SMS are public relations strategies, That is, these nine (9) strategies jointly had significant impact on the customers' satisfaction of IBEDC customers in Ibadan Metropolis. The outcome of this study is in line with a study in the literatures reviewed which stated that customer satisfaction has been

defined as measuring customer's expectation with the performance of the goods and services that can meet the needs and desires of the customers. Public relations are one of the tools used in product promotion to polish the image of organisation. The findings also are in line with the work in the literature reviewed on Public Relations strategies are as important because they help organizations achieve their goals by creating relationships with strategic public: —Individual communication programs such as media relations, community relations, or customer relations are successful when they affect the cognition, attitudes, and behaviors of both public and members of the organization—that is, the cognitive, attitudinal, and behavioral relationships among organizations and their public²².

In a personal interview conducted with the Brand Communication Officer, she revealed that they have public relations strategies used to satisfy customer. —Combination of Integrated Marketing Communications (IMC) like public relations, advertising, promotion, events, strong customer care, publicity, direct marketing, social media engagement, Bulk messaging group, every channel that collectively engages consumers. Customers are stratified in target groups; these groups also determine what platform measures to be used, methods used for an —elite or educated customer will not work for semi illiterate or illiterate.

Research Question Two: What is the extent of application of the public relations strategies by Ibadan Electricity Distribution Company?

Data gotten shows that the extent of application of the public relations strategies used by IBEDC in Ibadan metropolis is practiced regularly to an extent to satisfy their customers, this implied that public relations strategies like community engagement, SMS, advertisement, radio and television programme and others are jointly influenced customers' satisfaction in Ibadan

metropolis. The findings support the assertion of the literature reviewed that, public relations strategy on IBEDC in satisfying their customer is by creating a strong relationship with the customers in order to bring positive image of the business to the public³⁸. The factors that are responsible for this is that the organization brings the thought process of public relations strategies, the way they interact shows how effective and useful public relations strategies can be in an organization like IBEDC especially when rightly implemented to the right source of audience.

In the interview with the Brand Communication Officer, she added that: In IBEDC, they ensure that every platform must meet the need to satisfy their customers. They have a mass market department; they are on television and radio. Every week there's a sponsored TV and radio programme on BCOS and OGTV (Ogun State Television) every week, they run a programme named —**LIGHT UP, IMOLE DE** in the course of the programme. IBEDC enlighten customers, push information, educate and create awareness and it's a phone in programme, customers are allowed to call in and ask questions or clarifications on any issue, customers also report staffs. For mass media, —radio is the strongest medium to pass information, on BCOS the program is on Tuesday 2-3pm, OGTV is on Tuesday 11am- 12pm and NTA Ibadan on Wednesday 9:30-9:50a.m. Social media is for younger people and for people who are IT savvy. Print media is another strategy of public relations in IBEDC but not so used often except when there's something crucial and important to be announced, another important thing they use print media for is press releases or to respond to customers for clarification. Adverts on newspapers are occasional; they use online media more to send stories to customers. Traditional newspapers delay the distribution of news so they opt for an online medium. Community engagement is used for mass marketing customers which are the residential customers; they gather this group of

customers together. There is a calendar developed for a year that states the minimum number of customer engagement they must do. Community engagement is effective because people love when they talk to the staff of IBEDC face to face to make complaints. Therefore, in the rural areas, the mass marketing strategies are best used. But to the cosmopolitan area, social media is used to pass information to the customers in that area.

Research Question Three: How effective is public relations strategies deployed by Ibadan Electricity Distribution Company on customers' satisfaction?

Data gotten shows that IBEDC Public relations strategies are not effective base on the customers in Ibadan Metropolis, Hence, it can be said that public relations strategies such as Customer care, publicity, advertising, events, and social media engagement, media relations, community relations and SMS are jointly determined to satisfy customers of IBEDC, thus making their reputation high and impressive by the customers. These findings are supported with literature that states that the relationship between the organizations and its publics helped to attain set goals by increasing the target market and boosting sales. Findings also revealed that public relations helped to increase customer loyalty and encouraged purchase of products²¹.

Brand Communication added that: Public relations play a very huge role in the image of IBEDC, the public relations campaign is one of the strongest ways to build a brand. If a bill board is placed people will not believe it because they know it was placed by an individual but when a public relations campaign is used, it's easier for people to believe. Advertising's goal is to serve as a reminder medium for the people but public relations is cogent because it engages people and speaking to the media is important because the media has a lot of power, they give out the right information. Public relations don't stand on its own.

Research Question Four: What is the level of customers' satisfaction of Ibadan Electricity Distribution Company?

The results of the research question four showed that IBEDC customers in Ibadan metropolis were satisfied with the quality of IBEDC services while 51.6% of them were dissatisfied with the services of IBEDC in Ibadan Metropolis. This implied that customers were not satisfied with the service offered by IBEDC in Ibadan. The findings support the assertion of the literature reviewed that establishing an effective, mutual and beneficial relationship with customers is vital to organizations as it can lead to customer retention and also attract new customers. Furthermore, in the literature reviewed, public relation creates a climate of mutual understanding between IBEDC and its esteemed customers. It involves all the undertakings an organization uses to build relationships with customers through deliberate and satisfactory delivery of products and services.

Interview responses further agree that effective public relations strategies programs have enhanced customer satisfaction to IBEDC. Interview responses further revealed that: The essence of communication through public relations is to bridge the gap by informing the people about what they do best in satisfying them within the available resources and the limitations. There are also challenges like interference of different parties, politics, customers who don't want to pay and the increase in tariff. Government policies affect public relations activities of IBEDC because they are a regulated industry and they are regulated by Nigeria Electricity Regulatory Commission (NERC). IBEDC can't do anything on their own. And it's a government agency so most times their regulations affect IBEDC because they have to adjust it to their terms and sometimes it can be oppressive and reasonable. Customers see IBEDC as bad image not knowing that some decisions are made by the regulatory body and the government.

Chapter Five

Conclusion

5.1 Summary of Findings

In order to enhance a better analysis, the scope of the study was limited primarily to customers of IBEDC in Ibadan Metropolis, using branch in Capital Building Ring Road, Ojo Zonal office: Agodi Regional Office, Molete Head Office and Dugbe Head Office. A sample of 353 customers was determined by Taro Yamane from the study population and was selected through the use of Purposive sampling technique.

The formulated research questions were used to analyze and interpret the views and responses of respondents. The tabular frequency count and the simple percentage method were used to analyze data generated using SPSS (Statistical Package for Social Science). The outcome of the result generally showed that the use of public relations strategies in IBEDC is germane towards the realization of customer's satisfaction in Ibadan metropolis. Key Informant Interview was also conducted apart from Questionnaire. In summary of her response, The Public Relations Officer mentioned the public relations strategies used by IBEDC such as: social media, advertising, customer care, publicity, marketing etc. The Public Relations Officer further added that IBEDC regularly involved in community engagement whereby asking people questions on how the company can perform better. In the interview conducted, the Public Relations officer included that there are challenges in satisfying customers because the distribution of power source is not enough to distribute to the people and government policies affect the effectiveness of the public relations strategies.

5.2 Conclusion

The study has shown the essence of public relations strategies of IBEDC on customer's satisfaction in Ibadan metropolis, Oyo State. Empirically, findings have revealed that there exists a positive connect between the use of public relations strategies and customer's satisfaction. Since the major aim of every business is to make profit and continue to stay afloat by having its products and services patronized, consumed and appreciated by its target market (consumers), it is therefore imperative for organisations to device effective public relations strategies that will help communicate value to its present and potential customers. Thus, for businesses to survive, application of effective public relations strategies is inevitable. Gone are the days when some companies thrived because the customer had no choice. The situation today is that organisations must convince customers, in order to attract their patronage. In other words, customer satisfaction has become a basis for attraction. The study therefore concludes that public relations strategies is regarded as the most significant key needed in any business setup towards boosting customer satisfaction which in turn will help to build a sustainable corporate image for the organisation.

5.3 Recommendations

From the findings of this research work, the following recommendations are hereby made:

1. IBEDC should ensure building a favourable image and goodwill within its locality, this would be further enhanced if efficiency in service-delivery is adequately addressed. IBEDC should establish more customer care strategies, in which existing and potential customers would be free to make suggestions and recommendations on how the firms' services could be improved.

2. Staff of IBEDC should be trained and retrained to serve as public relations point man in the firm at all times and in all situations. IBEDC should improve on its relationship with media men. A little friendly invitation to lunch or any social occasion such as cultural ceremonies and community programmes could become the albatross to good reportage and coverage of events.
3. IBEDC should increase their customer relations activities, like giving out gift items, calendars, etc., to all customers, instead of a selected few.
4. IBEDC should also increase its public relations activities, especially in the area of local sports sponsorship and organizing other social events etc.

5.4 Contribution to Knowledge

1. The findings of this study have made known that the public relations strategies have made impact on the Ibadan Electricity Distribution Company on customers' satisfaction. Therefore, it has contributed to knowledge especially to show that public relation is sacrosanct to the success of the company.
2. The findings of this study have successfully given insight to public relations strategies on how it is used on customers' satisfaction in Ibadan Electricity Distribution Company.
3. The study is of great importance to other companies that need to know public relations strategies that can satisfy customers.
4. The whole lot of public relations strategies here is influential to the acceptance and brand loyalty of the company by its customers in Ibadan.

5.5 Suggested Area of Further Research

This research assessed the impact of Ibadan Electricity Distribution Company's public relations strategies on customer satisfaction in Ibadan Metropolis, Nigeria. During this investigation, the researcher noticed, via a survey of empirical works pertinent to the nature of the study, that there is a scarcity of literature on public relations strategies and customer satisfaction in general. Due to the findings of this study, the researcher encourages researchers to do further research on public relations strategies, since it is a highly important issue that contributes to customer satisfaction.

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Appendix I

Questionnaire

Ibadan Electricity Distribution Company Public Relations Strategies on Customers' Satisfaction

Dear Respondent,

I am a Postgraduate student of the above named university. I am conducting a research for my thesis.

Please complete the questions here under the best of your knowledge. Absolute confidentiality will be maintained, as information provided will be used for academic purpose only.

Thanks for your cooperation.

Thanks

Ayokunmi O. Johnson

Researcher

Section A: Respondents Demography

Please answer the questions and tick as appropriate [√]

1. Age (a) 20 – 30 () (b) 31 – 40 () (c) 41 – 50 () (d) 51 & above
2. Sex (a) Male () (b) Female ()
3. Marital Status: (a) Single () (b) Married () (c) Divorced () (d) Separated () (e) Widowed ()
4. Educational Qualifications (a) GCE/SSCE () (b) ND/NCE () (c) HND/BSC () (d) MSC/PHD () (e) Others (Specify) _____
5. Occupation: (a) Civil Servant () (b) Private Sector () (c) Self Employed () (d) Unemployed ()
6. Religion: (a) Christianity () (b) Islam () (c) Others ()

Section B: Public Relations Strategies Used by Ibadan Electricity Distribution Company

Kindly tick [✓] appropriately your response on the following items using Strongly Agree (SA);

Agree (A), Disagree (D); Strongly Disagree (SD)

S/No	Items	SA	A	D	SD
1.	IBEDC staff are friendly and helpful to customers				
2.	IBEDC staff interact with customers through the mass media				
3.	IBEDC customer care service respond to customers questions in timely manner				
4.	IBEDC organizes regular interactive forum with customers in Ibadan				
5.	IBEDC has a weekly sponsored television programme on BCOS, OGTV and NTA Ibadan titled — <i>Imole de</i> , Light upl.				
6.	IBEDC communicate to customers through text messages				
7.	IBEDC engages in community programmes and interact with members of the community regularly				
8.	IBEDC advertises more on broadcast media than other mass media				
9.	IBEDC creates cultural ceremonies and other events to win over the heart of their customer				
10.	Most times IBEDC run newspaper advertisements				
11.	IBEDC has calendar of weekly meeting with 250-500 consumers				
12.	IBEDC run online advert to pass information to the customers				

Section C: Rate the Extent of Use of the Public Relations Strategies Used by Ibadan Electricity Distribution Company?

Kindly tick [] appropriately your response on the following items using Very Low (VL), Low (L), High (H), Very High (VH)

S/No	Items “How”	VL	L	H	VH
1.	often are IBEDC staff friendly and helpful to customers				
2.	often do IBEDC staff interact with customers through the mass media				
3.	often do IBEDC customer care service respond to customers questions in timely manner				
4.	often do IBEDC organize regular interactive forum with customers in Ibadan				
5.	often do IBEDC have their weekly sponsored television programme on BCOS, OGTV and NTA Ibadan titled —Imole de, Light upl.				
6.	often do IBEDC communicate to customers through text messages				
7.	often do IBEDC engages in community programmes and interact with members of the community regularly				
8.	often do IBEDC advertise on broadcast media to other mass media				

Section D: The Level of Effectiveness of Public Relations Strategies of Ibadan Electricity Distribution Company?

Kindly tick [] appropriately your response on the following items using Strongly Agree (SA); Agree(A), Disagree(D); Strongly Disagree(SD).

S/No	Items	SA	A	D	SD
1.	Customers are satisfied with the information gotten from press releases				
2.	Quality service provided by IBEDC to customer is satisfactory				
3.	The usage of social media to communicate the activities of IBEDC is satisfactory				
4.	IBEDC engage in activities that ensures good relationship with its community				
5.	IBEDC engage in activities that ensures good relationship with media stations(NTA,OGTV,BCOS)				

Section E: What is the Level of Customers' Satisfaction in Ibadan Electricity Distribution Company?

Kindly tick [] appropriately your response on the following items using Strongly Agree (SA); Agree(A), Disagree(D); Strongly Disagree(SD).

S/No	Items	SA	A	D	SD
1.	I have electricity regularly				
2.	There is electricity when I need it				
3.	I have good relationship with IBEDC officials				
4.	The amount charged is more than electricity consumed				
5.	I am satisfied with usage of prepaid meter				
6.	I am satisfied with usage of postpaid meter				
7.	IBEDC staff attends to me well				

Appendix II

Frequencies table showing the figures to the answered questionnaires distributed by the Researcher to the respondents on Assessment of Public Relations Strategies on Customers Satisfaction in Ibadan Metropolis.

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SEX

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	193	54.7	54.7	54.7
	Female	160	45.3	45.3	100.0
	Total	353	100.0	100.0	

AGE

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	21-30	146	41.4	41.4	41.4
	31-40	109	30.9	30.9	72.2
	41-50	66	18.7	18.7	90.9
	51 AND ABOVE	32	9.1	9.1	100.0
	Total	353	100.0	100.0	

MARITAL STATUS

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Single	93	26.3	26.3	26.3
	Married	176	49.9	49.9	98.5
	Divorced	43	12.2	12.2	88.4
	Widowed	41	11.6	11.6	100.0
	Total	353	100.0	100.0	

EDUCATION

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	GCE/SSCE	56	15.9	15.9	15.9
	ND/NCE	89	25.2	25.2	41.1
	HND/BSC	174	49.3	49.3	90.4
	MSC/PHD	34	9.6	9.6	100.0
	Total	353	100.0	100.0	

OCCUPATION

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Civil Servant	188	53.3	53.3	53.3
	Private Sector	131	37.1	37.1	90.4
	Self Employed	29	8.2	8.2	98.6
	Unemployed	5	1.4	1.4	100.0
	Total	353	100.0	100.0	

RELIGION

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Christianity	160	45.3	45.3	45.3
	Islam	150	42.5	42.5	87.8
	Others	43	12.2	12.2	100.0
	Total	353	100.0	100.0	

IBEDC staffs are friendly and helpful to customers

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	SD	33	9.3	9.3	9.3
	D	96	27.2	27.2	36.5
	A	125	35.4	35.4	71.9
	SA	99	28.1	28.1	100.0
	Total	353	100.0	100.0	

IBEDC staff interacts with customers through the mass media

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	SD	62	17.6	17.6	17.6
	D	52	14.7	14.7	32.3
	A	132	37.4	37.4	69.7
	SA	107	30.3	30.3	100.0
	Total	353	100.0	100.0	

IBEDC customer care service respond to customers questions in timely manner

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	SD	71	20.1	20.1	20.1
	D	80	22.6	22.6	42.7
	A	104	29.5	29.5	72.2
	SA	98	27.8	27.8	100.0
	Total	353	100.0	100.0	

IBEDC organizes regular interactive forum with customers in Ibadan

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	SD	47	13.3	13.3	13.3
	D	48	13.6	13.6	26.9
	A	151	42.8	42.8	69.7
	SA	107	30.3	30.3	100.0
	Total	353	100.0	100.0	

IBEDC has a weekly sponsored television programme on BCOS, OGTV and NTA Ibadan titled "Imole de, Light up

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	SD	53	15.0	15.0	15.0
	D	49	13.9	13.9	28.9
	A	141	39.9	39.9	68.8
	SA	110	31.2	31.2	100.0
	Total	353	100.0	100.0	

IBEDC communicate to customers through text messages

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	SD	69	19.5	19.5	19.5
	D	55	15.6	15.6	35.1
	A	121	34.3	34.3	69.4
	SA	108	30.6	30.6	100.0
	Total	353	100.0	100.0	

IBEDC engages in community programmes and interact with members of the community regularly

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	SD	36	10.2	10.2	10.2
	D	58	16.4	16.4	26.6
	A	132	37.4	37.4	64.0
	SA	127	36.0	36.0	100.0
	Total	353	100.0	100.0	

IBEDC advertises more on broadcast media than other mass media

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	SD	34	9.6	9.6	9.6
	D	37	10.5	10.5	20.1
	A	162	45.9	45.9	66.0
	SA	120	34.0	34.0	100.0
	Total	353	100.0	100.0	

IBEDC creates cultural ceremonies and other events to win over the heart of their customer

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	SD	196	55.5	55.5	55.5
	D	116	32.8	32.8	88.3
	A	22	6.2	6.2	94.5
	SA	19	5.5	5.5	100.0
	Total	353	100.0	100.0	

Most times IBEDC run newspaper advertisements

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	SD	61	17.3	17.3	17.3
	D	47	13.3	13.3	30.6
	A	147	41.6	41.6	72.2
	SA	98	27.8	27.8	100.0
	Total	353	100.0	100.0	

IBEDC has calendar of weekly meeting with 250-500 consumers

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	SD	31	8.8	8.8	8.8
	D	51	14.4	14.4	23.2
	A	117	33.2	33.2	56.4
	SA	154	43.6	43.6	100.0
	Total	353	100.0	100.0	

IBEDC run online advert to pass information to the customers

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	SD	15	4.2	4.2	4.2
	D	38	10.8	10.8	15.0
	A	144	40.8	40.8	55.8
	SA	155	44.2	44.2	100.0
	Total	353	100.0	100.0	

How often is IBEDC staff friendly and helpful to customers?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	L	28	7.9	7.9	7.9
	VL	96	27.2	27.2	35.1
	H	116	32.9	32.9	68.0
	VH	113	32.0	32.0	100.0
	Total	353	100.0	100.0	

How often does IBEDC staff interact with customers through the mass media?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	VL	43	12.1	12.1	12.1
	L	51	14.4	14.4	26.5
	H	146	41.5	41.5	68.0
	VH	113	32.0	32.0	100.0
	Total	353	100.0	100.0	

How often does IBEDC customer care service respond to customers' questions in timely manner?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	VL	39	11.0	11.0	11.0
	L	44	12.5	12.5	23.5
	H	122	34.6	34.6	58.0
	VH	148	42.0	42.0	100.0
	Total	353	100.0	100.0	

How often do IBEDC organize regular interactive forum with customers in Ibadan?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	VL	85	24.1	24.1	24.1
	L	144	40.8	40.8	64.9
	H	73	20.7	20.7	85.6
	VH	51	14.4	14.4	100.0
	Total	353	100.0	100.0	

How often do IBEDC have their weekly sponsored television programme on BCOS, OGTV and NTA Ibadan titled "Imole de, Light up?"

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	VL	23	6.5	6.5	6.5
	L	72	20.4	20.4	26.9
	H	131	37.1	37.1	64.0
	VH	127	36.0	36.0	100.0
	Total	353	100.0	100.0	

How often do IBEDC communicate to customers through text messages?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	VL	34	9.6	9.6	9.6
	L	60	18.1	18.1	27.7
	H	148	41.9	41.9	69.7
	VH	107	30.3	30.3	100.0
	Total	353	100.0	100.0	

How often IBEDC do engages in community programmes and interact with members of the community regularly?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	VL	30	8.5	8.5	8.5
	L	39	11.0	11.0	19.5
	H	166	47.0	47.0	66.5
	VH	118	33.5	33.5	100.0
	Total	353	100.0	100.0	

How often do IBEDC advertise on broadcast media to other mass media?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	VL	22	6.2	6.2	6.2
	L	68	19.3	19.3	25.5
	H	155	43.9	43.9	69.4
	VH	108	30.6	30.6	100.0
	Total	353	100.0	100.0	

Customers are satisfied with the information gotten from press releases

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	SD	133	37.7	37.7	37.7
	D	89	25.2	25.2	62.9
	A	54	15.2	15.2	78.1
	SA	77	21.8	21.8	100.0
	Total	353	100.0	100.0	

Quality service provided by IBEDC to customer is satisfactory

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	SD	151	42.8	42.8	42.8
	D	70	19.8	19.8	62.6
	A	63	17.8	17.8	80.4
	SA	69	19.6	19.6	100.0
	Total	353	100.0	100.0	

The usage of social media to communicate the activities of IBEDC is satisfactory

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	SD	120	34.0	34.0	34.0
	D	112	31.7	31.7	65.7
	A	89	25.2	25.2	90.9
	SA	32	9.1	9.1	100.0
	Total	353	100.0	100.0	

IBEDC engage in activities that ensures good relationship with its community

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	SD	38	10.8	10.8	10.8
	D	86	24.4	24.4	35.2
	A	134	37.9	37.9	73.1
	SA	95	26.9	26.9	100.0
	Total	353	100.0	100.0	

IBEDC engage in activities that ensures good relationship with media stations (NTA, OGTV, BCOS)

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	SD	22	6.2	6.2	6.2
	D	39	11.0	11.0	17.2
	A	96	27.3	27.3	44.5
	SA	196	55.5	55.5	100.0
	Total	353	100.0	100.0	

I have electricity regularly

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	SD	109	30.9	30.9	30.9
	D	80	22.7	22.7	53.6
	A	85	24.1	24.1	77.7
	SA	79	22.3	22.3	100.0
	Total	353	100.0	100.0	

There is electricity when I need it

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	SD	139	39.3	39.3	39.3
	D	114	32.4	32.4	71.7
	A	60	17.0	17.0	88.7
	SA	40	11.3	11.3	100.0
	Total	353	100.0	100.0	

I have good relationship with IBEDC officials

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	SD	56	15.9	15.9	15.9
	D	74	21.0	21.0	36.9
	A	144	40.8	40.8	77.7
	SA	79	22.3	22.3	100.0
	Total	353	100.0	100.0	

The amount charged is more than electricity consumed

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	SD	48	13.6	13.6	13.6
	D	42	11.9	11.9	25.5
	A	206	58.4	58.4	83.9
	SA	57	16.1	16.1	100.0
	Total	353	100.0	100.0	

I am satisfied with usage of prepaid meter

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	SD	34	9.6	9.6	9.6
	D	82	23.3	23.3	32.9
	A	183	51.8	51.8	84.7
	SA	54	15.3	15.3	100.0
	Total	353	100.0	100.0	

I am satisfied with usage of postpaid meter

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	SD	197	55.8	55.8	55.8
	D	94	26.7	26.7	82.5
	A	40	11.3	11.3	93.8
	SA	22	6.2	6.2	100.0
	Total	353	100.0	100.0	

IBEDC staff attends to me well

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	SD	90	25.5	25.5	25.5
	D	70	19.8	19.8	45.3
	A	109	30.9	30.9	76.2
	SA	84	23.8	23.8	100.0
	Total	353	100.0	100.0	

Biodata

A. Personal Data

Name: **Ayokunmi Olayinka, JOHNSON**
Address: No 58A, Aule road, Akure, Ondo State
Email: olayinkaayomikun@gmail.com
Phone No: 08101766968
Date of Birth: 09th of October, 1998.
Place of Birth: Akure, Nigeria
Nationality: Nigerian
Marital Status: Single
Next of Kin: Miss Abiola Johnson,
No 58A, Aule road, Akure, Ondo State.
Tel: 08165585173

B. Educational Background

- i. Primary Education
St Louis N/P School, Akure, Ondo State.
(First School Leaving Certificate) 2009
- ii. **Secondary Education**
Apex De Unique International School, Akure, Ondo State
(Senior Secondary Certificate Examination) 2009-2014
- iii. **Higher Educational Institutions**
 - a. Elizade University, Ilara Mokin
B.Sc. Mass Communication 2014-2017
 - b. Afe Babalola Study Center, Bodija, Ibadan
A _Levels, Pedigree and Jupeb Programs 2012-2013
 - c. National Broadcast Academy, Ikeja Gra, Lagos. Certification
Basic Presentation Course 2019

C. Working Experience with Dates

- a. Organisation: York St John School of Management Studies
Role: Social Media Manager 2021-till date
- b. Organization: Peak to Peak International School, Ibadan
Role: Class Teacher Jan – March 2020
- c. Organization: Fal Jay Microfinance, Akure
Role: Customer Care Officer 2019-2020

- d. Organization: Methodist Grammar School, Bodija, Ibadan
 Role: Jss3 Home Economics Teacher
 Nysc Purpose
 2017-2018
- e. Organization: Positive Fm, Akure
 Role: News Reporter and Editor
 2016, For 6 Months Internship
- f. Organization: Adaba Fm, Akure
 Role: News Writer, Reporter and Editor
 2015 for 3months Internship

D. Awards and Fellowships:
 None

E. Extra-Curricular Activities: Voluntary Radio Presenter at Lead city Radio, Ibadan.

F. Referees

1. Evangelist Tosin Olupona,
 Pastor,
 Akure, Ondo State.
 08062413344
2. Mrs. Abigael Fadola,
 Head Mistress, Peak To Peak,
 Elewure, Ibadan, Oyo State.
 07038401844
3. Dr. Waheed Bayonle Busari, PG
 Coordinator/ Lecturer, Department of
 Mass Communication, Lead City
 University, Ibadan. 08062226832.

Signature

Date

University Compliance Certificate

This is to certify that this thesis by Ayokunmi Olayinka, JOHNSON with Matric No LCU/PG/001467 in the Department of Mass Communication and Media Technology, Lead City University, Ibadan, is in full compliance with the approved university format and style.

Signature

Date

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