

Chapter One

Introduction

1.1 Background to the Study

Public Relations is a strategic communication in any organisation aimed at creating sustained mutually beneficial relationships¹. Public Relations (PR) is therefore critical towards the enhancement of employee performance, establishing organisational peace, fostering and developing growth, stability, employee loyalty and commitment. It concerns the total communication of all organisations. Communication channels and Public Relations practices are updated to meet both routine and critical needs of organisations, including public tertiary institutions². PR is also about knowing how to manage information emanating from an organisation to avoid misinterpretation of good intentions. It is the art of communicating effectively the aims and objectives of an organisation to its publics with a view to creating public awareness of its challenges and achievements to enhance its corporate image and gain higher productivity through public understanding³.

A corporate organisation is a coordinated social unit that involves people who work together to achieve a common goal. This social unit is the most hit in the event of a crisis because it consists of people. The ability of a corporate organisation to remain strong after going through a crisis determines the strength and success of such organisation. Hence, organisations that are weak and not able to stand a crisis may die, resulting in loss of vision and mission for both the organisation and its environment. An effective Public Relations strategy is thus very essential to the success of any organisation. The organisational PR industry has two key resources which include the management and employees, considered as factors of service production, while information and communication are the raw materials and the internal and external publics are

the market for information and communication services⁴. There are several roles played by Public Relations in organisations with regards to organisational communication which also ensures effectiveness. Public Relations is essentially about positively and systematically using actions and communication to effectively influence people's attitudes, opinions, beliefs, interests and behaviours in a given or desired direction (e.g. adopting good environmental behaviours as well as building a lasting credibility and reputation for individuals and corporate entities such as profit or non-profit organisations and even nations, states, local governments or communities. Public Relations now embrace virtually every branch of human activity whether it is promotion of products or image building for individuals, corporate bodies, governments and even political parties who wish to project their activities or achievements or policies⁵. Public Relations analyse trends and predicts their consequences. It counsels organisation's leaders. Its processes are to plan and execute a programme of action; evaluate public attitudes and implement organisational policies and procedures. Academics have found early forms of public influence and communication management in ancient civilizations. Aristotle's Rhetoric, for example, explains core foundations for persuasion which is a form of Public Relations⁶.

Corporate organisations in contemporary management are often confronted with different crises of varying degrees and levels. It is immaterial whether impact of these crises is low or not because such crises have a way of adversely affecting the goals and objectives of organisations. The toll that crisis has on organisations; be it big or small could be financial, reputational, and emotional/public safety. There is, therefore, an advantage for organisations to take preventive actions to mitigate the effect of crises on organisations. The question is no longer whether an organisation will face a crisis or not, but when it faces one, what will be its responses and approaches towards handling and reducing the effects. Very often, some managers assume that

the probability of a crisis happening is so low that the extra effort to plan for it might not be necessary. However, crisis management has always been a critical exercise in organisations, one that is more often than not overlooked. In a world which is highly characterised by complexity, organisations will continue to face a good number of threats and crises emanating from both internal and external sources. Due to technological, political, economic and socio-cultural growth of the environment, the degree at which crisis will confront organisations may become more frequent. For this reason, the ability of organisations to cope and be responsive to crises while being flexible in their management strategies is of utmost importance.

Effective communication is one of the components of Public Relations. It is very vital in any organisation. Communication is the live-wire component of virtually every organisation. It is the instrument through which an entity participates in the exchange of information with the various components of the business environment. It informs of their presence and the services offered, to create a favorable attitude and stimulate consumers to purchase services. Communication makes crucial impacts within or among workgroups in both private and public organisations⁷. Communication is the channel for the flow of information, resources, and even policies. Communication is probably one of the most frequently cited sources of interpersonal conflict when it is poorly carried out. It is equally an important lifeline in every organisation. Many of the problems that occur in organisations are the direct result of people failing to effectively communicate. Crisis management plays an essential role in organisational structure where crisis has to be managed. Crisis management is an essential aspect of an organisation.

Organisations confront a fast changing environment with complex issues with difficulty in controlling the easy flow of messages, to manage various stakeholders⁸. Every organisation has to give due attention to the concept of crisis management (CM), training, planning and

communicating to survive and grow⁹. Moreover, a fast, positive, and effective response to any crisis cannot only control the situation but also leads to increased market share, improved employee relations and better public image of the organisation¹⁰. Crisis has many characteristics; violence, difficulties, surprise, low productivity speed in the sequence of events and their results, lack of information, tension, anxiety, skepticism, confusion, fear of losing control, and rapid spread of rumours as a result of information technology¹¹. There are many causes of crisis some of which are related to the human element such as: misunderstanding, miscalculation, wrong evaluation and interpretation. Administrative reasons such as weak physical and human resources, ignoring early warning signals and mismanagement could also lead to crises¹². In addition, reasons beyond the control of the organisation leaders like: natural disasters, rumours, desire to blackmail, the pressure of external influence, conflicts of interest, information sabotage, terrorist attack, and copyright infringement also lead to crises. Effective crisis management is determined to a large extent by information and response activities. The role of information is complex because it shapes the crisis management plan and facilitates the crisis response activities¹³.

In crisis management, it is important to act and work carefully to prevent a problem from escalating into a full-blown crisis. It is important to always have a crisis management committee and plan in place. Together with the four factors, prevention, preparation, response and revision. The committee can help to reduce the negative aspects of a crisis that will not only affect the stakeholders, but also the whole organisation¹⁴. An organisation must be prepared for what a crisis can bring. Even though a crisis does not happen every day, it is crucial that once it does, the organisation has a plan in place and its employees know what actions need to be taken in order to minimise the damages that can be caused by a crisis¹⁵. Crisis management is

therefore far more than a task that is handled during a crisis. It must be in place in an organisation during the day to day work. Another pivotal factor relating to organisational crises is the internal communication, which is the exchange of information between employees within the organisation which is a significant factor in the day to day operation of an organisation¹⁶.

1.2 Statement of the Problem

Most organisations go through crisis, some frequently, others occasionally but when a crisis is not well managed, it can cause devastating impact on the organisation. Many scholars have examined how crisis affects organisations in Nigeria^{17,18}. Most of the studies have been in private business organisations. Lately, communication scholars have been showing more interest in studying how public relations affects tertiary institutions but many of them have not delved into managing crisis using public relations strategies. Yet most tertiary institutions in Nigeria go through one form of crisis or the other that good PR strategies would have tackled. Therefore, this study intends to fill this research gap by assessing how crisis is managed in tertiary institutions using The Federal Polytechnic, Ilaro, Ogun State, as study. This study therefore assessed the public relations strategies in Crisis Management and Organisational Performance of The Federal Polytechnic, Ilaro, Ogun State.

1.3 Aim and Objectives of the Study

The aim of this study is to examine the Public Relations strategies in crisis management and organisational performance of the Federal Polytechnic, Ilaro, Ogun State. The specific objectives are to:

- i. identify the public relations strategies used by the Federal Polytechnic, Ilaro.
- ii. find out the causes of crises at The Federal Polytechnic, Ilaro.

- iii. identify the existing methods of handling crises in The Federal Polytechnic, Ilaro.
- iv. identify the factors that influence management's response to crises in the institution.
- v. find out the effect of public relations strategies on the organisational performance of The Federal Polytechnic, Ilaro.

1.4 Research Questions

The following research questions guided this study:

- i. What are the public relations strategies used at The Federal Polytechnic, Ilaro?
- ii. What are the causes of crises at The Federal Polytechnic, Ilaro?
- iii. What are the existing methods of handling crises in The Federal Polytechnic, Ilaro?
- iv. What factors influence management's responses to crises at The Federal Polytechnic, Ilaro?
- v. What are the effects of public relations strategies on organisational performance of The Federal Polytechnic, Ilaro?

1.5 Significance of the Study

The findings of this study would be of immense benefit to the management of higher institutions of learning, policy makers, as well as academicians, consultants, and researchers in Nigeria. The educational institutions and public relations practitioners would likely be motivated by the findings of this study to invest their utmost creative abilities in marketing communication commensurate with current image building challenges facing their esteemed profession. It is expected that the outcome of this research will go a long way in ensuring a turnaround of crisis management within higher institution of learning especially, Federal Polytechnic, Ilaro as it will help in identifying existing methods of handling crisis in the institution. The findings showed how crisis management affects the achievement of organisational objectives. The research would

also address the factors that influence management's attitude to crises. Above all, this study would assist in expanding the scope of existing literature on crisis management and the practice of public relations in organisations. Finally, the study is important also as it would serve as a reference point to future researchers.

1.6 Scope of the Study

This study is centered on public relations strategies, crisis management and organisational performance of The Federal Polytechnic Ilaro, Ogun State. The focus of this study is on the relationship between the management, employees and students of The Federal Polytechnic Ilaro, Ogun State.

1.7 Limitation of the Study

The fact that this study is a case study limits its wide applicability. Other polytechnics may have peculiar or unique contexts that may be different. Nevertheless, the study provides foundational discoveries which contribute to knowledge in crisis management in polytechnics in Nigeria which could serve as stimulus for further investigation on the subject matter.

1.8 Operational Definition of Terms

The explanations provided for the operational terms were according to their usage to ensure clarity and avoid ambiguity.

Communication: This is a process by which information or ideas are shared between individuals through a common system or channel with the hope of receiving a feedback.

Conflict: This refers to a disagreement or struggle between two or more parties who have opposing interests, needs, or goals.

Conflict Management: This is the process of limiting the negative effects of conflict which may be turned around to become positive and peaceful co-existence.

Conflict Resolution: The methods and processes involved in facilitating peaceful ending of conflict and retribution.

Crisis: This refers to any event or period that will lead, or may lead, to an unstable and dangerous situation affecting an individual, group, or an organisation.

Crisis Management: This refers to the process by which an organisation deals with a disruptive and unexpected event that threatens to harm the smooth running of an organisation.

Effective Communication: This is a communication between two or more persons wherein the intended message is successfully delivered, received and understood. It is the connection which achieves the initiation of the communicator.

Management: This refers to the process of planning, decision making, organising, leading, motivation and controlling the human resources, financial, physical and information resources of an organisation to reach its goals efficiently

Organisation: This refers to an entity such as a company, an institution, or an association comprising one or more people and having a particular purpose.

Organisational Goals: These are strategic intentions that a company's management establishes to outline expected outcomes and guide employees' efforts.

Performance: Attainment of a particular act or an attempt to attain a goal.

Polytechnic: This refers to an institute of technology that is an institution of tertiary education

which specialises in engineering, technology, applied science, and natural science

Public Relations: This is a two-way communication between an individual or an organisation to the public in order to positively affect their public perception. It is also known as all efforts to improve public image of a person or organisation.

Stakeholders: These are members of groups without whose support the organisation would cease to exist. In this study it is used interchangeably with Publics.

Strategy: This refers to a general plan to achieve one or more long-term or overall goals under conditions of uncertainty.

Strategic Public Relations: This always begins with clear goals and objectives. Knowing the results one wants to guide the other steps of the public relations planning process by helping one to determine which audiences to reach, and which messages and tactics are most likely to help achieve the set goals.

Student: This refers to an individual who is engaged in the process of learning and acquiring knowledge, typically within an educational institution.

Endnotes

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Chapter Two

Literature Review

This chapter covers the conceptual reviews on Public Relations(PR), communication, crisis management tools, PR strategies used in managing crisis and organisational performance. It covers the theories related to Public Relations, Crisis management and various empirical work that had been done by various scholars in relation to the subject matter.

2.1 Conceptual Review

2.1.1 Concept of Public Relations

Public Relations is the management of communication between an organisation and its publics. Public Relations (PR) is defined as a planned and systematic management function to help improve the programmes and services of an organisation¹. There is an increasing consensus among industry scholars and practitioners that Public Relations should move beyond its technician role to one that contributes to strategic management. Public Relations is the management process whose goal is to attain and maintain accord and positive behaviours among social groupings on which an organisation depends to achieve its mission². Its fundamental responsibility is to build and maintain a hospitable environment for an organisation. Public Relations(PR) is the way organisations, companies and individuals communicates positive information with the public and media to enhance the image of an organisation and individuals. A Public Relations specialist communicates with the target audience directly or indirectly through the mass media with the aim to create and maintain a positive image culminating in a strong relationship with the publics of a corporate organisation. Public Relations strategies often used by organisations include press releases, newsletters, public appearances, media conference, town hall meetings as well as utilization of the world wide web

and digital media platforms.

The world of business is characterized by fierce competition and in order to win new customers and retain the existing ones, the firms have to distinguish themselves from the competition. But they also need to create and maintain a positive public image. A Public Relations specialist helps to create and maintain a good reputation among both the media and the customers by communicating on their behalf and presenting their products, services and the overall operation in the best light possible. A positive public image helps to create a strong relationship with the customers which in turn increases sales. A Public Relations specialist uses a number of tools and techniques to boost the clients' public image and help to form a meaningful relationship with the target audience. To achieve that, PR often uses tools such as news releases and press statements, newsletters, organisation and participation at public events, conferences, conventions, awards etc. PR specialists of Public Relations is known as the art of communicating effectively the aims and objectives of an organisation to its publics with a view to creating public awareness on its challenges and achievements to enhance its corporate image and gain higher productivity through public understanding³. This differentiates it from advertising as a form of marketing communication. Public Relations is the art of creating media coverage for clients for free, rather than marketing or advertising. Public Relations and marketing may be done by the same or different people. However, success in one may be offset by failure in the other. Both need attention. Both deal with relationships that are prior to the survival of the organisation: Public Relations builds and maintains a hospitable environment for an organisation. Marketing builds and maintains a market for the organisation's products and services. In an academic context, PR in (tertiary) academic institutions, PR depends on a comprehensive two-way communication process which involves both internal (e.g., staff and

students) and external (e.g., general public, parents, communities and the government) publics with the aim of arousing enhanced grasp of the tasks, goals, accomplishments and needs of the institution. Hence, PR performs a reinforcement role to organisational communication⁴.

Public Relations specialists establish and maintain relationships with an organisation's target audience, the media and other opinion leaders. Common responsibilities include designing communications campaigns, writing news releases and other contents for news, working with the press, arranging interviews for company spokes people, writing speeches for company leaders, acting as an organisation's spokesperson, preparing clients for press conferences, media interviews and speeches; writing website and social media contents, managing company reputation (crisis management), managing internal communications, and marketing activities like brand awareness and event management. Success in the field of Public Relations requires a deep understanding of the interests and concerns of each of the client's many publics. The Public Relations professional must know how to effectively address those concerns using the most appropriate tools of the PR trade, which is publicity.

2.1.2 Roles of Public Relations in an Organisation

Almost all large organisations either have a Public Relations department or outsource their Public Relations needs to a company⁵. Public Relations is seen as a vital part of maintaining the organisation's image and of communicating its message to its customers, investors and the general public. A positive perception of a company or non-profit can increase its sales and improve its bottom line. The functions and key tasks of a Public Relations specialist can be varied. Organisations are systems comprising various roles⁶. Organisations bundle their members into different positions, responsibilities and duties to pursue certain goals and objectives⁷. A role is defined as recurring actions of an individual, appropriately interrelated

with the repetitive activities of others so as to yield a predictable outcome. Therefore, roles are constructed from the observed behaviour and theoretical expectations⁸. The representation of organisation itself and its goals are the basis of defining the roles of organisation members. Roles tell organisation members how to reason about the problems and decisions that face them: where to look for appropriate and legitimate informational premises and goal (evaluative) premises, and what techniques to use in processing these premises.

By communicating with internal and external publics, PR professionals support organisational operations⁹. In particular, they help bridge the gap between organisational goals and stakeholders' expectations¹⁰. This contributes to organisational decision making, which is considered one of the most important functions of PR professionals. The role of the PR function in an organisation has considerable importance for individuals' roles. However, PR professionals may not always be regarded as a strategic resource to top management. The dominant coalition in an organisation, those individuals that affect its strategy and top decisions, has role expectations concerning the PR function. But in turn, the enacted roles might not have one-on-one correspondence to the expected professionals' roles. Two of the founding fathers of research on PR roles are Broom and Ferguson, who separately examined professionals' roles by the end of the 1970s. Both developed a typology of PR roles, while in the 1980s Dozier, based on Broom, brought the number of roles back to two¹¹. Following this dichotomy, it would be logical that PR managers participate in decision making and support communication and management in organisational problem solving processes, whereas PR technicians are mainly excluded from the management' decision-making processes and generate only the related communication products when disseminating the outcomes of the decisions.

The proposed manager-technician dichotomy has since been very often the basis of research in

the field of PR. But the role dichotomy also evoked lots of criticism. The critique ranges from methodological to ideological¹². The typology of two different roles has been criticised for oversimplifying the complexity of the role enactment of professionals. Moreover, many of the role studied had also been conducted in U.S. based organisations only¹³.

During the past years, PR roles have been studied from several perspectives. About two decades ago, the excellence study showed that the manager role in practice was more influential than the role of the technician¹⁴. After the turn of the millennium, the roles have been remodelled by several scholars¹⁵. The roles are constantly reinvented through observation of one's day-to-day work. They were encouraged to further study role implications for the practice and education of PR. Discussion around the topic has been built around recent quantitative research along with some qualitative research¹⁶. The different roles and focus of PR need further clarification, as the PR professionals' perceptions of their profession and tasks differ with the expectations within the organisation regarding the role and outcomes of PR¹⁷. PR role theories provides a general picture of PR in practice, but do not focus specifically on the roles of PR professionals in decision-making processes¹⁸.

Some of the roles of Public Relations are as follows:

- i. **Public Image Strategy:** Public Relations strategists work with top executives in the organisation to craft an overview of how the company wants to be perceived, and how it is going to project a positive image. This involves focusing on exactly the right message and then deciding on the broad outlines of a campaign to disseminate that message.
- ii. **Outreach Events:** Public Relations professionals often arrange events to raise the profile of the organisation or lend its brand and name to a charitable event that

represents the philosophy of the company. For instance, a corporation sponsoring a special Olympics event, or a hospital organising a health outreach day in its town.

iii. **Media Relations:** Talking with the media is a core function of Public Relations practice. Public Relations professionals field questions from reporters, arrange for interviews with key individuals in the organisation and write press releases to make the media aware of company events or achievements.

iv. **Social Media:** One emerging function of Public Relations is to maximise an organisation's positive use of social media to build its image. Managing a Twitter feed, a Facebook page and a YouTube channel are all vital ways to connect with possible new customers or stakeholders. Monitoring public comments and opinions about the organisation on the internet can also give PR professionals early warning of any emerging trends or problems.

v. **Handling Emergencies:** Sometimes a company or organisation struck by a disastrous event that ruins its public image. This might be an oil company that has to deal with a high profile oil spillage, or a food company that has a contamination event. Public Relations professionals decide how the organisation will repair the damage to its image, communicate how it is dealing with the problem and regain control of its message.

2.1.3 Factors Influencing Growth of Public Relations

i. 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 spend fortunes to enhance their image and reputation in the

eyes of members of the public. Even in the area of faith-based organisations. Public relations strategies is now used to publicise congregation's prowess at healing and prosperity and by extension, enhance credibility and membership¹⁹. 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 sustenance²⁰. Some of the major factors influencing the growth and practice of public relations are as follows²¹:

- ii. Technological advancement which provides enabling environment for mass production, distribution and marketing in addition to providing resources for efficient and effective organisational communication and more specific audiences.
- iii. Increases 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.
- iv. Growth of organisations like private and public sectors, government agencies and corporations, trade unions, voluntary organisations and sundry organisations that influence peoples' lives.
- v. 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.
- vi. The professionalisation of public relations to the extent public relations regulatory

bodies now exist at local, national and international levels.

2.1.4 Functions of Public Relations

Public relations management is all about relationship management with emphasis on image/reputation building and sustenance. It 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 communities²².

The functions public relations included but not limited to:

- 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 negatively trends 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.

2.1.5 Public Relations' Contributions to Effectiveness of Organisations

The goal of PR is to help an organisation to achieve its business objectives and goals. Getting a clear understanding of an organisation's business goals is the first step of Public Relations activities to set measurable objectives for a communication programme. If Public Relations managers do not understand business goals, they cannot achieve company's effectiveness. Difficulties in linking public relations to company's effectiveness can be found in the position of public relations managers in the organisations, because Public Relations managers do not take part in setting company's objectives. Another barrier to measure public relations and consequently link it to the company's effectiveness can be found in its benefits, which in most cases are not tangible, but this reason it should be seen like a myth of measurement²³. Other reasons can be low level of expertise for conducting sophisticated public relations research and lack of budget dedicated to Public Relations.

Cutlip, Centre and Broom's model is generally accepted by practitioners to show the different

levels of evaluation of public relations. The three levels are Preparation, Implementation, and Impact Evaluation²⁴. Others have developed similar models. A Macro Model of Public Relation Evaluation was created²⁵. This model was first outlined in a paper published in International Public Relations Association (IPRA) Review in 1992.

A key feature of this model is that it breaks public relations activity into three stages: inputs, outputs and outcomes. Individual public relations programme is constructed from a serious set of inputs. Outputs are then produced, and finally outcomes are achieved. Briefly, in setting public relations goals and objectives, it is important to decide whether public relations effectiveness should be measured as total entity or effectiveness of individual public relations program. Outputs measure how well an organisation presents itself to other, the amount of attention or exposure that the organisation receives. Broader outcomes measures are about whether audience target groups actually receives the messages directed at them, were aware of the message, understood it, retained and even acted upon its meaning²⁶.

There is a tradition in public relations evaluation research of seeking to link public relations activities or information campaigns to specific behavioral and/or attitude effects. This is probably the most difficult and the most sophisticated level of public relations evaluation²⁷. Usually, it involves for different types of outcome measures: awareness and comprehension measurements, recall and retention measurements, attitude and preference measurements and behavior measurements.

2.1.6 Public Relations Practice in Nigeria

The practice of PR in Nigeria is developing rapidly. Historically, PR can be traced to the emergence of Kano Chronicle, a palace-centered monthly publication which first published in Hausa language (with Arabic letters) in 1503. Publication of Kano Chronicle continued

for many years before it stopped. It is believed that Kano Chronicle predates Iwe Irohin, which was first published in 1859²⁸. Generally, three main categories of PR practice are identified in Nigeria as in other parts of the world, namely in-house PR services, PR consulting and freelancing²⁹.

In-house PR involves the provision of reputation and image management services to corporate organisations such as tertiary institutions of learning by promoting the organisations in which they are located. In-house PR activities include planning, developing and managing overall corporate PR plans as well as managing internal and external communication activities. PR consultancies involves working with many corporate organisations by contesting for clientele with other consulting corporations. Historically, freelance PR basically involves and is confined to press relations. Freelance PR, many of whose practitioners are self employed journalists originates in the early stages of press journalism in Nigeria.

This situation remains largely unchanged nowadays: while specialization is the practice in developed societies, in Nigeria, the PR industry is still largely dominated by general PR practices³⁰ However, a couple of new trends in PR consulting specialization and corporate affiliation (the latter especially among PR consulting firms) are emerging in the country, with some PR corporations currently offering specialized image-making services (especially, media relations financial PR, marketing PR) for numerous industries as well as many PR corporations affiliating to giant multinational PR agencies, e.g. JSP Corporate Communications is affiliated to Hill and Knowlton (UK), Sesema Public Relations is affiliated to Edelman Public Relations (a world class PR agency). The affiliation is mainly hinged on the need for training, professionalism, manpower development and access to a global affiliation network³¹.

2.1.7 The Federal Polytechnic Ilaro Public Relations Department

The Federal Polytechnic Ilaro Public Relations department was established few years after the establishment of the Polytechnic and was majorly created to foster and maintain peaceful co-existence between the town and gown (the school and the host community), and to manage student-community crises. It further supervises and assesses public attitudes, and maintaining mutual relations and understanding between the school management and its publics. The PR office of the institution can be found in the school's main administrative building and the head of the public relations department is a Deputy Registrar, (Public Relations).

2.1.8 Crisis Management

Crisis management can be defined as a holistic management process that identifies potential impacts that threaten an organisation and provides a framework for building resilience, with the capability for an effective response that safeguards the interests of its key stakeholders, reputation, brand and value-creating activities as well as effectively restoring operational capabilities³². Essentially, it is the process by which an organisation deals with a major event that threatens to harm the organisation, its stakeholders, or the general public. Organisational crisis is any emotionally charged situation that, once it becomes public, invites negative stakeholder reactions and thereby having the potential to threaten the smooth running of the company: financial well-being, reputation, or survival of the firm or some portion thereof. When crisis hits, organisations must be able to carry on with their business in the midst of the crisis while simultaneously planning for how they will recover from the damage the crisis caused³³. Crisis handlers not only engage in continuity planning (determining the

people, financial, and technological resources needed to keep the organisation running), but will also actively pursue organisational resilience to the crisis.

Crisis management consists of:

- i. Methods used to respond to both the reality and perception of crises.
- ii. Establishing metrics to define what scenarios constitute a crisis and should consequently trigger the necessary response mechanisms
- iii. Communication that occurs within the response phase of emergency management scenarios.

The crisis management methods of a business or an organisation are called crisis management plan. A crisis mindset requires the ability to think of the worst-case scenario while simultaneously suggesting numerous solutions. It is necessary to maintain a list of contingency plans and to be always on alert. Organisations and individuals should always be prepared with a rapid response plan to emergencies which would require analysis, drills and exercises³⁴. During a crisis period that challenges a business or organisation, there must be open and consistent communication throughout the hierarchy to contribute to a successful crisis communication process. Efficient and effective management of conflicts is fundamental to the development of any society, but the prevailing situations in Nigeria constitute a reversal of this reality. Many Nigerian schools either higher or lower levels have been experiencing organisational conflicts and insecurity that in most cases hinder them from achieving the purpose for which they were established. Conflict can be managed in different ways, some focusing on interpersonal relationships and others on structural changes. Managing conflict toward constructive action is the best approach in resolving conflict in organisation³⁵. When conflict arises, we need to be able to manage them properly, so that it becomes a positive

force, rather than a negative one, which would threaten the individual or group. If conflicts arise and are not managed properly, it will lead to delays of work, disinterest and lack of action and in extreme cases, it might lead to complete breakdown of the group. Unmanaged conflict may result in withdrawal of individuals and unwillingness on their part to participate in other groups or assist with various group action programmes in the organisation. Conflict is an attendant feature of human interaction and cannot be eliminated; however, its proper management and transformation are essential for peace and progress in human society. This is why conflict resolution is one of the most important challenges of governance. In resolving school conflict, developing a constructive communication process and influential conflict negotiator's personality are very important. No doubt, schools cannot avoid experiencing one conflict or the other but a great deal of such conflict can be managed and be guided from disrupting school efforts towards attaining its manifest and latent goals if the conflicting parties are systematic in the way they communicate their grievances, situation of the conflict and their readiness to negotiate for peace and if the negotiator mediating the resolution process is of good personality³⁶. Conflict management in schools demands appropriate leadership style of the school administrator or chief executive. In addition to this, school conflict communication should be devoid of propaganda and cognitive discrepancy. Cognitive discrepancy is a condition that occurs when each conflicting group develops totally opposite explanation for the causes and situation of the conflict. Messages of the situation of conflict when developed on propaganda and cognitive discrepancy tends to breed rumour, it distort third party's understanding of the conflict and may hamper its involvement in the resolution of the conflict.

The crisis in higher institution of learning directly affects the regular teaching process and

can damage the university's reputation. Generally, university crises are latent events that have not yet revealed themselves and whose occurrence threatens regular educational programming.

The interests of faculty, students, and institution staff are closely related to these critical events. Higher institution's critical events are often more sudden, emergent, harmful, and uncontrollable than international crises. In case of an institution crisis, as a direct subject, the institution's faculty and students typically pay more attention to the event's progress, and information from all phases of the crisis management process is quickly shared between them. Inefficient crisis management can lead to dissatisfaction among faculty members and students, aggravating the situation. Therefore, an institution's crisis management program is essential and meaningful. It mainly aims to provide information about a possible crisis and help control the current crisis effectively³⁷. Developing protocols and a crisis management program can help institution deal with crises appropriately³⁸. In most higher education institutions, lack of proper planning makes them vulnerable to crises, according to crisis management experts³⁸. One of the reasons for the lack of attention to crisis management programs in polytechnics is the unfamiliarity of their senior managers with risk management concepts in crises.

2.1.9 Causes of Crises in Higher Institutions

1. Student Crisis

Student crisis is known as the rampage made by students in pressing for their demands on certain issues with authorities of the various tertiary institutions of learning. The most common causes of students' crises in higher institutions in Nigeria have been alleged to emanate from incessant dissatisfaction of students against some actions taken by the school

authorities. Students protest about living conditions, maladministration, inadequate teaching and poor teaching facilities, unacceptable disciplinary measures, sanctions against their colleagues etc. Experience has shown that periods of political crisis often prompt student protest. Students sometimes involve themselves in government matters that do not directly relate to education. A typical example is the crisis which happened in the former Western region of Nigeria before the 1966 coup when students of the University of Ibadan who demonstrated against the voting system, intimidation and corruption among politicians³². In 1978, the students protested against the government propose increase in salaries and benefits of civil servants and soldiers³². The country experienced yet another crisis in 1988 as students went on the street, protesting against the government Structural Adjustment Programme (SAP)³². Most times when there is increase in school fees and levies, students always embark on strike.

2.1.9.1 Causes of Crises among Students

Some of the crises common among students are as follows:

i. Poor infrastructure for students

In most public/federal institutions, many of the students are old and dilapidating. Also, so many of these hostels are not well kept which as a result make life uncomfortable for students in their schools.

ii. Increase in Tuition Fees

Whenever there is increase in tuition fees in higher institutions in Nigeria, students also protest against such in order to register their grievances against such decision by school management.

2. Staff Crises

Academic and non-academic staff also known as faculty members are key component of higher institutions especially the polytechnics. They are professional that handles the teaching, research programme of the higher institutions and also perform academic, administrative and technical services. Their role in the development of higher institutions cannot be underestimated because the academic staff are the implementer of the instruction in the educational institutions. In Nigeria, academic and non-academic staff are facing many challenges and these challenges includes: poor motivation, teaching of large class, poor staff development programme, inadequate infrastructural facilities, strike actions, insecurity, poor computer literacy and poor research funding.

2.1.9.2 Causes of Crises among Staff of Higher Institutions

Some of the crises common among staff of higher institutions are as follows:

i. Poor Motivation

Motivation may be seen as the propelling force in the behaviour of individuals. It is believed that motivation is what makes people to undertake certain activities, persist in such activities and bring them to a conclusive end. Motivation is the direction and persistence of actions of people over a long period of time and even in the face of challenges. Nigerian university employees are poorly motivated. The salaries and other fringe benefits are not paid on time. Motivation goes with many things. One of the factors that motivate workers to work well is

conducive working environment. Comfortable workplace would lead workers to perform their jobs well³⁹. The work environment that may inspire workers for job performance to provision of adequate tools and equipment such as public address system, computer, resource materials for teaching and good offices. Good working environment provides comfort to workers and boost their morale. On the other hand, bad working environment brings frustration and regret and it also negatively affects job performance of workers.

ii. Poor Staff Development Programme

Poor capacity development is another problem facing majority of the academic staff of Nigerian higher institutions. Many lecturers in the higher institutions are not given the opportunities to access funds to develop themselves. Capacity building programmes have been adjudged to be critical factors in Nigerian polytechnics, culminating in their positions as major determinants of lecturers' professional advancement. Apart from gaining pedagogical and content knowledge, lecturers' participation in the programmes enhances capacity building effectiveness in polytechnics. It transforms role performance abilities and skills of lecturers in such a way and manner that they meet and fit adequately in the challenges of their jobs. Without it, a missing gap evolves whereby polytechnics become shadows of themselves.

Capacity building has three different dimensions namely: building awareness, building analytical capacity and building decision-making capacity. Building awareness involves offering activities, presenting new topics or demonstrating new methods through workshops, seminars and conferences. The presentations are meant to create awareness about a particular activity, topic or method so as to enable beneficiaries apply them in performing assigned tasks.

iii. Inadequate Infrastructural Facilities

Inadequate infrastructural facilities is another fundamental challenge facing the staff of Nigerian higher institutions of learning. Infrastructural facilities refers to those social capital that aids delivering of teaching, researching and other academic services in the educational institutions. Infrastructural facilities includes classrooms, offices, lectures halls, sport ground, light, water, good roads, ICT facilities etc. Many academic and non-academic staff in the Nigerian tertiary institutions do not have offices to discharge their academic services effectively due to inadequate infrastructural facilities in the many tertiary institutions in the country. Many academic staff share offices and some do not even have while many non teaching staff sit under the trees and roam about from one office to the other because they do not have office to sit. Many staff do not have constant light in their offices and internet services to support their online teaching programme. The tertiary institutions in Nigeria seem to be grappling with the challenges of engaging their workforce especially the academic staff due to frustrating work conditions arising from inadequate or lack of teaching and research facilities, poor remuneration, unfavorable policies like high imposition of taxes and poor job security with non pensionable salary⁴⁰.

iv. Confrontation Crisis

Confrontation crisis occurs when discontented individuals and/or groups fight organisations, government and various interest groups to win acceptance of their demands and expectations as frequently happens in the Niger Delta area of Nigeria, disrupting oil explorations and drillings. Other common type of confrontation crisis is boycotts and picketing by workers or the labour union, sit-ins, ultimatums to those in authority, blockade or occupation of buildings, and resisting or disobeying police. Examples in Nigeria include ultimatums by

militant groups in the Niger Delta to oil companies to down tools⁴¹.

v. **Crisis of Malevolence**

An organisation faces a crisis of malevolence when opponents or miscreant individuals use criminal means or other extreme tactics for the purpose of expressing hostility or anger toward, or seeking gain from a company, country or economic system, perhaps with the aim of destabilising or destroying it. Examples of crisis malevolence include product tampering, kidnapping, malicious rumors, terrorism, and espionage.

vi. **Crises of Skewed Management Values**

Crises of skewed management values are caused when managers favor short-term economic gain and neglect broader social values and stakeholders other than investors. This state of lopsided values is rooted in the classical business creed that focuses on the interests of stockholders and tends to disregard the interests of its other stakeholders such as customers, employees and the community.

2.1.10 Crisis Management Strategies (CMS)

Crisis is derived from the Greek word, which is usually written as “*Krisis*” in Latin letters. Crisis is defined as an unstable situation in which a decisive change is impending with the distinct possibility of a highly undesirable outcome. Also, it is known as an abnormal situation that occurs for each organisation what causes threatening its viability⁴². There are three types of crises, immediate; which occurs without warning, emerging; that no more

predictable, and sustained crises which often last for weeks, months, or years. Crises is classified into crisis predictability and influence possibilities, such as conventional, unexpected, intractable, and fundamental crises⁴³. Moreover, the crisis has many characteristics that occur violent, complex, surprise, speed in the sequence of events and their results, lack of information, tension, anxiety, skepticism, confusion, fear of losing control, and rapid spread as a result of information technology. There are many causes of crisis some of which are related to the human element, such as misunderstanding, miscalculation & evaluation, and wrong interpretation. As well as, administrative reasons such as weak physical and human resources, ignore early warning signals, mismanagement, and randomness. In addition, the reasons beyond the control of the organisation like natural disasters, rumors, desire to blackmail, the pressure of external military, conflicts of interest, information sabotage, terrorist attack and copyright infringement⁴⁴. Also, there is a rather surprising report that the global financial crisis is the result of the accumulation of errors in financial policies and rules of the capitalist system in the US, because of the irresponsible borrowing of individuals and institutions in US which created gaps in the asset markets and financial derivatives and occurred the global financial crisis of 2007 and 2008⁴⁴. Crisis management is defined as a series of steps performed by an organisation to deal with catastrophic events. A crisis disrupts business operations, threatens to harm people, damages reputation, and negatively affects finances. Crisis management planning begins long before an issue arises. It can be tempting to put off risk management when things are going well. However, inadequate preparation can have serious operational, legal and PR consequences. When creating a crisis management plan, it is important to analyse the risk an organisation has. Developing a crisis management plan will help to determine the appropriate techniques to manage the types of crisis

one may face.

2.1.11 Crisis Management as a Function of Public Relations

Crisis is simply defined as the absence of peace. It is generally the outcome of a break down in communication. A crisis is something unplanned for that can cause a sudden change in the course of a procedure especially when it has a negative effect on the organisation. It can be described as an unpredictable negative occurrence that brings with it unwholesome public attention, contempt and outright condemnation.

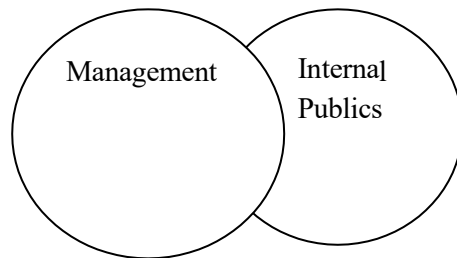


Figure 2.1: Interrelationship between Management and Internal Publics.

Source: Principles and Practice of Public Relations⁴⁵

2.1.12 Strategies for Effective Practice of Employee Relations

Some of the strategies for effective practice of employee relations are as follows:

2.1.12.1 Two-way Communication Process: There must be free flow of communication between the staff and management of any organisation if such an organisation must remain afloat. Specifically, with the effective employee relations, there should be regular for a dialogues between management and the various cares of staff so that nothing will be presumed hidden by the management.

2.1.12.2 Good Employee Policies:

It is often said that a good product will easily market itself. When there are good policies

that enhance the growth of the organisation, the employees will be willing to grow the organisation. They will pledge their loyalty and work for the success of the organisation. However, when it is contrary, the only reason staff can remain in the employment of such an organisation may be reasons of lack of job openings. Nobody will like to work in a place where discrimination is engendered in the policy of the organisation. Any organisation that works against the fundamental human right of the people cannot remain in business for long.

2.1.12.3 Good Welfare Package for Staff:

A good welfare package is sacrosanct to the success of any organisation because in a competitive market environment, it is the best paying companies that will of course have the best hands to work for the success of the organisation⁴⁶. When the pay package is good, many intelligent and experienced hands will automatically be attracted to join the organisation. The work will be better done and a lot of resources would be saved for training and re-training of un-qualified hands that will make development and growth of the organisation slow. Management will equally be made easy because it will be easy to gain the loyalty of the staff for effective performance.

2.1.12.4 Conducive Working Environment:

This means both spiritual and physical environment. A spiritual environment as envisaged here is the provision of effective mechanisms for staff to hear and be listened to. In a situation where there is a division in the management style of the directors such that the departmental heads have sacred cows that are not adequately punished when necessary and where management have their informants without allowing some mark-out staff to air their views and opinions will not augur well for employees loyalty and support. Spiritually, such an organisation will die a premature death. Also, when the physical environment of an

organisation is dirty and un-attractive, it is a picture of the bad leadership of an organisation. It is often said that cleanliness is next to godliness. Efforts must therefore be made to ensure both spiritual and physical cleanliness for effective employee management and to gain their support.

In all cases, PR specialist must play a leading role as the bridge linking both the management and other employees, representing the views of the staff to the management and vice versa. While internal crisis must be managed administratively, it is the duty of the PR specialist to ensure that stories about internal crisis are not leaked to the press any how because such problems could be blown out of proportion.

2.1.13 Employee Relations

Employee Relations (ER) are concerned with generally managing the employment relationship and developing a positive psychological contract. In particular they deal with terms and conditions of employment, issues arising from employment, providing employees with a voice and communicating with employees. Employees are dealt with either directly or through collective agreements where trade unions are recognised. Employee relations cover a wider spectrum of the employment relationship than industrial relations, which are essentially about what goes on between management and trade union representatives and officials⁴⁷. Employee relations is a study of the rules, regulations and agreements by which employees are managed both as individuals and as a collective group, the priority given to the individual as opposed to the collective relationship varying from company to company depending upon the values of management⁴⁸. As such it is concerned with how to gain people's commitment to the achievement of an organisation's business goals and objectives in a number of different situations. Employee Relations is concerned with maintaining employee-employer relation,

which contributes to satisfactory productivity, increase in employee morale and motivation⁴⁹. Employee Relations can be seen primarily as a skill-set or a philosophy, rather than as a management function or well-defined area of activity⁵⁰. Employee Relations skills and competencies are still seen by employers as critical to achieving performance benefits through a focus on employee involvement, commitment and engagement⁵¹. Employee Relations is seen as strategic in terms of managing business risk: both the downside risk of non-compliance with an expanded body of employment law, and the upside risk of failing to deliver maximum business performance. The essence of employee relations is to manage relationship between employer and employees with ultimate objectivity of achieving optimum level of productivity in terms of goods and services, employee motivation taking preventive measures to resolve problems that affect adversely the working environment. Employee Relations Managers exercise their expertise to provide guidelines to the line managers how to improve performance and behavior of the employees. Employee Relations managers provide assistance to the business managers in resolving employee grievances, disputes and legal matters. This is one of the basic responsibility of employee relations department to provide information to internal customers about rules, regulations, policies, goals and targets of the organisations to communicate vision and mission of the Management. Companies provide best quality services enjoy high level of customer retention and comparatively good rate of employee retention. Customers Retention leads to good business and ultimately increases employee retention level. Retention of employees refers to satisfied employees that results loyal customers. Employees are considered as internal customer as they require the same level of satisfaction against their services rendered for the company as the customer of corporate services or corporate products requires. Employee Relations deal its employees as

its customer because Employee Relations (ER) Managers run their day to day business with the help of its employees and for these employees. Satisfied customers exhibit revenue growth and firm's level of performance. Progressive Employee Relations practices are found behind success of leading organisations. ER practices are commonly known by the traditional titles but it is up to the management that chooses the best practices needed to fulfill the requirements matching the culture of the organisation. Organisations implement Employee Relations practices to polish skills of its employees which ultimately lead to better organisational performance⁵². ER practices impart a significant role to enhance performance of organisations indirectly. Performance of employee depends upon job satisfaction, compensation and benefits structure, reward plans, promotions, motivation, environment, training and succession planning. Along with this modern tools, techniques and sophisticated technology used by organisations for Employee Relations create competitive advantage over competitors. Performance Management of Employees is a complex and integrated process of setting up a common employees understanding about targets to be achieved in an organisation and aligning the corporate objectives with the measures like skills, competencies required for a job, employee development plans and the ultimate results delivered by them. The main focus of performance management is on continuous improvement, learning advanced and new technologies and skill development to achieve set targets through overall corporate strategy and to construct a workforce that can perform with the highest standards.

2.1.14 Crises and Strategic Planning

In the modern corporate setting, the key challenge found in the handling of a crisis is that management should be prepared to assume risks⁵³. As an example, the management of a UN agency failed to heed oncoming crises as they were not guided into realizing that they

would be subject to serious difficulties. Critical issues can otherwise lead to a company's continuing decline if these are not addressed by management, as in the UN agencies that were accountable. The more a company is prepared for crises issues, the better it will be able to handle them. As a result, they emphasize the significance of managing strategic schemes that encourage total readiness for any crises that might occur. External and internal strategic planning is actually necessary during crises. Consequently, successful crises frameworks are prepared to end every prospective difficulty while handling any crisis that is harmful in a way that can imbue the company with a better reputation than it enjoyed prior to the events⁵⁴. Crisis management will not succeed without effective plans. As a result, crises strategy must be conducted appropriately during such times. In similar contexts, strategic activities for handling crisis issues require practicable techniques that are supported by pre-emptive strategy-oriented planning. The activities that organisations perform during crises must reflect the realization that the subsequent prioritizing of responses should support corporate needs and desires, characterize useful aspects based on crisis incidence and severity, provide required facilities to handle crisis, and mitigate undesirable influences. Crisis Strategic Planning (CSP) has thus become essential to supporting resilient behaviors, i.e. the capability to immediately persevere through each crisis. Resilient organisations show much greater readiness and flexibility when handling crisis events, while less resilient organisations fall short in strategic readiness⁵⁵. Resilient behavior enhances the ability of a company to not only survive but to also prosper collectively, as it faces each crisis in real time. Notwithstanding that the effectiveness of strategy-oriented planning is inseparable from effective crisis management, there remains the necessity to consider the limiting elements of coordinating actions, which must perform efficiently via the development of facile and

flexible approaches, accommodative qualities, and resort to on-going improvisation and innovations. The root of the technique is found in its ability to foresee a prospective crisis, the stance of involved parties, and thus those indirect and direct conditions that bypass crises and mitigate impacts on the effectiveness of their administration. Through a strategic coordination, an organisation seeks to realize greater performance. The virtual element of risk will require making options more effective⁵⁶. A dynamic evaluation of related issues will provide organisations with more active management during crises. For any organisation to confront crises and to remain ready to meet continuous difficulties, the management of a firm should be prepared to anticipate, confirm, and respond to troubling transitions in the internal and external environments. The rise of additional challenges is almost certain and for just this reason, management should encourage the use of active techniques that allow modifications and variance in activities that can bring advantages stemming from such transitions. This process is termed as the strategic planning method. Associations between both disciplines have seen strategic planning develop as a practice apart from crisis management. The dual planning processes see considerable overlap. Crisis management specialises in enhancing the ability of organisations to survive, while strategy-oriented planning specialises in enhancing its ability to prosper⁵⁷. Survival is the key sustenance aspect, while prosperity pertains to the opportunistic growth aspects of strategy-oriented planning. Strategy-oriented planning usually supports the idea that the future will arrive much like today, whereas crisis management foresees future adversity. With today's corporate settings, the future cannot be readily ascertained from present day trends.

2.1.15 Formation of Crisis Management Committee

The Chief Executive Officer (CEO) is usually the number one public relations officer for the

organisation. He therefore, takes responsibility for both positive and negative media reports about his establishment. For this reason, it is important for the public relations officers to advice on what steps to take to minimize tension during crisis⁴⁵. Nobody will deliberately like to have negative reports about his/her person and or the organisation. It is the duty of the public relations Officer (PRO) therefore, to seek to enhance constant positive reports and to do everything to completely eliminate negative media reports. While it is the responsibility of the Public Relations officer to redeem the good image of the organisation however, a holistic crisis management process should be one of the areas to watch out for. This is where the professional competence of the public relations officer will be measured⁴⁵. The PRO must get cracking and envisage possible frictions in the organisation and must be prepared to facilitate the establishment of a Crisis Management Committee (CMC) if there was none on ground. It is usually better to plan ahead rather than waiting until there is problem before establishing one. In view of the importance of ensuring that peace reigns in an atmosphere of mutual trust to guarantee loyalty and efficiency of staff, the CEO or his deputy must necessarily chair the CMC. Functions of the CMC will include:

- i. Ensuring that all information volunteered to the press are issued by the CMC, while all press releases about the crisis must be duly signed by the appropriate officer.
- ii. Avoiding misquotations, slanting and deliberate falsehood hence, there should not be too many information outlets to the media.
- iii. Concrete steps being taken to solve the problem must be made known to the staff and the general public. In other words, there must be constant and regular communication with the staff and other external publics.

- iv. A kind of situation office must be created and opened 24 hours to receive queries from journalists and other interested groups such as human rights organisations, the government and even other stakeholders e.g. board members, international collaborators of the organisation and its sponsors.

The functions of the office would be to remain opened to the public at all times and to be prepared to answer queries without compromising standards and facts of the case. The staff who should man the office should either be the top-most PR specialist in the organisation who is able to liaise with the CEO with reach and furnish the public with readily available facts and figures about the on-going crisis. But all these constitute the fire brigade approach.

2.1.16 Rebuilding Crisis Response Strategy (RCRS) Rationale and Reputational Sustainability

Reputation is crucial, and if allowed to be damaged could result in organisational extinction. Till now, the Nigerian higher institution's traditional pedagogical approach has been down trodden as a result of inadequate funding, frequent strikes actions, decline in the quality of research, lack of Information and Communication Technology integration in the university system, inadequate infrastructural facilities, insecurity, and cultism, and political interferences among public institutions of learning. Unfortunately, the outbreak of the COVID-19 pandemic exposed and heightened the existing situation, posing a potential threat to Nigerian Public Institutions' Reputation⁵⁸. Consequently, there is a need for compensation and apology to be administered by both the institutions and the Nigerian government to the relevant stakeholders. Based on the characteristics of Rebuilding Crisis Response Strategy (RCRS), this can be made possible through school fees discount, provision of learning facilities to meet

the current academic challenges, and re-establishment of trust, credibility, positive stakeholder relationships, and smooth performance to restore the image of the institutions. During severe crises as pandemics, caring for the stakeholders' expectations restore the reputation this is what rebuilding crisis response strategy does⁵⁹. Stakeholders are always perceived as being influential and a significant facet towards reputational sustainability during a crisis. Therefore, a response strategy that puts stakeholders at its top priority is paramount during a pandemic crisis. Organisational reputation considers the relationship between stakeholders and organisation image in performativity, interactivity, and dynamic standpoint⁶⁰. Scholars found that during a pandemic crisis, stakeholders prefer organisations with their interests at heart mostly. Thus, Rebuilding Crisis Response Strategy (RCRS) is necessary to rebuild stakeholders' credibility and sustain reputation in times of pandemic crises, and it is fit for an emergency that presents a severe reputational threat. Crisis communication scholars posited that RCRS generates the most effective reputational restoration during a crisis⁶¹. Due to the poor conditions that surround Nigeria Polytechnics, stakeholders play a vital role in reputational judgment during severe crises. To this effect, accommodative crisis response strategies that prioritize stakeholders' interest and build the publics' confidence during serious pandemic crises, should be employed to sustain reputation⁶². Rebuilding crisis response strategies RCRS in the form of compensation and apology maintain stakeholders' relationships, sustain the reputation and create a positive publics' perception for organisations during a severe crisis irrespective of the type of crisis and crisis responsibility⁶³. Based on the reviewed literature, in examining the interplay of crisis response strategies and reputational sustainability, stakeholders prefer rebuilding crisis response strategies during severe crises⁶⁴. Consequently, pandemics crises impact a

university's reputation and cause reputational threats along with negative public perceptions. In response, RCRS maintains stakeholders' relationships, sustains reputation, and establishes positive public perceptions. Hence, this makes RCRS more appropriate among other SCCT's response strategies, as polytechnics respond to pandemic crises. Responding to the previous findings, RCRS is recommended in other to sustain the reputation and maintain stakeholders' relationships among Nigeria Polytechnics, alongside positive publics' perception during crises.

2.1.17 The Concept of Communication

Communication covers all activities that an individual does when he wants to make a transformation in someone else's mind. This means a bridge between an individual or individuals and an organisation. Communication contains expressing, listening and understanding. It is further theorised that employees are likely to be more productive if their performance is rewarded. Assuming that the reward received has value to them, as argued by the expectancy theory. Communication is vital in organisations such that that it has a vital role in the accomplishment or failure of any organisation. It is used to resolve the contradictions in work-organisation in order that such organisation may progress⁶⁵. Communication is the exchange of ideas, emotions and opinions through words, letters and symbols among two or more people. This may be defined as a technical fact⁶⁶. Without communication, through readings, listening (the receptive skills), speaking and writing (the productive skills) mankind would find it difficult to unravel some of the mysteries of life. Those things that we are ignorant of or have knowledge of, or that we have doubts about can be explained to us better through communication. Communication is a means through which the task and the resources needed to carry out an assignment, the roles and duties and the expected results

are made known to the subordinates. Communication is the lifewire of human culture which is characterised with many activities. Indeed, communication as the lifewire of human culture as demonstrated in numerous human activities and organisations beginning from individuals to family as the basic social organisation, villages, towns, communities, societies, countries including corporate organisations, non-profit organisations, institutions, religious organisations notably churches among others in the social setting in the contemporary global environment can be likened to human heart as the organ which pumps blood in human body. Communication can simply be defined as a process by which people exchange information, express their thoughts, feelings, ideas and views in discussion with other people using verbal or nonverbal expressions, signs and writing to convey message among themselves in the society. Communication is viewed as the transfer of information from a sender to a receiver who must understand the information being received⁶⁷. The implication of this is that information originates from somebody and it is received by another person who has to understand information being received in order to ensure that communication is complete in human environment. Communication is viewed as the means through which people of a community are linked together in order to achieve a common purpose of improving their living conditions in the participating community. Communication is a very powerful tool for group dynamics and coordination of activities in social settings in human environment. Communication is an integral part of the organisational process as the flow of communication up and down the organisational hierarchy has its effects on efficiency, decision making and morale of organisations. Communication strategies are common in the business world, where they are used as part of a business plan, detailing how to communicate with various groups of people. A single business may have multiple strategies for different categories of people, such as

clients, investors, competitors or employees. Some companies even have an internal communication strategy for communicating within the business itself. These strategies are used to determine things like what information to share with the clients or investors, as well as how that information should be presented. Communication strategy articulates, explains and promotes a vision and a set of well-defined goals. It creates a consistent, unified voice that links diverse activities and goals in a way that appeals to your partners or stakeholders. Strategic communication has become an important element of the communicative competence that a second or foreign language learner needs in order to communicate effectively⁶⁸. Intra communication equipment which includes emails and memos are ignored by some organisations which ends up causing lack of knowledge for the employees on the mission and vision of the organisation. Studies have shown that effective communication helps organisations to achieve goals. This also includes decision-making, problem solving and change-management process etc. This enables members of an organisation or institution to work towards a common goal and purpose. Organisations with communication challenges continue to find the most effective channels for communicating across the subordinates. Communication channels play an important role in sustainable development of an organisation because it helps in achieving its goals and objectives. Organisations need an effective and efficient inflow of communication and communication systems in order to be able to pass information across to the society.

2.1.18 Concept of Crisis Communication

Crisis communication is a multidisciplinary area of study that encompasses a variety of practices by which organisations communicate before, during, and after crises to bring about a

level of normal operations. Crises are unique moments that move beyond common, unpleasant calamities, citing Hermann's three distinguishing markers⁶⁹:

- (1) surprise, exceeds expectations,
- (2) threat, risk exceeds standard operations, and
- (3) organisations must respond quickly and effectively.

Crisis communication in organisations is part of the larger interdisciplinary field of disaster response and emergency management that includes organisational communication, public relations and strategic communication, issues management, organisational rhetoric, crisis management, and management science disciplines. The plurality of the disciplines converges in the investigation of best practices in the complex organisational ecologies of organisational crises. It is commonly accepted that a return to a precrisis normal operational status is not always achievable. Thus, reaching a form of operational stability or a new normal is a more accomplishable result for successful crisis communication. Chaos theory has been suggested as one explanatory framework for crises and how they alter the normal operations of organisations⁷⁰. Many crisis communication scholars use a three-stage model, (1) pre-crisis, (2) crisis, and (3) post-crisis, which corresponds with Turner's six stages: (1) normal operations, (2) crisis incubation, (3) precipitating event, (4) onset of crisis, (5) rescue and salvage, and (6) re-adjustment of belief system⁷¹. In the pre-crisis stage organisations should seek out potential threats, establish prevention models and practices, develop management plans and procedures, build healthy relationships with stakeholders, and prepare through simulations and other forms of training. This stage is foundational for effective crisis management and communication. Also, other stages identified are (1) incubation, (2) critical and (3) aftermath and

describes the transition from incubation, or precrisis, to critical, or crisis event, as the trigger event. Stage models place emphasis on the build up to the crisis. Thus, understanding the event that triggered the crisis is essential; however, it is equally critical to understand the ripple effects that occur during the critical stage of a crisis. Simply, a crisis can foster other crises that can have equal or greater impact on organisations. As a result, how leaders communicate during the crisis about risk, strategy, sense-making, and responsibility becomes a major part of the study of organisational crisis communication. Consequently, organisational crisis communication encompasses internal communication about risks and crises as well as external communication with stakeholders throughout these stages:

i. Crisis Communication Processes

Systematically explaining and studying crisis communication is examined using a variety of approaches, some of which are reviewed in subsequent sections. A central part of crisis communication is the safety of actors involved in and influenced by the crisis. Actors are commonly known as stakeholders. Stakeholder theory accentuates the complex relationships and responsibilities of organisations to internal and external stakeholders.

The theory identifies primary and secondary stakeholders for which pre-crisis communication may enable advocacy, resources and political support; but during a crisis, stakeholders may be negatively affected, thus underscoring the need for effective crisis communication. As a result, communicating with those stakeholders about their respective safety is critical. Safety is the practice of minimizing risks in the least amount of time. Even though safety is a paramount concern in crisis communication theories, it is often an underlying assumption, while emphasis focuses more on other key organisational communication

processes: (1) decision making processes, (2) risk awareness and management processes, (3) crisis and emergency response processes, and (4) outcomes and processes of renewal.

ii. Decision Making Processes

Decision making can include a variety of organisational activities such as crisis planning and strategising, risk assessment, running crisis simulations, and training organisational members. During a crisis, decision making processes may be complicated by the magnitude of the crisis and the degree of organisational preparedness. As such, sense-making becomes an essential process within crisis communication practices. Through taking action toward an outcome, one can retrospectively make sense of the situation. Enactment comprises using recipes or mental models and selecting models that lead to the best possible outcome. As retrospective sense is made of actions taken, new recipes are constructed for future enactment. In turn, actors become as complex as their highly equivocal environments. Learning, not just as an individual but as a collective, is a part of navigating through these environments. Organisational learning should be an ongoing and reflexive process of seeking, noticing, and documenting feedback in order to implement change. Scholars agree that failures, especially minor failures or near failures, are important windows into the organisation that can garner the organisation's attention and generate meaningful organisational action. Further contributing to organisation decision making, situational crisis communication theory (SCCT) is a predictive, rather than descriptive, model that anticipates stakeholder responses to a crisis based on reputational threats. In doing so, SCCT suggests appropriate crisis

communication strategies to protect organisational reputation. The initial crisis responsibility, crisis history, and prior relational reputation interactively construct the reputational threat to the organisation during a crisis. Drawing on attribution theory, Coombs argues that stakeholders will attribute responsibility for a crisis, which is why organisations need to anticipate stakeholder attributions. Responsibility falls within three categories: (1) organisation as the victim, (2) organisation as experiencing accident, and (3) organisation as culpable.

The greater the responsibility or culpability stakeholders attribute to the organisation, the greater the need for the organisation to accept responsibility and respond to stakeholders' safety and psychological needs. According to SCCT, organisations may evoke one or more of four postures: deny, diminish, rebuild, or bolster.

iii. Risk Awareness and Management Processes

Crisis communication processes include risk awareness and management processes that have been heavily influenced by both management science (i.e., normal accident theory and high reliability theory) and emergency management (i.e., warning systems) scholarship. The normal accident theory argues that highly complex environments are by nature accident prone. Simply, ecologies where interactive complexity (unexpected events are not always clear) and tight coupling (high interdependence) exist will experience normal accidents where the system outputs are paused or limited.

Technology creates these breakdowns in the system. These types of organisations must operate reliably. High Reliability Organisation (HRO) literature has contributed to risk mitigation and crisis response. HROs operate nearly error free in high risk environments, subsequently functioning as models of reliable organising. Scholars have studied a variety of HROs including nuclear aircraft carriers, wild land firefighters, police units,

urban search and rescue task forces, and emergency rooms⁷². In extant research, the crux of reliability has been explained through collective mind, which was argued can be applied to all organisations to enhance organisational reliability and crisis response by providing risk awareness before, during, and after crisis. However, the essence of collective mind is to prevent failure regardless of the complexities present within organising processes⁷². Mindfulness is conceived of in terms of its opposite heedless, unquestioned habits. When heedful operation is coupled with interrelatedness, or collective action, organisations can operate in a highly reliable way. Collective mind is operationalised through five processes: (1) preoccupation with failure, (2) sensitivity to operations, (3) reluctance to simplify interpretations, (4) commitment to resilience and (5) deference to expertise. When organisational actors simultaneously enact these five mindful processes, they are constituting a collective mind that is able to anticipate risk, mitigate emerging risk and respond to crises with resilience and expertise. Finally, a noted strength of HRO work resides in the recognition of improvisation within organisational crisis decision making and engagement to navigate risks. Improvisation displays how experts are capable of adhering to organisational scripts and deviating from those scripts in innovative and effective ways that do not disrupt organisational flow and enable response in order to overcome or avoid risk.

iv. Crisis and Emergency Response Processes

Organisations not only make sense of, learn from and communicate about risks, but also communicatively respond to the crisis event and its aftermath. Organisational rhetoric features organisational representatives, usually leaders, constructing messages about the organisation's role in the crisis, and is primarily studied with regard to crisis and post-crisis communication⁷³.

Dependency on stakeholders necessitates organisational crisis responses to image if the organisation is to resume a new normal with its stakeholders. To introduce image restoration theory, attention should turn to apologia. Corporate apologia paved the way for crisis communication research and practices to concentrate on issues of organisational reputation or image and social legitimacy.

v. Outcomes and Processes of Renewal

Post-crisis communication processes not only seek to establish a plan toward hope and understanding the effect of a crisis, but also are key to understanding outcomes that lead to organisational stability, success, and renewal. The discourse of renewal is positioned to frame crises with regard to organisational image, learning, and change. In terms of organisational image, image restoration is a post-crisis communication organisational effort to positively affect stakeholder perceptions of the organisation. Next, post-crisis discourse may frame crises as critical learning events in the history of the organisation. Finally, post-crisis discourse may renew by shifting the typical retrospective discourse to the future, reconstituting the organisation, responding provisionally with the perception of authenticity, and affirming the voice and vision of organisational leadership. Discourses of renewal demonstrate that from destruction and difficulty can emerge learning, a new normal, and opportunities for change.

2.1.19 Role of Communication in Management

Communication makes possible the interaction between members of the working team. A manager should be the first to establish bridges between the members of the organisation, through a careful and effective communication. Through communication, organisation activities scroll correctly. A good manager will use communication in order to make it understandable

to convey its message receptor exactly as thought in order to obtain the expected feedback at the time of the initiation of the communicative process⁷⁴. All these elements form the basis of communication processes, whereby individuals of an organisation will be able to establish interpersonal connections, which are the basis of good management activities, both internally and externally. As a management tool, communication intends to establish good interpersonal relationships, non-confrontational and based on the achievement of common goals: to increase the level of skills, the need to mobilize employees on the path of changing goals, in order to exploit to the fullest of their work force the evolution of forms of production. It resembles some of the factors that could explain the objective of increasing the role of communication. Managerial communication must take into account a number of conditions:

- i. a concise and precise formulation of the message to be understood easily and in full;
 - ii. rapid transmission of the message;
 - iii. fluency and assurance of reversibility of communication;
 - iv. use of a common language of the transmitter and receiver;
 - v. simplifying the communication channels;
 - vi. ensuring flexibility and adaptability of the system of communication to be used in any situation.
- Only effective communication can enable the successful completion of these requirements, which are necessary for conducting tool organisation. Communication management is a form of interpersonal leadership, a tool with which the manager may exercise specific powers: forecasting, training, organisation, coordination, control and evaluation. According to these boundaries

of communication management, the manager can arrange tasks in a more efficient manner, he can communicate more easily with employees, have a starting point in making decisions, a well developed plan. Furthermore, the managerial communication has a triple role:

- i. Interpersonal role: managers act as leaders of the organisation, interacting with peers, subordinates, customers from the organisation and from outside. Specialized studies mention that managers use about 45% of the time for communication, in discussions with colleagues at the same hierarchical level, 45% communicating with employees in their organisation and only 10% of the time, to communicate with superiors.
- ii. Informational role, whereby managers collected information from colleagues, from subordinates and through other contacts, trying to keep themselves informed about anything that might affect their work and responsibility. Also, they in turn, disseminate, and provide important information.
- iii. The role of decision-making: managers implement new projects, allocate resources on individuals and work compartments within the organisation. Some of the decisions are taken in private, but they are based on information that has been disclosed before.

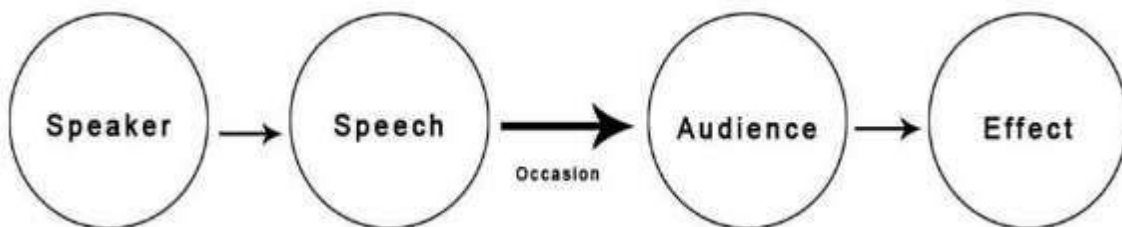


Figure 2.2: Model of Communication¹⁰⁵

Aristotle Model is mainly focused on speaker and speech. It can be broadly divided into five primary elements: Speaker, Speech, Occasion, Audience and Effect. The Aristotle's communication model is revolves around the speaker as the main concept of this theory is that, speaker plays the most important role in communication and it is the only one who holds the responsibility to influence his/her audience through public speaking. It is the speaker's role to deliver a speech to the audience. The audience is passive, influenced by the speech. This makes the communication process one way, from speaker to receiver.

The speaker must organise and prepare his/her speech beforehand, according to the target audience and situation (occasion). Even if the model is speaker oriented and focuses on audience interaction in communication, there is no concept of feedbacks. For instance, a politician (speaker) gives a speech to get votes from the civilians (audience) at the time of election (occasion). The civilians only vote if they are influenced by the things the politician says in his speech so the content must be very impressive to influence the mass and the speaker must design the message very carefully. The speech must be clear as well as the speaker must have a very good non-verbal communication with the audience like eye contact. This example is a classic case of Aristotle Model of Communication depicting all the elements in the model.

2.1.20 The Communication Process

Communication process involves the following:

- a. **Sender:** The sender/encoder is the initiator of the message. The sender can be an individual, group or organisation with ideas, desires, needs to transmit to other parties.

b. **Encoding:** This is a process that selects the appropriate language which the receiver understands. Examples of encoding include making signals, symbols, and letters.

c. **Message:** Message refers to idea, thoughts, emotions etc, put into a symbol, figure, sign, etc.

d. **Channel:** This is a means by which a message is conveyed from one party to the other parties. The sender must make sure that the appropriate channel is used to transmit a message.

e. **Receiver:** This is the recipient(s) of the transmitted information. If the information is not received by the receiver, then there is no communication.

f. **Decoding:** Decoding is a process that occurs at the reception level where impulses, figures and symbols are interpreted and translated into meaningful information. Communication can only occur when both the encoder (sender) and decoder (receiver) attach the same or at least similar meanings to the symbols that make up the message.

g. **Noise:** Noise is anything that disturbs and interferes with the flow of communication. Noise can occur either internally (wrong encoding, transmission, interruption etc) or externally (confined environment).

2.1.21 Roles of Communication in Organisational Development

The roles of communication in organisational development are very enormous in organisations. The roles of communication are as follows:

1. Conscientisation of employees within an organisation

Communication has the potential to stimulate conscientisation of employees of an organisation in development initiatives. Communication, indeed, has great potential to conscientise employees of an organisation to really understand that they have the capabilities to identify their problems, needs and prioritise them appropriately. The encouragement of employee initiatives in identifying problems and proffering appropriate possible solutions, and subsequent prioritisation of needs is based on using communication effectively to stimulate awareness creation among employees. Understandably, the value of organisation and group solidarity as a means of promoting people-oriented development projects can equally be attributed to general critical awareness of employees to really understand their prevailing realities. This awareness creation among members of the participating members in development initiatives owes much to the work of the famous Brazilian educationalist, Paulo Freire who was the originator of the concept of conscientisation in an organisation. Awareness creation is conscientisation in critical thinking of stimulating consciousness among employees in order to enable people to understand and respond appropriately to prevailing situations in any organisational setting in the society. A person does not change his or her reality without first understanding it. It is not easy to develop a new consciousness in the society. This, indeed, requires a lot of commitment and sacrifice to imbibe a new culture of consciousness and conscientisation in human environment. Conscientisation, therefore, plays very important role to conscientise the people of various social settings to understand the reality of their lives in their local environment. Conscientisation plays an important role to conscientise the minds of silent majority in order understand the problems that confront employees. Conscientisation as communication process in organisational development, therefore, repositions human

thinking to clearly understand that the people have problems in their various localities and that the power to address such problems lies in their own hands in their own immediate environment and not from outside their organisation. The power of conscientisation in communication process reminds employees as target population or audience in organisational development that they have a duty to identify their own problems and a duty to address the identified organisational problems appropriately and subsequent prioritisation of such problems in order to improve employees' working condition in such organisation. Conscientisation is employed to conscientise human minds in various organisations to understand the urgent need to engage in meaningful organisational development⁷⁵. Conscientisation is a process which helps people to develop themselves, their consciousness and critical awareness of their problems and environment⁷⁶. The central focus of conscientisation in communication process is to reposition human thinking to realize that people have a duty to develop themselves in order to be conscious and aware of their problems.

2. Provision of Relevant Information

The provision of relevant information is another role of communication in organisational development. Without provision of relevant information in communication, employees will not be stimulated to take action in organisational development that will improve the working conditions of employees within an organisation. The purpose of providing information is, indeed, to enable people to take certain actions. However, such information that will usually stimulate people to take action in promoting organisational development initiatives as a process whereby the efforts of the people concerned are united with those of management, corporate organisations, wealthy individuals among other stakeholders in organisational

development drive must endeavour to be relevant to the target population.

3. Provision of Opportunities for Dialogue and Discussion

Additionally, the provision of opportunities for dialogue and discussion with stakeholders in organisational development is an important role of communication in development process. It is obvious that people in various participating development process cannot be engaged in dialogue and discussion with a view to facilitating the resolution of organisational development issues without communication between employees and stakeholders working to stimulate organisational development in the organisation, between corporate organisations' development workers and management of the concerned companies, between funding agencies and field workers who work with project participants in various participating organisations. Communication can be used in Organisational development in dialogue and discussion session, especially during consultations, engagements and meetings to conscientise employees to understand the realities of the problems in their organisations. It is usually observed that communication in dialogue and discussion is guided by disposition of the audience in the meeting. Through the process of discussion, new ideas and opinion sare indeed, highlighted in order to entrench the new ideas and opinions or sometimes to change views and attitudes in the meeting⁷⁷. The development partners, corporate organisations and agencies engaged in development process usually employ dialogue and discussions during engagements as means of reaching the project participants at organisational level to resolve issues which hinder development in the concerned organisation. It is usually observed that communication in dialogue and discussions is through verbal expressions for the benefit of the audience and target population. This indicates that ideas and opinions are exchanged among the participants in speech and in the course of discussion, new ideas and

opinions emerge⁷⁸. The emergence of new ideas and opinions in certain cases positively influence the views of target audience in the course of discussion.

4. Provision of Opportunities for Sharing Information and Ideas

The provision of an opportunity for sharing information and ideas among employees of various organisation remains an important role of communication which employees receive to facilitate organisational-oriented development projects. Indeed, organisational development depends greatly on communication, especially in sharing relevant information and ideas necessary enough to enhance development activities in organisations. Communication provides people with opportunities to share information and experience relating to organisational development activities such as employee performance appraisal, explanation of development process, identifying the needs of employees and prioritisation, organisational development planning, implementation, management and evaluation. The sharing of information, ideas, and experience is obviously part of human culture which must be used adequately to address prevailing similar problems in other organisations. Communication tries to create an enabling environment for a development programme and project in the organisation, communication is very critical for promotion of development in an organisation⁷⁹. Communication is indeed, an indispensable tool in development process within an organisation.

5. Communication as a Unifying Factor in Organisational Development Activities

Communication is an important unifying factor in organisational development activities in various organisations. Communication is a unifier of development activities in various organisations. Indeed, communication as a unifier of organisational development, activities

must be clearly understood by the project managers and relevant stakeholders in various organisations. There is no organisational development without communication. Through communication the followings are achieved in organisational development:

- a. Conscientisation of employees of various organisations.
- b. Attitudinal change
- c. Re-orientation
- d. Mobilization for promotion of organisational development and policies.
- e. Ideas are communicated or made available for promotion of organisational development
- f. Information is made available to employees for use
- g. Promotion of achievement of organisational development objectives and goals.

Through communication, the social inputs are provided into the social systems, change of behaviour is apparent, information appears to be more productive and effective, change is achieved, objectives and goals of organisations are achieved as well as total quality management or total quality assurance is also achieved⁸⁰.

Communication is an indispensable tool in all stages of organisational development. Communication is an indispensable tool for employees in organisations and applies to all-stages of organisational development starting from conscientisation for awareness creation to organisational needs assessment, identification of employees needs and prioritisation, organisational development planning, implementation of organisational development projects and programmes, management of organisational development projects and programmes, project monitoring and evaluation.

2.1.22 Organisational Branding

Organisational branding refers to what members perceive, feel and think about their organisations as well as a collective, commonly-shared understanding of the organisation's distinctive values and characteristics. Communication strategies that can build identification include the common ground technique, which involves expressing concern for the employee, promoting shared values, sharing praise by outsiders or testimonials by employees. The term exemplification to describe the use of employee testimonials in the context of change management, specifically recommending that companies identify employees who have successfully adopted and embraced the change. The power of stories to communicate the organisation's values and encourage behavior, and they can be more effective than supervisor directives. Building organisation identity and helping employees understand organisational change have both been previously identified as the responsibilities of internal communication. However, internal communication will only be effective if employees perceive it to have integrity meaning the actions of leaders are consistent with organisational values. The core values as deeply ingrained principles that guide all of a company's actions and serve as cultural cornerstones. Values are strongly held qualities, virtues, or personal characteristics that we admire, defend, and in which we are willing to invest ourselves. They added that how those values are lived is what makes them useful. Consistent with that mindset, scholars have suggested that internal communication represents the fundamental values of an organisation and is tangible evidence about what the leadership believes and the values for which leadership stands.

2.1.23 Effects of Public Relations on Organisational Performance

Regardless of how effective an organisation is, it does not have the desired impact if

the public and consumers are not aware of the business's brand, successes or contributions. A public relations campaign that educates and informs people about the contributions of the organisation enhances its brand recognition and makes it more relevant in the public eye. However, not only to the organisation, but public relations also have a great impact on its employees as below:

- i. Public Image Strategy:** Public relations strategists will work with top executives in the organisation to craft an overview of how the company wants to be perceived, and how it is going to project a positive image. This can involve focusing in on exactly the right message and then deciding on the broad outlines of a campaign to disseminate that message.
- ii. Outreach Events:** Public relations professionals often arrange events to raise the profile of the organisation or lend its brand and name to a charitable event that represents the philosophy of the company. Think of a corporation sponsoring a Special Olympics event, or a hospital organising a health outreach day in its town.
- iii. Media Relations:** Talking with the media is a core function of public relations departments. Public relations professionals field questions from reporters, arrange for interviews with key individuals in the organisation and write press releases to make the media aware of company events or achievements.
- iv. Handling Emergencies:** Sometimes a company or organisation is struck by a disastrous event that ruins its public image. This might be an oil company that has to deal with a high profile spill, or a food company that has a contamination event. Public relations professionals decide how the

organisation will repair the damage to its image, communicate how it is dealing with the problem and regain control of its message.

- v. **Innovation:** A PR initiative that touts a small business' innovations can attract attention, investors and potential business partners. Regular forms of communication in the form of feature news articles, public appearances and presentations, and service on expert industry panels establish a small business's place in their industry's spotlight. This positive perception can help improve overall effectiveness by demonstrating the company's ongoing successes.
- vi. **Internal Perceptions:** Internal public relations campaigns have the potential to bolster staff morale, improve communications and motivate employees. Public relations efforts that keep all employees in the loop about company activities and strategic plans and invite feedback can get significant buy-in from employees. This can make them more supportive of the company's efforts and more effective performing their jobs.

2.1.24 Relationship between Public Relations and Performance in Organisations

- i. **Emerging use of internal communications.** Since the last decade the area of internal communications has expanded and is now recognised as integral not only to effective public relations practice but also to organisational success. Internal communications, specifically employee communication, has been credited as being integral to internal brand-building and integrated communication.
- ii. **The Internal Publics:** Communication activities and processes undertaken within an

organisational context may be defined as “internal communications”. Other references to this field may include the more general “organisational communication”, “corporate communication”, “internal Public Relations” or the more specific “employee communication”.

iii. Effect on Returns: But internal communications is not only regarded as an indicator of 'soft' measures. Watson Wyatt's third Communication ROI study (2007/2008) revealed that effective employee communication is a “Leading indicator of financial performance”.

iv. Diversity in Workplace: Regardless, internal communications will include traditional public relations activities such as research, construction of messages, selection of media channels and evaluation for internal stakeholders, as well as the more contemporary involvement in organisational processes, such as culture change and values development. The advancement in new media technology, globalisation and an increasingly diverse workforce are major factors in organisational change and the increased interest in internal communication.

v. Employee Engagement: Practitioner definitions focus on employees 'going the extra mile' as a feature of employee engagement. Engagement is "a condition that exists when people are willing to go the extra mile to make their organisation successful because, in part, they passionately believe in the values and purpose of the organisation. Employees are engaged when the employee is willing to go the extra mile to help their companies succeed. However employee engagement is

defined, it is vital to acknowledge that employees want to be included and to participate in organisational processes if they are expected to become advocates or ambassadors for their respective organisations.

vi. New Approaches in Internal Communication: From the time when it has been recognised that employees need to make sense and find meaning in the world around them, many organisations have approached internal communications using an old tool - storytelling. More recently, storytelling has been used to generate commitment to change, to provide a context to organisational values, products and services and the overall culture, or as a tool for organisational leaders to inspire their employees and their external stakeholders. Another study by the UK-based IRS Employment Review found that team meetings, attitude surveys and focus groups were the most popular ways of encouraging employee involvement. The study also found that three of the four respondents had staff feedback mechanisms in their workplaces, which ranged from intranet forums to executive time on the floor, a confidential email address, an open-door policy, pizza clinics and breakfast bante.

2.1.25 Measuring Public Relations Effectiveness

Public relations professionals have attempted to measure Public Relations effectiveness as they increasingly have faced the challenge of demonstrating the value of public relations to their organisations. For example, Practitioners are challenged from their organisations as follows:

CEOs' demands for accountability of public relations have become more tenacious than ever because of recent budget cuts in the public relations industry. Scholars have the

luxury to deliberate the nature of public relations however, despite the critical nature of demonstrating public relations value at the organisational level, a common belief is that the value of public relations is difficult to measure since most of its elements are intangible. Moreover, the function of public practitioners deal on a daily basis with the immediate problem of justifying the value of their programs. However, the function of public relations traditionally has been considered to be a means of reducing costs rather than as a means of generating organisational revenues. The dilemma of assessing public relations value in detail:

- i. The question of the value of PR has been of great concern to professional communicators for many years because of the perception among both communicators and other managers that PR is an intangible management function in comparison with other functions whose value can be described, measured and evaluated through systematic research. Because of its intangibility, public relations often has been believed to suffer at budget time and particularly during financial crises, because there is no way to demonstrate its worth.
- ii. Consequently, public relations scholars and professionals have long strived to seek out the key concept to demonstrate public relations value and to develop measures of the concept because the search for such key concepts has become prevalent in public relations. Public relations has adopted one faddish term after another, beginning with publicity in the early history of public relations: First it was image, then identity and image together. Now the popular terms are reputation and brand. The result of the search for the Holy Grail appears, at this time, to be that organisation-public relationships and organisational reputation have become the central focus in the study and practice of public relations.

iii. Additionally, as leading scholars defined Public Relations as a management function in textbooks of public relations, scholars and professionals now regularly use the terms “relationship management” or “reputation management” to describe public relations practice. More specifically, the concept of relationships plays a pivotal role in measuring the value of public relations at the organisational level. The popularity of the relationship concept in the field of public relations as follows: Many scholars and practitioners say that Public Relations is all about building and maintaining an organisation’s relationships with its publics. The relational management now is the dominant paradigm in public relations scholarship and practice about two decades ago, called for a paradigmatic shift of public relations research to relationships between organisations and publics. Secondly, about reputation, the Public Relations professionals have widely embraced reputation management to demonstrate the economic viability of the public relations function. The accountability of public relations at the organisational level could be demonstrated well by showing the effect of reputation on financial performance of the organisation. Indeed, public relations practitioners advocate reputation management more than professionals in any other field. Major international public relations agencies have embraced the concept of reputation management in varying degrees⁸¹.

2.1.26 Organisational Effectiveness

The following four approaches are identified from organisational theory:

1. The goal attainment approach: Organisations are effective when they meet their goals.

The goal-attainment approach is limited, however, because it cannot explain effectiveness when an organisation has multiple goals and different stakeholders of an organisation have conflicting goals. It also cannot explain the role of the environment in

organisational effectiveness.

2. The systems approach: Organisations are effective when they survive in their environment and successfully bring in resources necessary for their survival. The systems approach, therefore, adds the environment to the equation of organisational effectiveness, but it is limited because survival is an extremely weak goal. The systems approach also defines the environment in vague terms. It does not answer the question of how an organisation determines what elements of the environment are important for its success.
3. The strategic constituencies approach: This approach puts meaning into the term “environment” by specifying the parts of the environment that are crucial for organisational survival and success. Strategic constituencies are the elements of the environment whose opposition or support can threaten the organisation’s goals or help to attain them. Taken broadly the environment is both external and internal so employee groups and management functions can be strategic constituencies as much as can external groups.
4. The competing values approach: This approach provides a bridge between strategic constituencies and goal. It states that an organisation must incorporate the values of strategic constituencies into its goals so the organisation attains the goals of most value to its strategic constituencies. Thus, different organisations with different goals, and their effectiveness will be defined in different ways. Organisational effectiveness is the degree to which an organisation realizes its goals. Effectiveness is a broad concept. It implicitly takes into consideration arrays of variables at both the organisational

and departmental levels. Effectiveness evaluates the extent to which multiple goals whether official or operative are attained.

2.1.27 Levels of Analysis in Public Relations Effectiveness

To clarify the ways to demonstrate the value of public relations, the levels of analysis in Public Relations effectiveness at the program level, the functional level, the organisational level and the societal level as follows:

1. The program level: Individual communication programs such as media relations, community relations, or customer relations are successful when they affect the cognitions, attitudes, and behaviors of both publics and members of the organisation that is, the cognitive, attitudinal and behavioral relationships among organisations and their publics.
2. The functional level: The public relations or communication function as a whole can be audited by comparing the structure and processes of the department or departments that implement the function with the best practices of the public relations function in other organisations or with theoretical principles from scholarly research.
3. The organisational level: To show that public relations has value to the organisation, we must be able to show that effective communication programs and functions contribute to organisational effectiveness.

The societal level: Organisations have an impact beyond their own bottom line. They also affect other organisations, individuals and publics in society. As a result, organisations cannot be said to be effective unless they also are socially responsible and public relations can be said to have value when it contributes to the social responsibility of organisations. The program level has been the traditional focus of evaluative research in public relations. However, effective communication programs may or may not contribute to organisational effectiveness; many operate independently of the organisation's mission and goals. This means that Public Relations effectiveness at the program level alone cannot ensure the value of public relations at the organisational level, although effectiveness at the program level is the starting point of effectiveness. Thus, for public relations to have value to organisations, public relations professionals need to consider higher levels of analysis in effectiveness relationship management with strategic publics than short-term outputs or outcomes at the program level. Based on the findings of the Excellence study, the value of public relations is in relationships that an organisation develops and maintains with strategic publics. This is because organisations become effective when achieving their goals; by means of quality relationships, organisation can achieve goals because they choose goals valued by strategic publics. In addition to the focus on the value of public relations at the organisational level, public relations scholars have also extended the value of public relations to society in general based on the relationship concept, for example, called for a communitarian approach in public relations. They explained that the role of public relations is to restore and maintain a sense of community that had been lost because of the development of modern means of communication/transportation.

Because of quality relationship management between an organisation and its publics, effective organisations can select goals valued by publics; consequently, they can achieve their goals because publics support them. Ineffective organisations cannot achieve their goals, at least in part, because their publics do not support and typically oppose management efforts to achieve what publics consider illegitimate goals. Thus, for an organisation to be effective, it should behave ethically and be socially responsible, which means that an organisation engages in quality relationship management with its publics. Based on the findings of the literature on organisational effectiveness and conceptualisation of levels of analysis in public relations effectiveness, the Excellence research team concluded: Effective organisations achieve their goals and public relations has value to an organisation when it helps an organisation select and achieve organisational goals that create less conflicts with strategic constituencies in the environment.

2.1.28 Strategic Publics and Symmetrical Public Relations

The terms “stakeholders” and “publics” are often used synonymously in the public relations literature. A subtle difference between these terms helps to understand strategic planning of Public Relations.

i. Stakeholders

The key characteristic of stakeholders is the linkage with an organisation resulting from consequences, or “stakes”. Stakeholders and an organisation are linked because they and the organisation have consequences on each other. Stakeholders are those who are affected by decisions of an organisation, or those who affect the organisation by their decisions. A stakeholder is any group within or outside an organisation that has a stake in the organisation’s performance. About the implications of stakeholders for an

organisation's management: It is taken for granted in the management literature that organisations have stakeholders and that the management of these stakeholders affect the organisation's viability.

ii. Publics

A public is a group of people who face a problem, are divided on its solution, and organise to discuss it. The term publics refers to people in a more active stage of interactions with an organisation than stakeholders. In other words, publics are some active stakeholders who organise to deal with problems through their active communication behaviors; publics engage in active communication based on their situations. The term public generally refers to a situational collection of individuals who emerge and organise in response to a problem. In explicating the concept of publics is known as:

- 1) behavior is the key and
- 2) consequences create publics. Publics consist of individuals who detect the same problems and plan similar behaviors to deal with those problems. Organisational consequences create problems and lead publics to form. In turn, organisations have a public relations problem because of the presence of such publics⁸².

2.1.29 The Relationship between Public Relations Strategies and Corporate Image

The relationship between PR Strategies and corporate image cannot be actualized without an adequate comprehension of identifying and defining the publics of an organisation. An

organisation's publics is any person or groups of persons that exert any form of influence to the ability of an organisation to achieve its objectives. In reality, an organisation has two types of publics, internal publics who include staff members and other internal stakeholders and external publics who may include their customers, potential customers, investors, and the community at large. Organisations are encouraged to nurture healthy relationships with their publics and communities.

Public Relations units have a strategic role in organisational management through the identification of publics and segmenting them according to the objectives of an organisation. Keeping in mind the end goal to understand the utilization of advertising in overseeing corporate image, there is the need to consider the part of PR and their association with the corporate image. It was emphasized that the importance of businesses and organisations to comprehend their operational environments and audience when undertaking any activities and decisions. Media was cited as one of the audiences which needs an extraordinary care regarding building and keeping up connections and additionally co-working. Organisations constantly make progress toward building up their image and enhancing their long-haul association with key publics. Morals and trustworthiness upgrade positive "media exposure" while managing publics. This positive media exposure should be taken into the center of each association exercises, keeping in mind the end goal to build odds of enhancing corporate image. Along these lines, entrenched media relations offer associations and organizations a higher presentation to public and group. Notwithstanding, managing group picture won't occur unless associations have solid media relations. Accordingly, they should be on-line, in papers, on TV and radios with positive remarks on them. As it would not generally be conceivable to have uplifting news; dispersal of

awful news should be all around organised and defended keeping in mind the end goal to spare associations picture and notoriety⁸³. Media relations is still ignored by a significant number of organisations and practitioners. To clear up the need of media relations and its effect. Great media relations would add to key destinations of associations where, distinctive channels would be utilised by association for various purposes. Official statements make an ideal picture in the publics' brains; which would profit the long haul key vision of an association. Under “compelling correspondence frameworks” where associations utilise different correspondence channels to achieve their intended interest group.

2.1.30 History of The Federal Polytechnic Ilaro

The Federal Polytechnic, Ilaro was established by Decree No. 33 of July 25, 1979. The Polytechnic opened to students on November 15, 1979 on a temporary site provided by its host community, the ancient town of Ilaro, Ogun State. The first site of the polytechnic was the compound of the Anglican Grammar School, Ilaro about half a kilometre from Ilaro township junction. The polytechnic was on this temporary site till 1983 when it moved to its permanent site along Ilaro/Oja-Odan Road, about three kilometres from Ilaro Township. It is also about 60 kilometers from Idiroko, a Nigerian Border town with Benin Republic. Ilaro town itself is an ancient town, land locked between Lagos and Abeokuta, the capital of Ogun State. The polytechnic occupies a total of 898.116 hectares land area on its permanent site. The vision statement of the polytechnic is "To be a market leader in the provision of technically skilled manpower for Nigeria and the global competitive economy" while the mission statement is "To provide opportunities of qualitative technical education in a serene and conducive learning

environment for all eligible Nigerians who will drive the national industrial economy". The master plan of the polytechnic depicts two distinct campuses of the institution i.e. east and West campuses. The East campus has infrastructure in the form of staff quarters, student hostels, sport facilities, the Main Library, Directorate of Student Affairs, Medical Centre, Polyconsult and Industrial Services, Post Office, Works and Services Department, Petrol Station, Staff Schools (Nursery, Primary and Secondary), Student Computer Centre, School of Applied Science, School of Management Studies, Ilaro Polytechnic Microfinance Bank Ltd, United Bank of Africa Plc, and Skye Bank. The West Campus too has the Schools of Engineering and Environmental Studies, the Main Administrative Building and Annexes, Record and Data Control Unit, Information and Communication Technology (ICT) Centre, Physical and Academic Planning Unit, Central Examination Building, Library Annex, Multi-purpose Hall, Public Toilets, Staff Quarters, Guest House and a dam and waterworks. This campus also hosts the Mass Communication Studios, where the School Radio Station, Poly Ilaro 92.1 FM is located, the Entrepreneur Development Centre and a 500-seater Auditorium.

Both campuses are linked internally with motorable tarred roads provided with street lights and sidewalks for pedestrians. Buildings are connected by pedestrian walkways and well-grassed lawns with beautiful landscaping car packs are provided in strategic areas within the campuses. The area currently occupied physically by the polytechnic is a small proportion of the entire land area it has; thus, there is room for expansion. The institution has a master plan prepared at its inception and it has guided development of the institution, especially in her early years of establishment. In view of the downturn in the economy of the nation, the master plan has since reviewed to

reflect the current state of funding and essential needs. Consequently, development of the institution is now being guided by the revised plan. Meanwhile, the polytechnic further has a team of trained security personnel and controlled access at all entrances with lockable gates. The institution's Fire Service with Fire extinguishers and sand buckets are available at strategic places on the campus in case of fire outbreak. Indeed, the Polytechnic enjoys an appreciable level of security and safety. As backup, the polytechnic maintains an insurance policy with NICON, IGI, etc. for security of its assets. The maintenance and general sanitation standards are good. The polytechnic's work & services department with full complement of qualified technical personnel and Sanitary Inspection Officer is still coping efficiently with the proper and routine maintenance of buildings, roads, vehicles and electrical installations and appliances. There are adequate facilities for dislodging septic tanks and soak-away pits and the solid wastes disposal arrangement is satisfactory. Albeit, access to Ilaro and indeed the Polytechnic can be gained from Abeokuta through Abeokuta-Lagos Road via Papalanto [22 km] or through Abeokuta-Owode road via Ibese [10km], from Lagos through Sango-Ota-Idiroko Road via Owode [15km] and from Sagamu through Sagamu-Obele Road via Papalanto. The location of the Federal Polytechnic, Ilaro makes for easy access of road traffic. There is a railway station in Ilaro township.

2.1.31 Management Structure, Organisation and Administration of the Federal Polytechnic, Ilaro

The Federal Polytechnic (Amendment) Decree of January 1, 1993 provides as follows:

- i. The Minister of Education shall be the Visitor to the Polytechnic;
- ii. The visitor shall, not less than once in every five years, conduct a visitation of the

Polytechnic or appoint a Visitation Panel, consisting of not less than five experts, to conduct the visitation;

iii.Or the purpose of evaluating the academic and administration performance of the Polytechnic and for such other purpose in respect of any other affairs of the Polytechnic as the visitor may deem fit.

The Management, organisation and administrative structure of the Federal Polytechnic, Ilaro is as follows:

(a) **The Governing Council:** Subject to the provisions of the Federal Polytechnics Decree No.33 of July 1979, and without prejudice to any specific ministerial policies and directives, the Governing Council acts for the Federal Ministry of Education in formulating broad policies and guidelines for the general control and management of the disposition of all the property and finances of the Polytechnic and except as may otherwise be provided in the Decree shall manage and supervise generally, the affairs of the Polytechnic in such manner as appears to it, best calculated to promote the interest, aims and functions of Polytechnic. The Governing Council consists of a Chairman, a Secretary who is the Registrar of the Polytechnic, and thirteen other members including the Rector of the Polytechnic drawn from Commerce and Industry, Ministries, and the Community as provided by the Decree.

(b) **The Academic Board:** There is an Academic Board whose functions are to direct and manage academic matters in the Polytechnic including the regulation of the admission of students, the award of Certificate and Diplomas, Scholarships, Prizes and other Academic Distinctions. Also, it makes periodic reports on such academic to the Governing Council

as the case may be. It also performs any other functions delegated by the Governing Council. Members of the Board are the Rector (Chairman), Deputy Rector, all Heads of academic departments, the Polytechnic Librarian and two co-opted members of the academic staff. In attendance are all the Chief Lecturers in the Institution while the Registrar of the Institution is the Secretary to the Board.

- (c) **The Polytechnic Management Committee:** The Principal Officers of the Polytechnic are the Rector, Deputy Rector, Registrar, Bursar and the Polytechnic Librarian. They manage matters affecting the Polytechnic other than academic.
- (d) **School Board of Studies:** Each School has a Board of Studies comprising of all Heads of department in the School as members. The Dean heads the Board as Chairman. Academic matters including examinations, curriculum development and staff matters including staff development are considered before they are tabled at the Academic Board or polytechnic Management Committee.
- (e) **Organisation and Administration:** The organisational structure of the Polytechnic indicates that five academic schools and seventeen service units including the Public Relations Unit make up the main components of the Institution.

The Heads of Schools and Services report directly to the Rector who is the Chief Executive of the Institution. The service units are the Registry, Library, Bursary, the Works & Services, the Medical Centre; Physical & Academic Planning; Linkages & Affiliations: Training, Protocol and Visitors; Step B Project; Research & Development; Centre for Entrepreneurship; UNESCO Centre; the Directorate of Student Affairs; and Polyconsult & Industrial Services. The School of Applied Science comprises of the following Departments;

Science Laboratory Technology; Computer Science; Food Technology; Maths & Statistics; Hotel Management Technology; Nutrition & Dietetics. The School of Communication & Information Technology comprises of Office Technology & Management, Mass Communication, Library & Information Science; School of Engineering comprises of Departments of Computer Engineering; Civil Engineering; Electrical/Electronics Engineering; Mechanical Engineering; Agricultural Biological Engineering.

The School of Environmental Studies comprises of Departments of Building Technology; Architectural Technology; Estate Management; Quantity Surveying, Surveying & Geoinformatics; Arts & Design; Transportation Management; Town & Regional Planning. The School of Management Studies comprises of Departments of Accountancy; Banking & Finance; Insurance; Taxation; Business Administration, Public Administration and Marketing.

2.2 Theoretical Review

2.2.1 Situational Crisis Communication Theory (SCCT)

SCCT provides crisis communication managers within an organisation an understanding of the different crisis situations and recommends post-crisis communication response strategies based on the level of crisis responsibility, crisis history, and reputation⁸⁴. Broadly, SCCT is a prescriptive system for matching crisis response strategies to crises based on attribution theory⁸⁵. SCCT is premised on the fact that during a crisis, stakeholders assign responsibility for the crisis. Different crisis situations result in different levels of attributions for crisis responsibility. The SCCT articulates a system for evaluating the level of attribution for crisis responsibility and subsequently matching the crisis response strategy to the crisis situation. In SCCT, the level of stakeholder attribution for the crisis is evaluated using a two-step process. The first step in this process is to identify the

crisis type. SCCT identifies ten types of crises: natural disasters; rumors; product tampering; workplace violence; technical errors (product recall and accidents); human error (product recall and accident) and organisational misdeeds. This list was initially based on an accommodative-defensive continuum developed⁸⁶. The accommodative defensive continuum proved problematic since the distinction between protecting the victims versus protecting the organisation was not clear. The crises were re-grouped into three categories based on the strength of the stakeholders' attribution of the crisis responsibility: Strong Attributions; Moderate Attributions and Weak Attributions. This theory is relevant to this study because it helps in prescribing crisis management techniques to crisis within organisations and institutions and this can be applicable to the Federal Polytechnic Ilaro in managing crisis within the institution of learning.

2.2.2 Stakeholder Theory

Several researchers have explained the concepts of stakeholder, stakeholder model, stakeholder management, and stakeholder theory using different approaches, with the result that diverse and often contradictory arguments have been forwarded in the explanation for each. Although stakeholder theorists disagree about the scope, the precise purpose, and implication of the different characterisations of these ostensibly different but arguably related concepts, the diversity and its implications are rarely recognised and discussed. The diversity observed in the conceptualisation of stakeholder theory is in part due to the different justifications of its epistemological roots as a theory of the firm. The multiplicity in approach to explaining the nature and purpose of the stakeholders of an organisation has resulted in three distinct perspectives of stakeholder theory: descriptive, instrumental, and normative. The descriptive approach describes stakeholders in terms of competing and co-operative group of interests

integral to the organization. The instrumental approach presents a framework for examining the linkages, if any, between stakeholder management and attainment of corporate performance goals. The normative approach describes stakeholders as groups of persons who have a legitimate interest in the functioning of the organisation, irrespective of the organisation's corresponding interest in them. In an attempt to integrate the three distinct lines of research to stakeholder theory, the three aspects of the stakeholder theory are nested within each other. The external shell of the theory is its descriptive aspect; the theory presents and explains relationships present or observed in the external world. The theory's descriptive attribute is supported at the second level by its instrumental and predictive value; that is, if certain practices are carried out, then certain results will be obtained. The central core of the theory, however, is normative. The descriptive attribute assumes that all managers and agents behave as if all stakeholders have an intrinsic value. In turn, recognition of these ultimate moral values and obligation gives stakeholder theory its normative core. Descriptive approaches to stakeholder theory describe and explain specific corporate characteristics and behavior of the stakeholders.

The description of the stakeholder theory of the firm explains how organisations operate and helps to predict organisational behavior. Instrumental approaches to stakeholder theory describe stakeholder relationships and establish a connection between stakeholder management and the achievement of corporate objectives. Researchers taking a normative approach to stakeholder theory propose moral or philosophical guidelines for the operation and management of the organisation. With the stakeholder theory, there is the expectation that institutions will make efforts to mitigate or reduce conflicts between stakeholders. The theory also incorporates the interests of any third parties that have some level of

dependence on the institution. The theory is relevant to this study because it will help reduce conflicts between staff, school managements and students.

2.2.3 Relationship Management Theory

Relationship management theory was proposed by a reknown scholar⁸⁷. By combining exchange theory and dialectical perspectives, agreed with earlier works by Baxter that a relationship is an ongoing process and that the relationships development is affected by the state of the previous process. An organisations relationship and involvement with the public starts when an organisation realizes its interdependence with other units in the institutional environment appreciates the role that each of the stakeholders play in an effective operation of the firm. Hence the types of relationship that an organisation wishes to develop with its public determine the use of the cultivation strategies though the types of the relationship that ensue might be different from the original expectations that the organisation expected. Associations open relationship emerge when associations and their key open are reliant and that this reliance brings about outcomes in each other that associations need to oversee. In this line, the relationship administration hypothesis clarifies that common advantage happens when organisation– open connections are viably overseen, and depicts how a symmetrical relationship rises through the administration engaged, after some time, on basic interests and shared objectives. The hypothes is determines quantifiable results, for example, common advantage for associating and contribution associations and publics. This position has been bolstered by examine concerning relationship administration in contrasting settings completed by specialists.

The relationship hypothes is distinguishes the demonstration (successful administration) that creates an outcome (shared comprehension and advantage) under indicated

conditions (an attention on shared objectives and normal interests after some time). This theory helps to promote a positive and productive relationship between an organisation and its business partners. It seeks to build trust, solidify rules and expectations, and establish boundaries. The theory therefore is relevance to this study because it promote a a positive andproductive relationship between the institution, the management, staff and students.

2.3 Review of Empirical Studies

2.3.1 Public Relations Strategies used by Organisations

The role of public relations in resolving conflict in Federal Medical Centre (FMC) was examined in Asaba, Nigeria⁹⁷. The objectives of this study were to examine the extent to which public relations programs have significant effect in resolving conflicts between FMC and her patients; the extent to which adequate information available to management significantly assist in resolving conflicts; and to ascertain whether Public Relations play a significant role in resolving conflicts in FMC. The study adopted the descriptive survey research design. The major instrument that was used in the data collection was questionnaire. The study population consists of senior and junior staff of FMC Asaba. Taro Yamani formula was used to determine a sample size of three hundred and fifty (350) respondents and the T-test and Chi square non parametric statistic was used to test the hypotheses. The findings of the study revealed among others that Public Relations programs have significant effect in resolving conflicts between FMC Asaba and her patients ($t=12.312$, $p = 0.0012$); adequate information available to management significantly assists in resolving conflicts in FMC ($t = 2.692$, $p = 0.004$) and; public relations play a significant role in resolving conflicts in FMC (chi with 4 degree of

freedom 376.36, p 0.000).The study therefore concludes amongst others that the existence of distinct public relations unit with readily available qualified Public Relations personnel at the FMC Asaba be created to ensures effective public relations practices in the organisation. Thus, management should ensure that the public relations team should be continually trained and retrained so as to be equipped with modern public relations knowledge and skills. This will ensure that they keep abreast with development in modern public relations practice. A study on the application of Public Relations Tools in Crisis Management of Major International Oil Companies was conducted in Nigeria⁹⁸. This study was on a critical analysis of the application of public relations tools in crisis management by major international oil companies in Nigeria. It was motivated by the dilemma of ceaseless clashes and crises involving international oil corporations and their host community publics, which usually result in killings and shutdown of oil facilities, militancy, kidnapping of oil workers, vandalization offacilities, with the consequent loss in revenue generation by the country. The research aimed at exploring the various public relations crisis management tools used by the IOCs in Nigeria in dealing with their host community publics; evaluate the effect of the PR crisis management tools the companies use to maintain a healthy relationship between the IOCs and their host community; as well as assess how the identified crisis management tools affect the corporate performance of IOCs. For the methodology opinion survey design of interviews was adopted inthe study.

A non-probability sampling method of purposive or judgmental sampling technique was used to arrive at the sample size. The data procured were analyzed qualitatively. Results indicate that the international oil corporations operating in Nigeria, have a wide

array of public relations tools and strategies for checkmating and managing crises and conflict with their host community publics. That the public relations crisis management tools employed by the IOCs do not have significant effect in maintaining mutual understanding between them and majority of their host community publics. That the public relations crisis management tools of the IOCs have contributed significantly to their corporate performance over the years. Based on this it was recommended among other things: The IOCs in Nigeria must do everything possible to win over and carry along the aggrieved youths by means of shrewd public relations, crisis management strategies. A study on Public Relations (PR) Strategy in Improving Institution Image was carried out in Uin Sumatera Utara, Medan⁹⁹. Public Relations is an important part of an institution, including in Universitas Islam Negeri Sumatera Utara (UIN-SU), which is responsible for disseminating information on inquiry, both internally and externally. Such a way as an effort to introduce the institution to the public. The PR job is to introduce UIN-SU in North Sumatra and globally. Thus, in this study further discussed the PR strategy in improving the image of the university, with the issue: how far does the role of PR in improving the image of the university? This research is a qualitative research with descriptive-qualitative method. From this research can be seen that the role of PR still not maximal. It can be seen that one of them is the lack of publication or documentation related to the activities of UIN-SU which can actually be published as an attractiveness of this institution. In addition, the PR has several obstacles, such as the lack of funds and adequate facilities, thus becoming an obstacle for the optimization of PR work. Organisations' internal publics, which generally comprises two categories of personnel, namely management staff and employees constitute some of the key elements that

contribute toward realising the goals and objectives of the organisation.

Organisations' institutions of higher (academic) learning have two additional categories of internal publics academic staff and students. This makes such institutions a bit unique. Public Relations (PR) as a management function and tool is utilised by the management between itself and all categories of internal publics to facilitate smooth information dissemination and communication for enhanced job performance. Hence, a unique type of PR practice capable of addressing the characteristic needs of the academic staff (who are directly involved with the students) in addition to those of the non-academic staff will be required. A study of primary quantitative research aimed at determining the degree of use of various Public Relations tools and evaluating their perceived effectiveness with the public was conducted in Czech Chemical Companies¹⁰⁶. The respondents were managers of chemical industrial companies in the Czech Republic. It compares the use and perceived effectiveness of the monitored PR tools and identifies those that should be maintained, those that need to be developed and also those that should be restrained. This provides managers with a suitable guide for effective management of PR communication. The findings revealed that PR tools and digital platforms are playing an increasingly important role in supporting PR efforts to reach the public. The tools supplemented by an analysis of differences in the use of monitored PR tools by the size of companies and differences in the perception of the effectiveness of the monitored PR tools according to different characteristics of respondents. It was confirmed that PR tools aimed at the public are used to a greater extent by larger companies (more than 250 employees) and respondents' views differ the most in the perceived effectiveness of press releases.

2.3.2 The Methods of Handling Crises

A study to examine the crisis management strategy and its impact on the performance of employees of production industry was carried in Jordan⁸⁸. The data collected from 248 workers shows that p-value is less than 0.05 and there is a statistically significant impact of Crisis Management by its dimensions in improving the performance of the workers. The study was digging deeper in the micro strategies and found that different strategies such as changing path, Reserve mobilization, crisis fragmentation, crisis containment, and specialised groups have a direct impact in the employees' performance and productivity. A study on Crisis Management Strategy and its effects on Organisational Performance of Multinational Corporations was carried out in Nigeria⁸⁹. There was a strong, positive partial correlation between crisis management strategy and organisation performance, while controlling for the effect of the challenges of crisis management strategy, $r = -0.875$, $n = 312$, $p < .0005$. An inspection of the zero order correlation ($r = 0.805$) suggested that controlling for challenges of crisis management strategy had significant effect on the strength of the relationship between crisis management strategy and organisation performance. A study on Impact of Strategic Planning on Crisis Management in the Profit and Non-Profit Sector was examined in Jordan¹⁰². The goal of this study is to survey the impact of strategic planning regarding crisis management in the Jordanian business environment and the manner in which it is utilised during times of crisis. A survey of the literature of crisis management and strategic planning as practiced in developing countries was implemented in this research. The qualitative approach was employed in this report, as it allows the researcher to obtain more data and deeper recognition of developments in the field. First of all, the management of businesses will

evolve their own practical methods for ending crises or minimise their influences. Furthermore, management will be enabled to manage in a strategic manner for the duration of most crises, to operate with greater effectiveness. Finally, firms will be able to develop capable managers and workers who can encourage others with further hopes and overall progress. Management should pursue and evolve the best modern practices for use by firms in averting crisis as well as moderating their influences.

2.3.3 Causes of Crises

A study was conducted on the causes of conflicts and crisis in school management¹⁰⁷. The qualitative research design was adopted in gathering the information used. Essentially, the related literatures reviewed revealed that the causes of conflicts and crisis in school management as in other spheres of human existence revolve around status, power, and resource. But the causes of specific cases of conflicts and crisis vary with places, times, and circumstances; while the effects on social relations, output, and productivity largely depend on how they are managed. A study was carried out on School Conflicts: Causes and Management Strategies in Classroom Relationships¹⁰⁸. Conflicts cannot cease to exist, as they are intrinsic to human beings, forming an integral part of their moral and emotional growth. Likewise, they exist in all schools. The school is inserted in a space where the conflict manifests itself daily and assumes relevance, being the result of the multiple interpersonal relationships that occur in the school context. Thus, conflict is part of school life, which implies that teachers must have the skills to manage conflict constructively. Recognising the diversity of school conflicts, this study aimed to present its causes, highlighting the main in the classroom in the teacher-student relationship. Harmony

and appreciation should coexist in a classroom environment and conflict should not interfere, negatively in the teaching and learning process.

2.3.4 The Factors that Influence Management Response to Crises in the Institution

A basic research to identify the factors of crisis management effectiveness in construction projects was examined⁹⁰. It was found that crisis management strategies is one of the seven factors. The authors initially identified 25 different factors, but the final shortlist is seven factors in the construction projects. A study to examine the role of leadership style and crisis preparedness on corporate sustainability was conducted⁹¹. The study found a significant relationship from crisis preparedness (which is another face of planning and strategies) through transformational leadership (Beta = 0.791).

The effect of business correspondence on hierarchical execution in Nigerian organisations was explored⁹². The examination particularly explored the connection between business correspondence and authoritative execution in Nigeria utilizing a contextualized and writing based research instrument to gauge the utilization of the explored constructs. Utilizing the overview technique, the examination acquired example information from small and extensive assembling and administration organisations working in Lagos State of Nigeria. The examination instrument indicated empowering proof of unwavering quality and legitimacy. Information was dissected utilizing distinct insights, rates and t-test examination. The investigation found that viable business correspondence is underlined to a sensible degree in the reviewed Nigerian organisations. Be that as it may, the level of accentuation was an issue of degree. It was additionally discovered that the degree of practices of powerful business

correspondence, were identified with the class of business (benefit as opposed to assembling) and its size.

A cross-slacked board configuration to look at the transient connection between administration correspondence and saw hierarchical help Point of Sale (POS), and its results for execution was executed⁹³. Survey was done on administration correspondence and Point of Sale two times, isolated by a 3-year interim, in a social administration's association (N = 236). The discoveries propose that administration correspondence was emphatically connected with a fleeting change in POS. What's more, it was discovered that POS completely intercedes the connection between administration correspondence and both in-part and additional part execution. The examination propelled the hypothetical learning concerning how administration correspondence influences execution, with suggestions for training. In particular, it uncovered that administration correspondence influences execution chiefly on the grounds that it flags that the association thinks about the prosperity and qualities the commitments of its representatives. The study was however limited to management communication and perceived organisational support and therefore this study investigated the effect of strategic public relations (openness strategic public strategy, stakeholder involvement public relations strategy, investment public relations strategy, and commitment public relations strategy) on the performance of large organisations. The effects of authoritative correspondence on the impression of formality by contrasting inward correspondence and outside, particularly customer arranged, correspondence in both open and charitable associations was evaluated⁹⁴. The study adopted a causal research design and the investigation depended on the poll information from the

National Administration Studies Project (NASP) - III, shut in January 2006, assembled from a review of open and philanthropic chiefs in the conditions of Illinois and Georgia. Results demonstrated that incessant correspondence with customers assumes a vital part in lessening apparent formality, and segment-based contrasts amongst open and not-for-profit divisions impact the effect of correspondence compose on formality discernment. The findings of the study concentrated on only one variable of public relations strategy and thus the current study sought to fill the gap by studying the effect of openness strategic public strategy, stakeholder involvement public relations strategy, investment public relations strategy, and commitment public relations strategy on the performance of large organisations. A study was conducted on Change Management Communication: Barriers, Strategies & Messaging⁹⁵. In a world characterized by constant change, there has been a neglect of scholarly research on public relations' role in change management communication. Through 32 in-depth interviews with internal communicators, this study provides new insights into effective strategies, barriers and key messaging in change management communication. Change management was examined in 10 sectors representing 26 employers. Barriers included lack of a plan, changing plans, change fatigue and multiple cultures, missions and priorities. Even in organisations with strong communication leadership, senior leaders and communication employees were reluctant to abandon their previous missions, visions, and strategic priorities in support of the new parent company. In addition, public relations tended to serve more of a tactical role rather than a strategic one being brought in after key decisions had already been made. Effective communication strategies the internal communication executives reported using included

recruiting employee ambassadors or identifying influencers, having senior leaders make road trips to communicate face-to-face with employees, using videos to communicate key messages and seeking employee testimonials in support of the change. Essential messages to communicate include what the changes mean for employees and the impact on their jobs, the specific benefits of the change, and resources and alternatives for employees. Six best practices for change management communication are provided based on the study's findings. The public perception of the role of Public Relations in the Implementation of N-Power was examined in Benue State, Nigeria⁹⁶. The study sought to find out the role of public relations in the implementation of N-Power and how the public perceived the roles. The methodology adopted in the study was survey. Questionnaire and interview were used as the research instruments for data collection. The sample size of 386 was statistically determined using the Araoye's formula from the population of 10, 312. The study employed a multistage sampling techniques in administering research instruments. Findings revealed that public relations was needed when relating with other agencies charged with the responsibility of implementing N-Power in the state as well as when communicating with the media; N-Power beneficiaries; and employees. The study also found that role public relations played in the implementation of N- POWER in Benue State to include helped in publicizing N-Power programme; assisted the news media in coverage of N-Power and government activities; disseminated information on various agencies' activities about N-Power to beneficiaries; increased the internal cohesion of agencies involved in NPower programme; increased the agencies' sensitive to its public's or N-Power beneficiaries and mobilized support for the agencies of government involved in N-Power

programmes. The study concluded that public perception of the role of public relations in the implementation of N-Power was negative.

This is because of the unfriendly relationship that exist between beneficiaries and government, also government is perceived as been nonchalant in handling N-Power as well as lack of dialogue and public relations practitioners are not as trustworthy. The study, therefore, concluded that, public relations strategies were adopted in the implementation of N-POWER in Benue State to a little extent. Based on the conclusion drawn, the study recommended amongothers that for effective implementation of the N-Power, PR should be adopted as core management function to build credibility amongst beneficiaries and management of the N-Power and special attention must be paid to performance, ability of government to deliver service andkeep to agreements as expected and demanded by N-Power beneficiaries.

A critically review of extant literature surrounding the impacts of the practice of PR on job performance among employees of Nigerian institutions of higher learning was performed⁹⁷. Additionally, critical intra- organisational PR media capable of addressing the characteristic and specific needs of the overall and specific internal publics were underscored and some policy recommendations offered. This article concludes that effective PR (a PR practice that addresses both the comprehensive and specific needs of the various classifications of internal publics) enhances job performance and productivity.

A study on the evolution of public relations research an overview was examined¹⁰⁰. The field of public relations is often misunderstood, due to its hybridity, complexity and competing perspectives within the field of scholarship. This essay, which is based

on extensive engagement with literature conducted over decades of teaching and researching the subject, outlines the main schools of thought within the field. These are summarised as a) Excellence; b) Advocacy; c) Dialogue; and d) Critical and Cultural approaches. Each perspective reflects variations in understanding of the role of public relations in theory and practice, ranging from an idealized conceptualisation of the practitioner to a demonised view of the practice. It refers throughout to different attitudes to ethics found within these schools, as approaches to ethics provide insight into understandings of the role of public relations within society.

The piece concludes with reflections on the growing engagement with promotional culture and emerging research directions. The Role of Public Relations in sensitizing public on Government Projects: Case of Nairobi County was conducted in Kenya¹⁰¹. Public relations is a vital tool for the government because it emphasizes on democracy and good governance. This study sought to establish the role of public relations tools in sensitizing the public on government projects in government ministries in the Central Government in Nairobi. Specifically, the study examined: the effects of media relations on sensitizing the public on government projects in Nairobi County, Kenya; the effects of community relations on sensitizing the public on government projects in Nairobi County, Kenya; the effects of sponsorships on sensitizing the public on government projects in Nairobi County, Kenya; the effects of community events on sensitizing the public on government projects in Nairobi County, Kenya. For this study, the researcher used descriptive survey design. The target population comprised heads of departments in state corporations in Kenya which totals 162. This study was a census survey of all 162 state corporations in Kenya.

The unit of analysis comprised all the state corporations whereas the unit of observation consisted of 162 heads of departments (Public Relations Officers) of each State Corporation, thus forming a sample size of 162 respondents. Primary data was collected using questionnaires as the main data collection instruments.

The study also collected data using an interview schedule. SPSS version 20 was adopted in the analysis of quantitative data. Data was presented in the form of pie charts, graphs and tables. Themes were used to analyze qualitative data. The study found that media relations positively and significantly influence sensitisation on government projects; community relations positively and significantly influence sensitisation on government projects; sponsorships positively and significantly influence sensitisation on government projects and community events positively and significantly influence sensitisation on government projects. The study, therefore, recommends that stronger communication mechanisms should be installed and well integrated in the system to ensure easier and convenient dissemination of information to the public. PR department of any organisation contributes to its development and enhances customer's satisfaction. In this line, the study recommends that strong and well integrated PR department should be installed in an organisation and therefore should be sufficiently funded to ensure its success. Further, the study recommends that organisations should devise ways and means to maintain a long-term commitment with clients.

A study on how rebuilding crisis response strategies (RCRS) will protect and sustain the university's reputation during and after emerging outbreaks of pandemic crises was carried out in Nigeria¹⁰³. The outbreak of the 2019 novel coronavirus (COVID-19) is projected to have severe potential threats to university reputation.

The study is on the synthesis of university covid-19 related news, supported by relevant literature review on Covid-19 and university reputation, and the strength of Situational Crisis Communication Theory's (SCCT) rebuilding response strategies. However, the authors' personal experiences in investigating the trends on pandemic crises and university reputation sustainability also contributed to the study. This paper predicts that epidemics and pandemics have a potential impact on university reputation, thus, affecting good stakeholders' relationships, positive marketization, smooth functionalization, and favorable working environments. Rebuilding response strategies have the power to protect and rebuild Polytechnics' reputations during and after a pandemic crisis. Therefore, rebuilding strategies should be considered by university bodies for reputational sustainability during and after a pandemic crisis in the Nigerian context. The review is limited to the pandemic crisis and its response strategies among higher institutions of learning in Nigerian. While Nigerian higher institutions of learning reflect upon how to bring positive changes in terms of institution of learning-industry reputation following this Covid-19 pandemic, subsequent research should also consider the best possible crisis response strategy among Polytechnics to mitigate the effects of similar future pandemics crises, looking at other geographical contexts. The study serves as recommendations for higher institutions of learning and policymakers, focusing on reputation sustainability during a pandemic crisis. The suggestions may help in the alleviation of and fight against an emerging pandemic-related outbreak, offers higher institutions of learning bodies a newly enriching pandemic response strategy, and partially if not completely mitigate the impact of COVID-19 on the institutions' reputation. A study was conducted on the effectiveness

of HRM Crisis Management Practices in Enhancing the Performance of Employees and Organisations in Lebanon¹⁰⁴. The research identifies the HR practices that have been applied by HR managers and departments to manage the current financial and economic crisis taking place in Lebanon. It also aimed at assessing the impact of these practices on increasing employees' performance, and accordingly its impact on improving the overall organisational performance in comparison to the impact of the market situation on the overall organisational performance. To conduct the study, a literature review was composed. It indicated that employee performance is determined by the management practices and that it would definitely affect the organisational performance. Moreover, it also highlighted how the macro - environmental factors affect the organisational performance. The literature review provided some insights on the Lebanese market and indicated the cruelty of the crisis taking place. To collect primary data, a quantitative research was done through a questionnaire and analyzed through SPSS. Accordingly HR managers had to change their goals and objectives, reduce HR budget on HR activities, add more control on employee's performance, release the least productive employees and promote the high performers, work on motivating employees and communicating information, and interfere to prevent conflicts. The HR practices proved to be effective in increasing employee performance, however, this increase in employee performance was not effective enough to increase the organisational performance, as the market situation proved to be greatly influential and more impactful than employee performance.

2.4 Gaps of the Study

The role of public relations in resolving conflict in Federal Medical Centre (FMC) was

examined in Asaba, Nigeria⁹⁷. The major instrument that was used in the data collection was questionnaire. The findings of the study revealed among others that public relations programs have significant effect in resolving conflicts between FMC Asaba and her patients ($t=12.312$, $p = 0.0012$); adequate information available to management significantly assists in resolving conflicts in FMC ($t = 2.692$, $p = 0.004$) and; public relations play a significant role in resolving conflicts in FMC (chi with 4 degree of freedom 376.36, $p = 0.000$). The gap of this study was that only quantitative research design was used, no qualitative nor mixed method research was used.

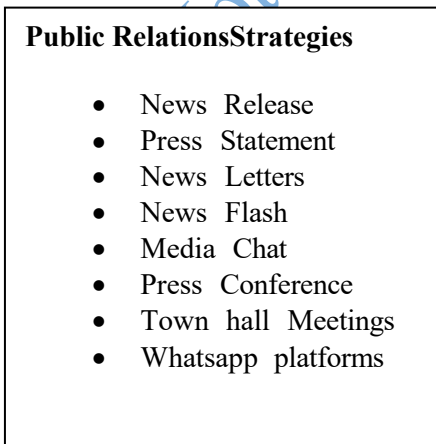
A study on Public Relations (PR) Strategy in Improving Institution Image was carried out in Uin Sumatera Utara, Medan⁹⁹. The result showed that the role of PR still not maximal. It can be seen that one of them is the lack of publication or documentation related to the activities of UIN-SU which can actually be published as an attractiveness of this institution. In addition, the PR has several obstacles, such as the lack of funds and adequate facilities, thus becoming an obstacle for the optimization of PR work. The gap of this study was that the finding was based on an institution in Indonesia, therefore the result cannot be generalised due to peculiarity of the region. A study of primary quantitative research aimed at determining the degree of use of various Public Relations tools and evaluating their perceived effectiveness with the public was conducted in Czech Chemical Companies¹⁰⁶. The findings revealed that PR tools and digital platforms are playing an increasingly important role in supporting PR efforts to reach the public. The tools supplemented by an analysis of differences in the use of monitored PR tools by the size of companies and differences in the perception of the effectiveness of the monitored PR tools according to different characteristics of respondents. A basic research to identify the

factors of crisis management effectiveness in construction projects was examined⁹⁰. It was found that crisis management strategies is one of the seven factors. The authors initially identified 25 different factors, but the final shortlist is seven factors in the construction projects.

A critically review of extant literature surrounding the impacts of the practice of PR on job performance among employees of Nigerian institutions of higher learning was performed⁹⁷. Findings showed that critical intra- organisational PR media capable of addressing the characteristic and specific needs of the overall and specific internal publics were underscored and some policy recommendations offered. A study was conducted on the effectiveness of HRM Crisis Management Practices in Enhancing the Performance of Employees and Organisations in Lebanon¹⁰⁴. The findings revealed that employee performance is determined by the management practices and that it would definitely affect the organisational performance. Moreover, it also highlighted how the macro environmental factors affect the organisational performance. The gap of this study was only quantitative research design was used, there was no qualitative research design nor mixed research design that was used.

2.5 Conceptual Framework

Independent Variables



Dependent Variable

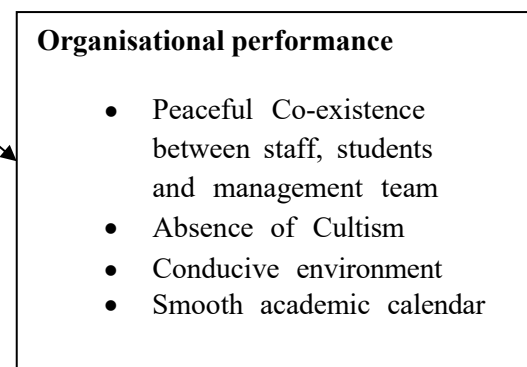
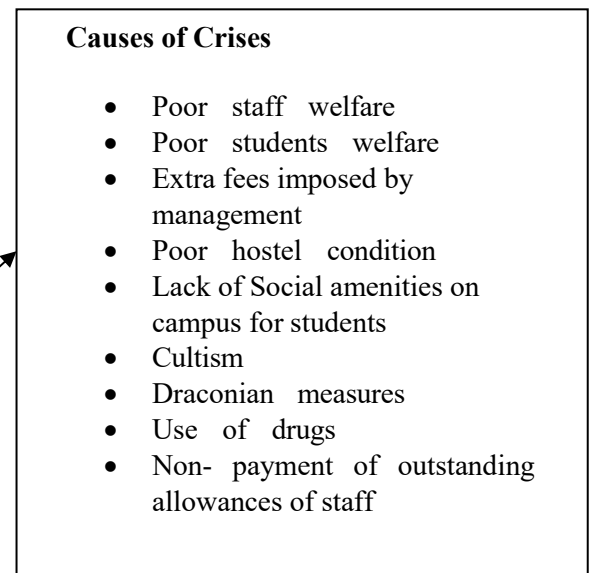


Figure 2.3: Conceptual Framework

Source: Researcher's Concept

Endnotes

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¹⁰⁶ M. Jelinkova, H. Lostakova & K. Machackova. *The Use of PR Tools and Analysis of Their Effectiveness as Viewed by Managers of Czech Chemical Companies*. **Hradec Economic Days (HED)**, 2021, doi: 10.36689/uhk/hed/2021-01-030

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Chapter Three

Methodology

This chapter focuses on research methodology which consists of research design, population of the study, sampling methods, research instruments, validation of instruments, reliability of instruments and administration of research instruments for data collection.

3.1 Research Design

This study adopted the descriptive survey research design. The descriptive survey research design was adopted because it accurately and systematically describe a population, situation or phenomenon¹. It involves collecting data from a sample of individuals through surveys, questionnaires, or interviews, and then summarising and presenting the findings in a descriptive manner.

3.2 Population of the Study

The population of this study involved all staff and students of The Federal Polytechnic, Ilaro, Ogun State, Nigeria.

Table 3.1 Population of Employees and Students at The Federal Polytechnic, Ilaro

S/No	Category	Population
1.	Teaching Staff	495
2.	Non-Teaching Staff	464
3.	Students Population (ND I –HND II)	14,190
	Total	15,149

Source³

3.3 Sample and Sampling Techniques

The Sampling Technique used in this study was Cluster Sampling Method. Cluster sampling is a sampling plan used when mutually homogeneous yet internally heterogeneous groupings are evident in a statistical population.

The sample size was determined using Slovin's Formula:

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

where:

n = number of samples

N = total population

e = error margin / margin of error

$$e = 0.075$$

$$e^2 = 0.005625$$

For teaching staff,

$$N = 495$$

$$(1 + Ne^2) = 3.784$$

$$n = \frac{N}{(1 + Ne^2)} = 495/3.784 = 130.8 \approx 131$$

For Non-Teaching Staff,

$$N = 464$$

$$1 + Ne^2 = 3.61$$

$$n = \frac{N}{(1 + Ne^2)} = 464/3.61 = 128.5 \approx 129$$

For Students,

$$N = 14,190$$

$$1 + Ne^2 = 35$$

$$n = \frac{N}{(1+Ne^2)} = \frac{14190}{35} = 405.43 \approx 405$$

By using Slovin's formular, a sample size of 131 teaching staff, 129 non-teaching staff and 405 students was gotten. Therefore, the total sample size used in this study was 665.

Table 3.2 Sample size of Employees and Students for the Study

S/No	Category	Sample Size
1.	Teaching Staff	131
2.	Non-Teaching Staff	129
3.	Students	405
	Total	665

Source³

3.4 Description of the Research Instrument

The Research Instrument that was used in this study was a questionnaire. The primary data was collected using a research questionnaire. The questionnaire is categorized into 6 sections, the first section contains questions on the demography of the respondents such as gender, age, educational qualification, years of experience etc.

Section two contains information on the “ PR strategies for crisis management techniques at The Federal Polytechnic, Ilaro and 10 items were used in the section with rating scale of 5 likert scale of strongly disagree = 5, Disagree = 4, Undecided =3, Agree =2 and Strongly Agree = 1.

The section three contained information on the “crisis management techniques in Federal Polytechnic Ilaro and it has 7 items with rating scale of 5 likert scale of strongly disagree = 5, Disagree = 4, Undecided =3, Agree =2 and Strongly Agree = 1, section four contained information on “existing methods of handling crisis in the Federal Polytechnic , Ilaro and it has 5 items with rating scale of 5 likert scale of strongly disagree = 5, Disagree = 4, Undecided =3, Agree =2 and Strongly Agree =1 section five contained information on the factors influence management attitude to crisis at The Federal Polytechnic, Ilaro and it has 5 items with rating scale of 5 likert scale of strongly disagree =5, Disagree = 4, Undecided =3, Agree =2 and Strongly Agree=1 while section six contained information on the specific achievements of the PR strategies and organisational structures that enhance the objectives of the Federal Polytechnic, Ilaro and and it has 4 items with rating scale of 5 likert scale of strongly disagree =5, Disagree = 4, Undecided =3, Agree =2 and Strongly Agree =1

3.5 Validity of the Instrument

The validity of the measuring instrument (questionnaire) essentially measures the characteristic of what one actually sets out to measure². The research instrument was validated by the researcher’s supervisor for content consistency and in the context of research objectives before the questionnaire was administered to all chosen respondents for the study.

3.6 Reliability of the Instrument

The reliability of the research instrument was carried out using the Cronbach Alpha test. A reliability score of 0.87 was gotten for this study which is an acceptable value since it is higher than 0.5.

3.7 Method of Data Collection

The data was collected using the questionnaire as a research instrument. Also, the researcher hired the services of two Research assistants. The researcher trained the research assistants on what to do and supervise them to ensure that the questionnaire is well filled.

3.8 Method of Data Analysis

Data analysis was done after the data gathered were coded and managed using the Statistical Package for Social Sciences (SPSS). Data was analysed using Inferential and Descriptive statistics.

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Endnotes

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² M. Saunders, P. Lewis & Thornhill. *A Research Methods For Business Students*, Fifth Edition, **Pearson Education Limited**, 2009.

³. The Federal Polytechnic Ilaro. *Population and Employees and Students at the Federal Polytechnic, Ilaro*, 2022.

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Chapter Four

Results and Discussion of Findings

This chapter is on data analysis, presentation of results and discussion of findings. The present study seeks to assess the Public Relations Strategies in Crisis Management and Organisational Performance of the Federal Polytechnic, Ilaro, Ogun State. For the analysis, the demographic characteristics of respondents were done using descriptive statistics with frequency tables, percentage, mean and standard deviation. The hypotheses were tested using inferential statistics such as Multiple Regression Analysis.

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4.1 Demographic Data Analysis

Table 4.1a: Demographic Information of Staff Respondents by Gender, Age, Level of Education, Status, Department and Length of Service (N=260)

Variable		Frequency	Percent
Gender	Male	106	40.8
	Female	154	59.2
Age	Less than 25 years	14	5.4
	26-35 years	69	26.5
	36-45 years	107	41.2
	46-55 years	70	26.9
Level of Education	NCE/OND	52	20.0
	HND/BSC	129	49.6
	Postgraduate	79	30.4

Source: Field Survey, 2023

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Table 4.1 b: Demographic Information of the Staff Respondents (N= 260)

Variable		Frequency	Percentage	
Status	Teaching Staff	131	50.4	
	Non-Teaching Staff	129	49.6	
Schools	Communication and Information Technology	75	28.8	
	Engineering	54	20.7	
	Environmental Studies	36	13.8	
	Management Studies	57	21.9	
	Pure and Applied Sciences	38	14.6	
	Length of Service	1-5 years	72	27.7
		6-10 years	124	47.7
11-15 years		33	12.7	
More than 15 years		31	11.9	

Source: Field Survey, 2023

Table 4.1a shows the demographic information of the staff respondents. The table revealed that 154 (59.2%) were female while 106 (40.8%) were male. The table also shows that 107 (41.2%) of the respondents are within the age category of 36-45 years, 70 (26.9%) are within the age category of 46-55 years, 69 (26.5%) are within the age category of 26-35 years while 14 (5.4%) are less than 25 years. This implies that majority of the respondents are within the age category of 36-45 years. Based on educational qualification of the respondents, 129 (49.6%) of the

respondents have HND/BSC qualification, 79 (30.4%) have Postgraduate qualification while 52 (20.0%) have NCE/OND qualification. This implies that majority of the staff have First degree (HND/Bachelors degree). Table 4.1b is a continuation of the demographic information of the staff respondents. It shows that 131 (50.4%) of the respondents are teaching staff while 129 (49.6%) are non teaching staff. Based on the faculties/schools of the staff respondents, 75 (28.8%) were from Communication and Information Technology, 57 (21.9%) were from Management Studies, 54 (20.7%) were from Engineering, 38 (14.6%) were from Pure and Applied Sciences while 36(13.8%) were from Environmental Studies. Also, 124 (47.7%) of the staff had 6-10 years of work experience, 72 (27.7%) had 1-5 years work experience, 33 (12.7%) had 11-15 years work experience while 31 (11.9%) had more than 15 years work experience.

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Table 4.2: Demographic Information of Student Respondents by Gender, Age, Department and Class (N=405)

Variable		Frequency	Percent	
Gender	Male	283	69.9	
	Female	122	30.1	
Age	18-22 years	180	44.4	
	23-25 years	120	29.7	
	Above 25 years	105	25.9	
Schools	Communication and Information Technology	102	25.2	
	Engineering	41	10.1	
	Environmental Studies	49	12.1	
	Management Studies	113	27.9	
	Pure and Applied Sciences	100	24.7	
	Class	ND I	163	40.2
		ND II	166	41.0
HND I		56	13.8	
HND II		20	4.9	

Source: Field Survey, 2023

Table 4.2 shows the demographic information of the student respondents. It shows that 283 (69.9%) of the students were male while 122 (30.1%) were female. This implies that majority of the students were male. The table also shows that 180 (44.4%) of the respondents are within the age category of 18-22 years, 120 (29.7%) are within the age category of 23-25 years while 105 (25.9%) are above 25 years. This implies that majority of the respondents are within the age category of 18-22 years. Also, 113 (27.9%) of the students were from Management studies, 102 (25.2%) were from Communication and Information Technology, 100 (24.7%) were from Pure and Applied Sciences. 49 (12.1%) were from Environmental Studies while 41 (10.1%) were from Engineering. In addition, 163 (40.2%) of the students were in ND I, 166 (41.0%) were in ND II, 56 (13.8%) were in HND I while 20 (4.9%) were in HND II. This implies that majority of the students were in ND II.

4.2 Presentation of Data

4.2.1 Analysis of Research Questions

Research Question One: What are the Public Relations strategies used at the Federal Polytechnic, Ilaro?

To answer this question, descriptive statistics was used and the result is presented in table 4.3.

Table 4.3a : The Public Relations strategies used in the Federal Polytechnic, Ilaro

Statement	SD	D	U	A	SA	Mean	Stand Dev
1 News Release between relevant parties is one of the PR strategies used in the Federal Polytechnic, Ilaro	16 (6.2%)	12 (4.6%)	-	149(57.3%)	83 (31.9%)	1.93	0.94
2 Prompt Press release helps to douse tension during crisis in the Federal Polytechnic, Ilaro	5 (1.9%)	2 (0.8%)	-	37 (14.2%)	216 (83.1%)	1.97	0.91
3 Adoption of News letters in problem solving had been helpful	46(17.7%)	52(20.0%)	-	103(39.6%)	59(22.7%)	1.86	0.71
4 Use of News flash can be helpful had been helpful in managing crisis	36(13.8%)	48(18.5%)	-	112(43.1%)	64 (24.6%)	1.83	0.74
5 Use of media chat in managing conflict is helpful	5(1.9%)	-	60(23.1%)	115 (44.2%)	80 (30.8%)	2.43	1.05

Source: Field Survey, 2023

Table 4.3b: The Public Relations strategies used in the Federal Polytechnic, Ilaro

	Statement	SD	D	U	A	SA	Mean	Stand Dev
6	Management make use of Press conference in managing conflict	6 (2.3%)	-	-	154(59.2%)	100 (38.5%)	2.18	1.18
7	Management adopt Town hall meetings in crisis or conflict resolution at the Federal Polytechnic, Ilaro	-	6 (2.3%)	-	135(51.9%)	119(45.8%)	1.96	0.79
8	Management make use of whatsapp platforms in resolving conflict at the Federal Polytechnic, Ilaro	-	-	-	165 (63.5%)	95 (36.5%)	1.64	0.53
9	Management adopts compromise/dialogue in solving conflict at the Federal Polytechnic, Ilaro	50 (19.2%)	-	90 (34.6%)	120 (46.2%)	-	1.50	0.55
10	Management adopts delay or negligence in managing conflicts at the Federal Polytechnic, Ilaro	60(23.1%)	-	98 (37.7%)	102 (39.2%)	-	2.08	1.54

Source: Field Survey, 2023

Tables 4.3a and 3b shows that 83 (31.9%) of the respondents strongly agree, 149 (57.3%) agree, 12 (4.6%) disagree while 16 (6.2%) strongly disagree that News Release between relevant parties is one of the PR strategies used at the Federal Polytechnic, Ilaro, 216 (83.1%) of the respondents agree, 37 (14.2%) were undecided, 2 (0.8%) disagree while 5 (1.9%) strongly disagree that Prompt Press release helps to douse tension during crisis at the Federal Polytechnic, Ilaro, 59 (22.7%) of the respondents strongly agree, 103 (39.6%) agree, 52 (20.0%) disagree while 46 (17.7%) strongly disagree that adoption of News letters in problem solving had been helpful, 64 (24.6%) of the respondents strongly agree, 112 (43.1%) agree, 48 (18.5%) disagree while 36 (13.8%) strongly disagree that use of News flash can behelpful had been helpful in managing crisis, 80 (30.8%) of the respondents strongly agree, 115 (44.2%) agree, 60 (23.1%) were undecided while 5 (1.9%) strongly disagree that use of media chat in managing conflict is helpful. Also, 100 (38.5%) of the respondents strongly agree, 154 (59.2%) agree while 6 (2.3%) strongly disagree that Management use Press conference in managing conflict, 119 (45.8%) of the respondents strongly agree, 135 (51.9%) agree while 6 (2.3%) disagree that management adopts Town hall

meetings in crisis or conflict resolution at the Federal Polytechnic, Ilaro, 95 (36.5%) of the respondents strongly agree and 165 (63.5%) agree that management make use of whatsapp platforms in conflicts at the Federal Polytechnic, Ilaro, 120 (46.2%) of the respondents agree, 90 (34.6%) agree while 50 (19.2%) strongly disagree that management adopts compromise/dialogue in solving conflict at the Federal Polytechnic, Ilaro.

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Research Question Two: What are the causes of crisis at the Federal Polytechnic, Ilaro?

Table 4.4 a: Causes of Crisis

Statement	SD	D	U	A	SA	Mean	Standard Dev
1 Poor staff welfare contributes to crisis in the Federal Polytechnic, Ilaro	5(1.9%)	-	-	122 (46.9%)	133 (51.2%)	1.87	0.96
2 Poor students' welfare is one of the major causes of crises in the Federal Polytechnic, Ilaro	8 (3.1%)	2(0.8%)	25(9.6%)	225(86.5%)	-	1.97	0.98
3 Extra fees imposed by management contributes to crises in the Federal Polytechnic, Ilaro	27 (10.4%)	47 (18.1%)	56 (21.5%)	130 (50.0%)	-	1.86	0.71
4 Poor hostel condition in the Federal Polytechnic, Ilaro can result to crises	55(21.2%)	-	78 (30.0%)	127 (48.8%)	-	1.83	0.74
5 Lack of Social amenities on campus for students in the Federal Polytechnic Ilaro can result to crises	3 (1.2%)	31 (11.9%)	76 (29.2%)	150 (57.7%)	-	1.39	0.73

Source: Field Survey, 2023

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Table 4.4b: Causes of Crisis

Statement	SD	D	U	A	SA	Mean	Stand Dev
6 Cultism among students can result to crisis	1(0.4%)	-	-	113(43.5%)	146(56.2%)	1.82	1.05
7 Non-payment of outstanding allowances and salaries of staff can lead to crisis	29(15.0%)	-	-	135(51.9%)	86(33.1%)	1.75	0.72
8 Draconian measures by management of Federal Polytechnic, Ilaro can lead to crisis	5(1.9%)	47 (18.1%)	-	128(49.2%)	80 (30.8%)	1.51	0.54
9 Use of drugs among students can result to crises	6(2.3%)	-	-	148 (56.9%)	106(40.8%)	1.35	0.49

Source: Field Survey, 2023

Tables 4.4a and 4.4b shows that 133 (51.2%) of the respondents strongly agree, 122 (46.9%) agree while 5 (1.9%) strongly disagree that poor staff welfare contributes to crisis in the Federal Polytechnic, Ilaro, 225 (86.5%) of the respondents agree, 25 (9.6%) were undecided, 2(0.8%) disagree while 8 (3.1%) strongly disagree that poor students' welfare is one of the major causes of crises in the Federal Polytechnic, Ilaro, 130 (50.0%) of the respondents agree, 56 (21.5%) were undecided, 47 (18.1%) disagree while 27 (10.4%) strongly disagree that extra fees imposed by management contributes to crises in the Federal Polytechnic, Ilaro, 127 (48.8%) of the respondents agree, 78 (30.0%) were undecided while 55 (21.2%) strongly disagree that poor hostel condition in the Federal Polytechnic, Ilaro can result to crises, 150 (57.7%) of the respondents agree, 76 (29.2%) were undecided, 31 (11.9%) disagree while 3(1.2%) strongly disagree that lack of Social amenities on campus for students in the Federal Polytechnic Ilaro can result to crises, 146 (56.2%) of the respondents strongly agree, 113 (43.5%) agree while 1 (0.4%) strongly disagree that cultism among students can result to crisis, 86 (33.1%) of the respondents strongly agree, 135 (51.9%) agree and 29 (15.0%) strongly disagree that non-payment of outstanding allowances and salaries of staff can lead to crisis, 80 (30.8%) of the respondents strongly agree, 128 (49.2%) agree, 47 (18.1%) disagree while 5 (1.9%) strongly disagree that draconian measures by management of Federal Polytechnic, Ilaro can lead to crisis. In addition, 106(40.8%) of the respondents strongly agree, 148(56.9%) agree while 6 (2.3%)

strongly disagree that use of drugs among students can result to crises.

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Research Question Three: What are the existing methods of handling crisis in the Federal Polytechnic, Ilaro?

Table 4.5: The Existing Methods of Handling Crisis in the Federal Polytechnic, Ilaro

Statement	SD	D	U	A	SA	Mean	Stand Dev
1 Dialogue between parties involved in conflict or crisis is one of the existing methods of handling crisis at the Federal Polytechnic Ilaro	12 (4.6%)	16 (6.2%)	-	152 (58.5%)	80 (30.8%)	2.35	1.01
2 Use of autocratic/force in managing crisis is one of the existing methods of handling crisis at the Federal Polytechnic Ilaro	8 (3.1%)	11 (4.2%)	16 (6.2%)	225 (86.5%)	-	1.81	0.87
3 Invitation of armed security personnel to manage crisis is a method of handling crisis at the Federal Polytechnic Ilaro	5 (1.9%)	47 (18.1%)	-	128 (49.2%)	80 (30.8%)	1.86	0.71
4 Involvement of community leaders in resolving crisis	6 (2.3%)	-	-	148 (56.9%)	106 (40.8%)	1.57	0.50
5 Involvement of religious leaders in resolving crisis	38 (14.6%)	-	-	127 (48.8%)	95 (36.5%)	1.26	0.92

Source: Field Survey, 2023

Table 4.5 shows that 80 (30.8%) of the respondents strongly agree, 152 (58.5%) agree, 16 (6.2%) disagree while 12 (4.6%) strongly disagree that dialogue between parties involved in conflict or crisis is one of the existing methods of handling crisis at the Federal Polytechnic Ilaro, 225 (86.5%) of the respondents agree, 16 (6.2%) were undecided, 11 (4.2%) disagree while 8 (3.1%) strongly disagree that use of autocratic/force in managing crisis is one of the existing methods of handling crisis at the Federal Polytechnic Ilaro, 80 (30.8%) of the respondents strongly agree, 128 (49.2%) agree, 47 (18.1%) disagree while 5 (1.9%) strongly disagree that invitation of armed security personnel to manage crisis is a method of handling crisis at the Federal Polytechnic Ilaro, 106 (40.8%) of the respondents strongly agree, 148 (56.9%) agree while 6 (2.3%) strongly disagree that involvement of community leaders in resolving crisis, 95 (36.5%) of the respondents strongly agree, 127 (48.8%) agree while 38 (14.6%) strongly disagree that involvement of religious leaders in resolving crisis.

Research Question Four: What factors influence management's responses to crises at The Federal Polytechnic, Ilaro?

Table 4.6: Factors that Influence Management's Attitude to Crises

Statement	SD	D	U	A	SA	Mean	Stand Dev
1 Management's ability to listen and tolerate divergent views from committees set up to promote students' welfare	35(13.5%)	-	-	119(45.8%)	106(40.8%)	1.81	0.90
2 The authoritarian approach of the Management of students' grievances	8(3.1%)	11(4.2%)	-	241(92.7%)	-	1.96	0.97
3 The use of avoidance (ignoring the situation) by the school authority	46(17.7%)	-	52(20.0%)	103(39.6%)	59(22.7%)	1.85	0.71
4 School authorities often employ inappropriate approach to solve students' crises in the institution	36(13.8%)	48(18.5%)	64(24.6%)	112(43.1%)	-	1.85	0.73
5 School authority's handling of students' grievances by overlooking their demands	12(4.6%)	-	16(6.2%)	149(57.3%)	83(31.9%)	1.27	0.81

Source: Field Survey, 2023

Table 4.6 shows that 106 (40.8%) of the respondents strongly agree, 119 (45.8%) agree while 35 (13.5%) strongly disagree that management's ability to listen and tolerate divergent views from committees set up to promote students' welfare, 241 (92.7%) of the respondents agree, 11 (4.2%) disagree while 8 (3.1%) strongly disagree that the authoritarian approach of the Management of students' grievances, 59 (22.7%) of the respondents strongly agree, 103 (39.6%) agree, 52 (20.0%) were undecided while 46 (17.7%) strongly disagree that the use of avoidance (ignoring the situation) by the school authority, 112 (43.1%) of the respondents agree, 64 (24.6%) were undecided, 48 (18.5%) disagree while 36 (13.8%) strongly disagree that school authorities often employ inappropriate approach to solve students' crises in the institution, 83 (31.9%) of the respondents strongly agree, 149 (57.3%) agree, 16 (6.2%) were undecided while 12 (4.6%) strongly disagree that school authority's handling of istudents' grievances by overlooking their demands.

Research Question Five: What is the effect of Public Relations strategies on organisational performance of The Federal Polytechnic, Ilaro?

To answer this question, Multiple Regression Analysis was used and the result is presented in tables 4.7, 4.8 and 4.9

Table 4.7: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.791 ^a	.625	.610	1.052

a. Predictors: (Constant), News Release, Press release, Newsletters, News flash, Media chat, Press conference, Congregational meetings, WhatsApp platforms and dialogue delay tactics

Table 4.8: ANOVA

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	459.767	10	45.977	41.511	.000 ^b
Residual	275.787	249	1.108		
Total	735.554	259			

a. Dependent Variable: organisational performance

b. Predictors: (Constant), News Release, Press release, Newsletters, News flash, Media chat, Press conference, Congregational meetings, WhatsApp platforms and dialogue delay tactics

Table 4.9: Coefficients

	Unstandardized Coefficients		Standardised Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	3.764	.454		8.283	.000
News Release	.783	.542	.328	1.446	.000
Press release	.203	.158	.061	1.284	.000
Newsletters	.066	.077	.036	.862	.009
News flash	.229	.115	.123	1.987	.038
Media chat	.091	.110	.053	.823	.411
Press conference	.032	.537	.014	.060	.002
Congregational meetings	1.115	.097	.483	8.553	.000
WhatsApp	.834	.091	.629	9.150	.000
Dialogue	.402	.100	.178	3.997	.000
Delay tactics	.209	.143	.066	1.463	.145

Dependent Variable: Organisational performance

The effect of Public Relations strategies on organisational performance of The Federal Polytechnic, Ilaro was tested using Multiple Regression Analysis. The result showed that Public Relation strategies (News Release, Press release, Newsletters, News flash, Media chat, Press conference, Congregational meetings, WhatsApp platforms and dialogue delay tactics) significantly impacted Organisational performance [$R^2 = .625$; $F(10,259) = 41.511$; $p < .05$]. This infers that Public Relation strategies (News Release, Press release, Newsletters, News flash, Media chat, Press conference, Congregational meetings, WhatsApp platforms and dialogue delay tactics) jointly accounted for about 62.5% of the variance observable in organisational performance of the Federal Polytechnic, Ilaro. In addition, the result of the coefficients of multiple determination for the model shows that the independent contribution of News Release, Press release, Newsletters, News flash, Press conference, Congregational

meetings, WhatsApp platforms and dialogue were positively significant ($\beta = .328$; $t = 1.446$; $p < .000$), ($\beta = .061$; $t = 1.284$; $p < .000$), ($\beta = .036$; $t = .862$; $p < .000$), ($\beta = .123$; $t = 1.987$; $p < .000$), ($\beta = .014$; $t = .060$; $p < .000$), ($\beta = .483$; $t = 8.553$; $p < .000$), ($\beta = .629$; $t = 9.150$; $p < .000$) and ($\beta = .178$; $t = 3.997$; $p < .000$) while media chat and delay tactics were not statistically significant. In terms of magnitude, Whatsapp Platform has the highest magnitude of ($\beta = .629$).

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4.3 Discussion of Findings

4.3.1 Demographic Characteristics

The present study is on the assessment of Public Relations Strategies in Crisis Management and Organisational Performance of The Federal Polytechnic, Ilaro, Ogun State. The results of the demographic information of the staff respondents showed majority of the respondents were female within the age category of 36-45 years. Also, majority of the respondents have first degree qualification (Bachelors degree) and many of the respondents are teaching staff. In addition, most of them were from Schools of Communication and Management Studies. Also majority had 6-10 years of work experience.

4.3.2 Public Relations Strategies used at The Federal Polytechnic, Ilaro

The findings of this study showed that some of the PR strategies used at The Federal Polytechnic, Ilaro are News Release, Press release, Newsletters, News flash, Media chat, Press conference, Congregational meetings, WhatsApp Platform, dialogue and delay tactics. This finding supports a study on the use of PR tools and analysis of their effectiveness as viewed by managers who reported that PR tools and digital platforms are playing an increasingly important role in supporting PR efforts to reach the public¹.

4.3.3 Causes of Crises at The Federal Polytechnic, Ilaro

The results revealed that majority of the respondents agreed that poor staff welfare, poor students' welfare, extra fees imposed by school management, poor hostel, lack of social amenities on campus, cultism among students, non-payment of outstanding allowances and salaries of staff, draconian measures by management of The Federal Polytechnic, Ilaro and drug abuse among students can result to crises at The Federal Polytechnic, Ilaro.

4.3.4 The Existing Methods of Handling Crisis in The Federal Polytechnic, Ilaro

The result of research question three revealed that some of the existing methods of handling crisis in The Federal Polytechnic, Ilaro are dialogue between parties involved in iconflict, use of autocratic/force, invitation of armed security personnel, involvement of community leaders and the involvement of religious leaders in resolving crises. This finding is in line with a study on the application of Public Relations tools in Crisis Management of Major International Oil Companies conducted in Nigeria². Results indicate that the organisations operating in Nigeria, have a wide array of Public Relations tools and strategies for checkmating and managing crises and conflict with their host community publics. The Public Relations crisis management tools of the IOCs have contributed significantly to their corporate performance over the years.

4.3.5 The Factors that Influence Management Responses to Crises at Federal Polytechnic Ilaro

The result of research question four showed that majority of the respondents agree that management's ability to listen and tolerate divergent views from committees set up to promote students' welfare, the authoritarian approach of the Management of students' grievances, the use of avoidance (ignoring the situation) by the school authority, use of inappropriate method by school authorities to solve students' crises, school authority's handling of students' grievances by overlooking their demands were some of the factors that influence management responses to crises at The Federal Polytechnic Ilaro.

4.3.6 The Effect of Public Relations Strategies on Organisational Performance of Federal Polytechnic Ilaro

The result of research question five showed that Public Relation strategies (News Release, Press release, Newsletters, News-flash, Media chat, Press conference, Congregational

meetings,WhatsApp platforms, dialogue and delay tactics) significantly impacted organisational performance jointly accounted for about 62.5% of the variance observable in organisational performance at The Federal Polytechnic, Ilaro. The independent contribution of News Release, Press release, Newsletters, News flash, Press conference, Congregational meetings,WhatsApp platforms and dialogue were significant while media chat and delay tactics were not statistically significant. This finding supports the study on Crisis Management Strategy and its effects on Organisational Performance of Multinational Corporations¹. The finding showed a strong, positive partial correlation between crisis management strategy and organisation performance. The finding also agrees with a study on the role of Public Relations in resolving conflict in Federal Medical Centre (FMC) in Asaba, Nigeria³. The result revealed among others that Public Relations programs have significant effect in resolving conflicts between FMC Asaba and her patients ($t=12.312$, $p = 0.0012$); adequate information available to management significantly assists in resolving conflicts in FMC ($t = 2.692$, $p = 0.004$) and; Public Relations play a significant role in resolving conflicts in FMC (chi with 4 degree of freedom 376.36, $p = 0.000$).

Endnotes

1. M. Jelinkova, H. Lostakova & K. Machackova. *The Use of Public Relations Tools and Analysis of Their Effectiveness as Viewed by Managers of Czech Chemical Companies*. Hradec **Economic Days (HED)**. 2021, doi: 10.36689/uhk/hed/2021-01-030
2. G. E. Ugwuonah & Raphael V. Okonkwo. *Application of Public Relations Tools in Crisis Management of Major International Oil Companies In Nigeria*. **RSU Journal of Strategic and Internet Business** Vol. 3, Issue 1, 2018 . pp.15-31, ISSN – 2659-0816- 2659-0832
3. D. Hankir. *The Effectiveness of HRM Crisis Management Practices in Enhancing the Performance of Employees and Organisations in Lebanon*. **International Journal of Science and Research (IJSR)**, 2020, ISSN: 2319-7064

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Chapter Five

Conclusion

This chapter is on summary, conclusion and recommendation of the study. This study is on the assessment of Public Relations Strategies in Crisis Management and Organisational Performance of the Federal Polytechnic, Ilaro, Ogun State.

5.1 Summary of Findings

In this study, a survey research method was used and 260 staff and 405 students were selected for this study using cluster sampling. The study made use of a cluster sampling method and adopted a research questionnaire as a research instrument.

- Findings showed that some of the Public Relations strategies used in Federal Polytechnic Ilaro are News Release, Press release, Newsletters, News flash, Media chat, Press conference, Congregational meetings, WhatsApp Platform, dialogue and delay tactics.
- Some of the existing methods of handling crisis in the Federal Polytechnic, Ilaro are dialogue between parties involved in conflict, use of utocratic/force, invitation of armed security personnel, involvement of community leaders and the involvement of religious leaders in resolving crisis.
- Result showed that some of the factors that influence management attitude to crisis are management's ability to listen and tolerate divergent views from committees set upto promote students' welfare, the authoritarian approach of the management of students' grievances, use of avoidance (ignoring the situation) by the school authority, school authorities using inappropriate approach to solve

students' crises and School authority's handling of students' grievances by overlooking their demands.

- Results also showed that public relation strategies (News Release, Press release, Newsletters, News flash, Media chat, Press conference, Congregational meetings, WhatsApp platforms and dialogue delay tactics) significantly impacted organisational performance accounting for about 62.5% of the variance observable in organisational performance of the Federal Polytechnic, Ilaro.
- The result of the coefficients of multiple determination for the model shows that the independent contribution of News Release, Press release, Newsletters, News flash, Press conference, Congregational meetings, WhatsApp platforms and dialogue were significant while media chat and delay tactics were not statistically significant. In terms of magnitude, Whatsapp Platform has the highest magnitude.

5.2 Conclusion

The findings of this study showed that Public Relations Strategies and Crisis management techniques significantly impacted organisational performance of the Federal Polytechnic, Ilaro. Furthermore, findings in this study showed that some of the Public Relations strategies used in Federal Polytechnic Ilaro are News Release, Press release, Newsletters, News flash, Media chat, Press conference, Congregational meetings, WhatsApp Platform, dialogue and delay tactics while WhatsApp platform has the highest magnitude. Public relations practices are no longer an afterthought concept in Africa and the educational sector in particular, but an actual cause and a driver which offers organisations avenues to motivate and satisfy their employees, and meet their reliable set goals, compete on a global scale with improved

efficiency and improved service provisions. Public relations adoption often comes at the price of strategic reform or change and this entails that organisations need to view change as a normal way of doing business. The goal of public relations is to help an organisation to achieve its business objectives goal. Getting a clear understanding of an organisation's business goals is the first step of public relations activities to set measurable objectives for a communication program. If public relations managers do not understand business goals, they cannot achieve company's effectiveness. Resilient organisations show much greater readiness and flexibility when handling crisis events, while less resilient organisations fall short in strategic readiness. Resilient behavior enhances the ability of a company to not only to survive but to also prosper collectively, as it faces each crisis in real time¹. Notwithstanding that the effectiveness of strategy-oriented planning is inseparable from effective crisis management, there remains the necessity to consider the limiting elements of coordinating actions, which must perform efficiently via the development of facile and flexible approaches, accommodative qualities, and resort to on-going improvisation and innovations. The root of the technique is found in its ability to foresee a prospective crisis, the stance of involved parties, and thus those indirect and direct conditions that bypass crises and mitigate impacts on the effectiveness of their administration. Through strategic coordination, an organisation seeks to realize greater performance. The virtual element of risk will require making options more effective.

5.3 Recommendations

The following recommendations are made for this study:

- i. Management of higher institution of learning should endeavour to create effective public relations strategies and crisis management and image management for higher

institutions in order for them to resolve crisis effectively. Public relations strategy that can be seen as a pro-active capability to adapt the organisation changes in stakeholder expectations and opinions.

- ii. Proper detailed enquiries should be done on media relations because it is the thinking, the logic behind the public relations function's actions in determining what should be communicated rather than how it should be communicated.
- iii. To have an effective impact of organisational alignment, a public relations strategy should be developed within the context of the organisation's vision, mission, corporate culture, policies and strategies but focus on an assessment of the external environment. This enables the employees to understand the vision and direction of the organisation.
- iv. There is need for management of higher institutions to give unbiased and prompt attention to matters that are of great concern to staff and students.
- v. School management should put in place effective conflict resolution to handle all forms of crisis. This is to avoid on the spot thoughts.

5.4 Contribution to Knowledge

This study is of significance and valuable to the PR department of The Federal Polytechnic, Ilaro and other academic institutions and various organisations, policy makers and government in developing an effective public relations strategies and crisis management techniques that will help in organisational performance.

5.5 Area of Further Studies

This study is focused on The Federal Polytechnic Ilaro, it is therefore suggested that public

relations strategies and crisis management techniques in other academic institutions could be examined for further studies so as to determine how crises are resolved and managed in such institutions of learning.

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Unpublished Thesis

Aleyi, I. G. *Public Perception Of The Role Of Public Relations in The Implementation of N- Power in Benue State*. A Masters Thesis Submitted to the Department of Mass Communication, Igbinedion University, Okada, 2021

Anani-Bossman, A.A. "Developing a Framework for Public Relations Practice: A Study of the Financial Services Sector in Ghana." A PhD Dissertation University of South Africa, 2019

Al-Marri, H. M. H. *Strategic Planning and Its Role in Crisis Management*. Ph.D thesis, Sudan University of Science and Technology, 2014

Itodo, G.A. *Public Perception of The Role of Public Relations In The Implementation of N- Power In Benue State*. Masters Thesis, Department Of Mass Communication, Okada, Igbinedion University, 2021

Kyere-Duah, D. Evaluating Public Relations Strategies of Tertiary Institutions: A Study of Technical Universities in Ghana. A Masters Thesis Submitted to School of Graduate Studies And Research, Ghana Institute of Journalism, 2021

Olang, B. A. *The Influence of Conflict Management on Organisational Performance: A Case Of Stimasacco Society Limited* (Doctoral dissertation, United States International University- Africa). 2017

Randiek, K. *Role of Online Crisis Response Strategies on Organisational Reputation at Kenya Power and Lighting Company* (Doctoral dissertation, United States International University- Africa). 2019

Ridwan, M. *Strategic Planning Practices. An Empirical Study In The Indonesian Banking Industry*. Doctoral dissertation, University of Southampton 2015

QUESTIONNAIRE
QUESTIONNAIRE ON PUBLIC RELATIONS STRATEGIES IN CRISIS
MANAGEMENT AND PERFORMANCE OF ORGANISATIONAL
OBJECTIVES OF THE FEDERAL POLYTECHNIC ILARO, OGUN STATE

Dear Respondents,

The research is a Masters research of Lead City University, Ibadan carrying out a research topic on the “**Assessment of Public Relations Strategies in Crisis Management and Organisational Performance of the Federal Polytechnic Ilaro, Ogun State**”. The study is designed purely for academic purpose. Every information will be kept confidential.

Thanks.

Section I (Measure of Demographic Variables)

Personal Data (Staff)

Instruction: Please, tick the option which is applicable to you

1. Gender (a) Male () (b) Female ()
2. Age (a) Less than 25 years () (b) 26-35 years () (c) 36-45 years () (d) 46-55 years () (e) Above 55 years ()
3. Educational Qualification (a) NCE/OND () (b) BSC/HND () (c) Post graduate ()
4. Category (a) Teaching Staff () (b) Non-Teaching Staff () (c) Non-Teaching Junior Staff ()
5. School/Department
6. Length of Service (a) 1-5 years () (b) 6-10 years () (c) 11-15 years () (d) More than 15 years ()

Personal Data (Students)

Instruction: Please, tick the option which is applicable to you

1. Gender (a) Male () (b) Female ()
2. Age (a) 18-22 years () (b) 23-35 years () (c) Above 25 years ()
3. School/Department
4. Class (a) ND I () (b) ND II () (c) HND I () (d) HND II ()

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Section II: Public Relations Strategies

Please indicate the extent to which you agree with the following statements by using a scale of 1 to 5 where 1 = strongly disagree and 5 = strongly agree. Please tick (✓) which best describes your opinion of the statement

Statement	Strongly Disagree	Disagree	Undecided	Agree	Strongly Agree
1. News Release between relevant parties is one of the PR strategies used at the Federal Polytechnic, Ilaro					
2. Prompt Press release helps to douse tension during crisis at the Federal Polytechnic, Ilaro					
3. Adoption of Newsletters in problem solving had been helpful					
4. Use of News flash had been helpful in managing crisis					
5. Use of media chat in managing conflict is helpful					
6. Management use Press conference in managing conflict.					
7. Management adopts Congregational meetings in dousing crisis or conflict resolution at the Federal Polytechnic, Ilaro					
8. Management makes use of WhatsApp platforms in management of conflicts at the Federal Polytechnic, Ilaro					
9. Management adopts compromise/dialogue in solving conflict at the Federal Polytechnic, Ilaro					
10. Management adopts delay or negligence in managing conflicts at the Federal Polytechnic, Ilaro					

Section III: Causes of Crisis

Please indicate the extent to which you agree with the following statements by using a scale of 1 to 5 where 1 = strongly disagree and 5 = strongly agree. Please tick (✓) which best describes your opinion of the statement

Statement	Strongly Disagree	Disagree	Undecided	Agree	Strongly Agree
1. Poor staff welfare contributes to crisis in the Federal Polytechnic, Ilaro					
2. Poor students' welfare is one of the major causes of crises in the Federal Polytechnic, Ilaro					
3. Extra fees imposed by management contributes to crises in the Federal Polytechnic, Ilaro					
4. Poor hostel condition in the Federal Polytechnic, Ilaro can result to crises					
5. Lack of Social amenities on campus for students in the Federal Polytechnic Ilaro can result to crises					
6. Cultism among students can result to crisis					
7. Non- payment of outstanding allowances and salaries of staff can lead to crisis					
8. Draconian measures by management of Federal Polytechnic, Ilaro can lead to crisis					
9. Use of drugs among students can result to crises					

Section IV: (Existing Methods of Handling Crisis)

No.	Statement	SA	A	D	SD	Undecided
1	Dialogue between parties involved in conflict or crisis is one of the existing methods of handling crisis at the Federal Polytechnic Ilaro					
2	Use of autocratic/force in managing crisis is one of the existing methods of handling crisis at the Federal Polytechnic Ilaro					
3	Invitation of armed security personnel to manage crisis is a method of handling crisis at the Federal Polytechnic Ilaro					
4	Involvement of community leaders in resolving crisis					
5	Involvement of religious leaders in resolving crisis					

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Section IV: (Factors that influence management attitude to crisis)

S/ N	Statement	SA	A	D	SD	Undecided
1	Management's ability to listen and tolerate divergent views from committees set up to promote students' welfare					
2	The authoritarian approach of the Management of students' grievances					
3	The use of avoidance (ignoring the situation) by the school authority					
4	School authorities often employ inappropriate approach to solve students' crises in the institution					
5	School authority's handling of students' grievances by overlooking their demands					

A. BIO DATA

CURRICULUM VITAE

Name: **JIBOKU, Olubisi Olusola**

Date Of Birth: 16th May, 1970

Sex: Female

State Of Origin: Ogun State

Local Government Area: Yewa South Local Government Area

Nationality: Nigerian

Marital Status: Married

Number: Three

Religion: Christianity

Postal Address: Department Of Mass Communication, The
Federal Polytechnic, Ilaro
Pmb 50, Ilaro, Ogun State, Nigeria.

Permanent Home Address: Elshaddai House, 9 Temidire Quarter,
Poly Express Road, Ilaro, Ogun State

E-Mail Address: Solajiboku2008@Gmail.Com,
Olubisi.Jiboku@Federalpolyilaro.Edu.Ng

Phone No.: 07034263353

Present Status: Lecturer Iii

Date Of Last Promotion: 2018

B. EDUCATIONAL INSTITUTIONS ATTENDED WITH DATES)

1. National Open University of Nigeria, Abuja 2014-2019
2. University of Ibadan, Ibadan, Oyo State 2001-2002
3. Nigerian Institute of Journalism, Ogba-Ikeja, Lagos State 2009-2010
4. The Redeemed Bible College, Lagos 2009-2010
5. Christ The Redeemer's Ministry School of Disciples 2006-2007
6. Polyconsult Computer Training School, FPI 2006

7.	The Federal Polytechnic, Ilaro, Ogun State	1995- 1998
8.	The Federal Polytechnic, Ilaro, Ogun State	1987- 1993
9.	Lagos Anglican Girls Grammar School, Surulere, Lagos State	1982- 1987

C. EDUCATIONAL QUALIFICATIONS OBTAINED

1.	Master of Science (Mass Communication), Lead City University, Ibadan, Oyo State (in view)	
2.	Bachelor of Science (Mass Communication)	2020
3.	Post Graduate Diploma in Education (Passed)	2002
4.	Post Graduate Diploma in Public Relations/Advertising (Upper Credit)	2010
5.	Post Graduate Diploma in Theology (Distinction)	2010
6.	Post Graduate Course in School of Disciples (Passed)	2007
7.	Computer Skills Certificate (Upper Credit)	2006
8.	National Youth Service Corps	2000
9.	Higher National Diploma in Secretarial Studies (Distinction)	1998
10.	Confidential Secretary IV, III, II (Lower Credit)	1992
11.	West African School Certificate	1987

D. MEMBERSHIP OF PROFESSIONAL BODIES

- Fellow, National Institute of Office Administrators and Information Managers (NIOAIM)
- Member, Nigerian Institute of Training and Development
- Member, Nigeria Institute of Professional Secretaries
- Member, The Institute of Business Strategy
- Member, Ladies in Sports (FPI)
- Member, Women in Technical Education (WITED), (Ilaro Chapter)
- Member (NIPR) in process

E. WORK EXPERIENCE

<i>LECTURER III</i>	THE FEDERAL POLYTECHNIC, ILARO PERIOD 2021 – DATE
<i>ACEO (PR) PERIOD</i>	THE FEDERAL POLYTECHNIC, ILARO 2017 – 2018
<i>CEO (PR)</i>	THE FEDERAL POLYTECHNIC, ILARO

PERIOD 2018 -2021

PART-TIME LECTURER THE FEDERAL POLYTECHNIC, ILARO
PERIOD 2008-2012; 2021-DATE

Teaching Area

1. English for Mass Media
2. Feature Writing
3. Public Relations
4. Advertising
5. Speech Writing

Research Interest

1. Public Relations
2. Media Relations
3. Conflict Management

F. ADMINISTRATIVE EXPERIENCE

1. Assistant Departmental Examination Officer 2021-Date
2. Departmental NYSC Coordinator 2021-Date
3. Deputy Public Relations Officer 2017-2021

G. MEMBERSHIP OF COMMITTEES IN THE FEDERAL POLYTECHNIC, ILARO

1. Secretary, Federal Polytechnic Ilaro Newsletter Editorial Board 2017-2021
2. Member, Publicity Sub-Committee of the Polytechnic Ceremonies' Committee 2017
3. Member/Secretary, Committee on Landscaping and Beautification of the Polytechnic 2020-Date
4. Member, Departmental Promotions Committee 2023
5. Member, Committee on Endowment, The Federal Polytechnic, Ilaro, Ogun State 2023
6. Pioneer Public Relations Officer, Women in Technical Education, Nigeria, Ilaro Chapter
7. Member, Ladies in Sports Association, the Federal Polytechnic, Ilaro
8. Member, Committee on SIWES Cordination, Department of Mass Communication, the Federal Polytechnic, Ilaro

H. SERVICES OUTSIDE THE FEDERAL POLYTECHNIC, ILARO

1. National General Secretary, The Federal Polytechnic Ilaro Alumni Association 2022-Date
2. Former Member/Treasurer, PTA (Grait International College, Ota) 2012-2020
3. Member and Secretary (Association of Wives of Pastors in Charge of

4. Provinces/APICPs in the Redeemed Christian Church of God) 2017
till date
5. Member/Treasurer, Association of Wives of Zonal and Area Pastors in the Redeemed Christian Church of God, Ogun Province 7 1998 – 2017

I. PUBLICATIONS

Published Journals Articles

1. Oduwobi E. R. & Jiboku O. O. (2022): Appraising the Role of Social Media in Promoting Gender Equality. *International Journal of Academic Multidisciplinary Research (IJAMR) volum 6.282-287.*
2. Jiboku, O .O. & Olubiyi, P. (2021). Review of the Challenges and Prospects of the Media in Fostering National Development in Nigeria: The Socio-Ethical Way Forward. *International Journal of Social Sciences and Conflict Management, 6(1).62-69.*
3. Jiboku, O. O. (2021). Role of Mass Media in Curbing Domestic Violence against Women during COVID-19 Pandemic Lockdown in Nigeria. *Journal of Communication and Media Technology. 4(1 & 2),267-281.*

Conferences Attended with Papers Presented

1. Jiboku, O.O. & Dokunmu, O. O. (2022). Radio Educational Programmes and their impact on Rural People in Ilaro, Ogun State. A Paper presented at the *2nd National Conference, School of Communication and Information Technology held at Oloyo International Conference Centre, The Federal Polytechnic, Ilaro, Ogun State from 19th-20th July, 2022.*
2. Jiboku, O.O. (2022): Role of Women in Politics and National Development: The Case of Ogun West Senatorial District. A. Paper Presented at the *8th International Conference, WITED Nigeria held at Yaba College of Technology from 29th November-2nd December, 2022.*
3. Jiboku, O.O., Chapi, H O. & Oderinde, M.O. Small Scale Business as a Tool for Enhancing Economic Growth of Rural Women in Ilaro/Yewa South Local Government, Ogun State. A Paper Presented at the 1st National Conference of WITED, Ilaro Chapter held at *International Conference Centre, The Federal Polytechnic, Ilaro, Ogun State from 13th-16th August, 2019.*

Unpublished Research Works

1. Jiboku, O.O. (2018): "Assessment of Public Relations Tools for Enhancing of Industrial Harmony in Educational Institutions", B.Sc. Mass Communication,

NOUN, Abuja.

2. Jiboku, O.O. (2010): "The Impact of Public Relations on Tertiary Institutions". Post Graduate Diploma in Public Relations, Nigerian Institute of Journalism, Ogbalagos.
3. Jiboku, O.O. (2010): "The Role of Women in the Contemporary Church". Postgraduate Diploma in Theology, The Redeemed Christian Bible College, Lagos-Ibadan Express Road, Ilaro, Ogun State.
4. Jiboku, O.O. (2010): "The Impact of Effective Communication on the Achievement of Organisational Objectives". HND (Secretarial Studies, FPI.

Conferences, Workshops and Seminars Attended with Dates

1. 3rd International Conference, The Federal Polytechnic, Ilaro held at the International Conference Centre, the Federal Polytechnic, Ilaro on 16th–17th August, 2022.
2. Technical Training for Poly Ilaro Television Operation for Academic Staff in the Department of Mass Communication FPI held at the Mass Communication Studio Conference Room, the Federal Polytechnic, Ilaro on 25th October, 2022.
3. Training Workshop on Setting e-examination Questions held at the International Conference Centre, the Federal Polytechnic, Ilaro on 14th December, 2022.
4. Annual Leadership Empowerment Conference on Leading Growth held at the RCCGYouth Centre, Redemption Camp on 30th October – 2nd November, 2022.
5. Advanced Digital Training for Tertiary Institutions (ADAPTI) held from organised by Digital Bridge Institute - October, 2017.
6. Training Workshop on improving the Registry Efficiency and Effectiveness, organised by the Registry Staff Development Committee held at the International Conference Centre, the Federal Polytechnic, Ilaro on 25th -26th January, 2017.
7. Annual Leadership Empowerment Conference on Leading Growth held at the RCCGYouth Centre, Redemption Camp, 30th October – 2nd November, 2017.
8. Training Workshop on "Inclusion: Strategy for Cooperative Economic Revitalization" organised by CICS, FPI & Ministry of Community Development & Empowerment. Ilaro held at the International Conference Centre, the Federal Polytechnic, Ilaro, Ogun State. December, 2017.
9. Ladies in Sports Association. Workshop on Health held at the Multipurpose Hall, the Federal Polytechnic, Ilaro in September, 2016.
10. Retreat on Management Imperatives in a Globalised Economy organised by School of Management Studies, FPI held at University of-Ghana, Legon,

Accra Ghana on 30th September-30th October, 2015.

11. "The Psychology of Human Relationship at Work" - Annual National Conference of Professional Secretaries. Lagos. October, 2011.
12. "Challenges of Cooperative Investment as a Tool for Economic Development & Empowerment organised by CICS, FPI & Ministry of Community Development & Empowerment. Ilaro, Ogun State. May 2011.

J. AWARDS AND HONOURS

1. Director's Prize for the Best Student in the School of Management Studies, 1997/98 Academic Session,
2. Head of Department's Prize for the Best Student in the Department of Secretarial Studies, 1997/98 Academic Session.
3. Proficiency Testimonial from Presidential Visitation Panel, (1999-2003) 2004

K. CONTRIBUTION TO THE SOCIETY

1. Secretary, Senior Pastors' Wives, Region 32, Abeokuta, the Redeemed Christian Church of God (2021-Date).
2. Matron, Gospel Student Fellowship, the Federal Polytechnic, Ilaro (2020-Date).
3. Matron, Cornerstone Parish, the Redeemed Christian Church of God, Ilaro, Ogun State (2022-date).
4. Women Leader, Temidire Community Development Association (CDA), Ilaro, Ogun State. (2000-Date)

L. EXTRA CURRICULUM ACTIVITIES

READING, WRITING, COOKING, TRAVELLING AND MEETING PEOPLE

REFEREES

1. DR. C.B. IRO-IDORO DEPUTYRECTOR, ACADEMICS
THE FEDERAL POLYTECHNIC, P.M.B. 50 ILARO OGUN STATE, NIGERIA
08037133216
2. MR. SOLA ABIALA
THE DEPUTY REGISTRAR (PUBLIC RELATIONS) THE FEDERAL
POLYTECHNIC, P.M.B. 50 ILARO OGUN STATE, NIGERIA
08065508881
3. PASTOR OLUFEMI OGBONTIBA

PASTOR IN CHARGE OF PROVINCE (PICP)
THE REDEEMED CHRISTIAN CHURCH OF GOD OGUN PROVINCE 15,
ABEOKUTA
OGUN STATE 08038170121

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