

# **GHANA INSTITUTE OF JOURNALISM**

**SCHOOL OF GRADUATE STUDIES AND RESEARCH**

**PUBLIC RELATIONS PRACTICE IN THE SECURITY SERVICES: A  
COMPARATIVE STUDY OF THE GHANA POLICE SERVICE AND THE GHANA  
ARMED FORCES**

**BY**

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This project work is dedicated to the Almighty God for his guidance throughout my study at the Ghana Institute of Journalism, School of Graduate Studies and Research. I also dedicate this project work to the Public Affairs Directorate of the Ghana Police Service (PAD) and the Ghana Armed Forces Directorate of Public Relations (DPR) for their assistance.

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## STUDENT'S DECLARATION

I hereby declare that this submission is my own work towards the Master of Arts Degree in Development Communication and to the best of my knowledge; it contains neither material previously published by another person nor material which has been accepted for the award of any degree of the University, except where due acknowledgement has been made in the text.

.....

Date.....

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## SUPERVISOR'S DECLARATION

I hereby declare that the preparation and presentation of the dissertation was supervised by me in accordance with the guidelines on supervision of dissertation laid down by the Ghana Institute of Journalism.

Supervisor's Signature: ..... Date.....

Name: Dr. Mrs. Mavis Essandoh.

## **LIST OF ABBREVIATIONS**

GAF: Ghana Armed Forces

GPS: Ghana Police Service

PR: Public Relations

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## **ABSTRACT**

This study sought to assess Public Relations practice in the security services, using the Ghana Police Service and the Ghana Armed Forces as the study organisations. The study sought to achieve three specific objectives; compare the position of Public Relations in the Ghana Police Service and the Ghana Armed Forces identify the roles played by the Public Relations practitioners in the Ghana Police Service and the Ghana Armed Forces, investigate and describe the communication strategy employed by Public Relations departments in the Ghana Police Service and the Ghana Armed Forces, as well as find out the challenges the Public Relations departments face in the Ghana Police Service and the Ghana Armed Forces. The study employed the descriptive research design. The use of this type of design helps to accurately describe a population, situation or phenomenon. The population from which the sample was drawn consisted of all those service staff (both GPS and GAF) living in the Greater Accra Region and having an understanding of how the institutions public relations work. The study sampled 50 respondents through the simple random sampling technique. The questionnaire was the main instrument used in collecting data. Lastly, the Statistical Package for Social Sciences (SPSS) was used to perform the analysis. The design employed helped in identifying the fact that the Public Relations of the Ghana Armed Forces and the Ghana Police Service work with the institutions' public information structures, and that Public Relations officers are attached to developing and managing the institutions communication strategy among others. The study also revealed poor financing of the institutions of Public Relations department and the politicization of the issues of the institutions due to the nature of the politics as the challenges confronting the Public Relations department. The study thus recommended the need for proper budgetary allocations to be made in order to help Public Relations department play their role effectively.

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# CHAPTER ONE

## INTRODUCTION

### 1.0 Background of the Study

The intellectual body of knowledge of Public Relations has grown significantly over the years both globally and in Ghana; the profession continues to evolve toward establishing itself as a strong discipline (Wilson & Supa, 2013). Unfortunately, the growth and development has occurred more quickly in other parts of the world than it has in Ghana. Nevertheless, Public Relations, both as a practice and an academic discipline, has received a lot of attention in Ghana and seen significant growth. Typical Public Relations functions, such as issues management and media relations are being identified and handled by public Relations departments in organisations and practitioners are receiving the required training to excel both locally and internationally (Opoku-Amankwa, 2016).

In the contemporary, competitive world of business/brand competition, the ability to create and maintain a positive corporate reputation has become an invaluable asset. It is this truism which inspired Macnamara (1999) to assert that the days of public relations practitioners performing solely press agency roles are over. The reason, being that an organisation thrives on the goodwill of its multiple stakeholders to remain competitive (Blair et al., 2012). This makes the management of stakeholder relationships an essential factor in organisational success; as such management is done by its Public Relations (PR) (Ni, 2016). In the same way, Public Relations practitioners need to prove themselves valuable by making strategic contributions towards the realisation of an organisation's goals and objectives. To do this effectively, Public Relations practitioners must demonstrate the capacity to provide analytical insight and professional direction on the choices and consequences of corporate decisions on potential audiences. Rawjee, Veerasamy and

Gqamane (2012) espoused that organisations need to recognize the value of placing public relations at the boardroom table as strategic business partner and critical part of business planning and operations (Rawjee et al., 2012).

Globally, the profession has gained recognition as compared to the period where certain scholars (Cameron & Lariscy, 1998). Watson and Sallot (2001) also argued that it was yet to be identified as a profession. The growth of public relations can be attributed to the presence of institutional structures to define its practice and legitimise it (Curtin & Gaither, 2007). Just as economic liberalisation has transformed public relations in countries like the United Arab Emirates (UAE) and China (Badran, Turk & Walters, 2013), it is important to identify whether it has transformed the practice in Ghana.

Ghana's economic liberalisation has created the opportunity for several organisations in various industries to thrive. These organisations' aim of building and maintaining a good image leads them to employ public relations officers to help establish a pleasant relationship between the organisation and its publics (Broom & Smith, 2011). The proliferation of the Ghanaian media since the late 1990s has given Public Relations (PR) practitioners several options to use to reach their publics easily (Gyan, 2016). The opportunity created for Public Relation practitioners in organisations has also increased the number of tertiary institutions which teach public relations in Ghana. With the given background, the study sought to empirically investigate the public relations practice in the security services; using the Ghana Police Service (GPS) and Ghana Armed Forces (GAF) as the study institutions.

## **1.1 Statement of the Problem**

The role of public relations in service institutions varies widely. The the diversity of goals and activities in such institutions are thus greater due to the enormous role they play in ensuring the growth and survival of organisations. The service institutions, and virtually every facet of institutions is closely tied to and reliant upon Public Relations (Cutlip, Center & Broom, 2015). This therefore calls for Public Relations practice to be given serious consideration in terms of budgetary allocations, staffing, positioning, and recognition. However, according to Ogot and Ochieng (2012), Public Relations units in many institutions such as the Ghana Police Service and the Ghana Armed Forces are not well-established. The units exist as small offices, with inadequate facilities and often rely on other offices for equipment. Further, some Information Officers who work as public relation officers (PROs) lack adequate training and are usually not prepared to undertake their duties as service public relations officers (Ombara, 2014). Ombara further noted that Public Relations officers are often ignored as they do not qualify as managers. Often, they cannot articulate institutions' policy. It is, therefore, against the problem highlighted, that this study sought to comparatively assess the public relations practice in the security services in Ghana; using the Ghana Police Service and the Ghana Armed Forces as the study institutions.

## **1.2 Research Objectives**

The main objective of this study is to assess Public Relations practice in the security services: The study sought to accomplish the following specific objectives:

1. To compare the position of Public Relations in the Ghana Police Service and the Ghana Armed Forces.

2. To identify the roles played by the Public Relations practitioners in the Ghana Police Service and the Ghana Armed Forces.
3. To investigate and describe the communication strategy employed by Public Relations departments in the Ghana Police Service and the Ghana Armed Forces.
4. To find out the challenges the Public Relations departments face in the Ghana Police Service and the Ghana Armed Forces

### **1.3 Research Questions**

1. What is the position of the Public Relations in the Ghana Police Service and the Ghana Armed Forces?
2. What are the roles played by the Public Relations practitioners in the Ghana Police Service and the Ghana Armed Forces?
3. What are the communication strategies employed by the Public Relations departments in the Ghana Police Service and the Ghana Armed Forces?
4. What are the challenges the Public Relations departments face in the Ghana Police Service and the Ghana Armed Forces?

### **1.4 Significance of the Study**

The significance of this study is to deepen awareness of the strategic role that public relations plays in an institution's effectiveness, culminating in the overall success of an organization.

The study seeks to offer a better understanding of the issues involved in the Public Relations practices and offer proactive recommendations to strategic Public Relation practitioners. Based on

the findings of this study, The Ghana Police Service (GPS) and the Ghana Armed Forces (GAF) through their Public Relation Departments will be provided with guidelines and recommendations to increase the quality of its Public Relations through a well-structured Public Relations strategies or plans.

Additionally, it is the anticipation that the findings of this study will help Management of these institutions to understand and better appreciate the importance and impact Public Relations has on the overall success of the institutions. Furthermore, it is envisaged that the relevant recommendations will help to properly design, implement and maintain strategies to manage the institutions' public relations for optimum organisational wellbeing and performance.

Finally, the research will not only add to the already existing literature done in this area but will also increase further research into organisations' public relations strategies at the various levels within those institutions.

### **1.5 Scope of the study**

This study focuses on the Ghana Police Service and the Ghana Armed Forces in the Greater Accra Region of Ghana. On account of the nature of the study, the study was restricted to the Technical Class comprising of senior ranks and the middle ranks. The under studied institutions were chosen due to the fact that they are the two key government institutions responsible for the maintenance of law and order in Ghana; and undertaking the study across varied settings can placed significant financial and psychological burden on the researcher as well as the quality of work.

## **1.6 Organisation of the Study**

This study is divided into five chapters. Chapter one seeks to discuss the background study, the problem statement, research questions and objectives, relevance to contemporary social settings, scope as well as how the study is organised.

Chapter two discusses the relevance of the study to existing literature and also provides literature referencing and review done on the topic. The chapter also discusses a number of theories that help to explain the concept of Public Relations, as well as a review varied empirical studies.

Chapter three presents a suitable research design and the processes involved during data collection. The chapter also provides a discussion on the techniques used in data analysis as well as the tools used to acquire such data.

Chapter four provides an analysis of data as well as a discussion on the results of the analysis run on the study.

Chapter five provides the summary, conclusions and some pertinent recommendations.

## **1.7 Chapter Summary**

This chapter discussed the background study and the problem statement. The chapter also presented the research objectives and questions as well as a presentation of the study's significance to the practice of Public Relations and the academia.

The next chapter will discuss the theoretical underpinnings of the study as well as review related literature to position the present study in the existing body of knowledge.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.0 Introduction**

This chapter discusses the relevance of the study to existing literature. The review under this chapter covers two dimensions, the theoretical as well as the empirical literature. The theoretical review covers issues pertaining to concepts and theories; while the empirical literature covers original research (such as scientific experiments, surveys, and research studies). They are also studies based on experience and observation, rather than on systematic logic.

#### **2.1 Conceptual Framework**

##### **2.1.1 Meaning and Concept of Public Relations**

There have been many definitions of Public Relations based on how it functions in organisational settings. Understanding these definitions may strengthen the professionalism of this discipline. Thus, Public Relations practitioners must play an integrative role in empowering an organisation to build a favourable relationship between an organisation and its constituencies. The definitions of public relations can be divided into five important aspects: Management function and mutual understanding, communication function, two-way communication, persuasion, and reputation (Thompson, 2015). Most scholars have emphasised ‘management function and mutual understanding’ as an effect in their definitions of public relations. For example, *Public Relations News*, a commercial newsletter, reports that: Public relations is the management function which evaluates public attitudes, identifies the policies and procedures of an individual or an organisation with the public interest, and plans and executes a programme of action to earn public understanding and acceptance (Cutlip, Cameron & Sallo, 2000).

Additionally, the distinctive management function which helps establish and maintain mutual lines of communication, understanding, acceptance and cooperation between an organisation and its publics; involves the management of problems or issues; helps management to keep informed on and responsive to public opinion; defines and emphasises the responsibility of management to serve the public interest; helps management keep abreast of and effectively utilise change, serving as an early warning system to help anticipate trends; and uses research and sound and ethical communication as its principal tools (Cutlip et al., 2000).

In addition, the British Institute of Public Relations (BIPR) states that, ‘public relations is the deliberate, planned, and sustained effort to establish and maintain mutual understanding between an organisation and its public’ (Grunig & Hunt, 1984). Two European countries have also stressed the aspect of mutual understanding in their definitions. For instance, the Deutsche Public Relations Gesellschaft of the Federal Republic of Germany describes Public Relations as ‘the conscious and legitimate effort to achieve understanding and the establishment and maintenance of trust among the public on the basis of systematic research’ (Wilcox, Wimmer & Dominick, 1998). Similarly, the Dansk Public Relations Klub of Denmark clearly defines public relations as ‘the sustained and systematic managerial effort through which private and public organisations seek to establish understanding, sympathy, and support in those public circles with which they have or expect to obtain contact’ (Wilcox et al., 1998).

Public Relations practice has become an essential part of modern life and has settled down to making an important contribution to governments, industry, the community, and many other fields (Black, 2017). He further noted that the purpose of Public Relations practice is to establish a two-way communication mechanism to resolve conflicts of interests by seeking common ground or areas of mutual interest, and to establish understanding based on truth, knowledge and full

information. The scale of activity to promote good Public Relations vary considerably according to the size and nature of the interested parties, but the philosophy, the strategy and the methods are very similar whether the Public Relations programme influences international understanding or to improve relations between a company and its customers, agents and employees (Aronoff & Baskin, 2013).

The most basic function of Public Relations is to contribute to the achievement of programme goals, as well as enhanced institutions responsiveness. The intellectual body of knowledge of public relations has grown significantly over the years both globally and in Ghana; the profession continues to evolve toward establishing itself as a strong discipline (Wilson & Supa, 2013). Unfortunately, the growth and development has occurred more quickly in other parts of the world than it has in Ghana. Nevertheless, public relations, both as a practice and an academic discipline, has received a lot of attention in Ghana and seen significant growth. Typical public relations functions, such as issues management and media relations, are being identified and handled by public relations departments in organisations and practitioners are receiving the required training to excel both locally and internationally (Opoku-Amankwa, 2016).

### **2.1.2 Evolution and Historical Perspective of Public Relations**

The history of modern Public Relations (PR) and its evolution can be grouped into four stages; these stages eventually became the four models of Public Relations. These are the eras of press agency and publicity, public information, two-way asymmetrical and the two-way symmetrical models (Grunig & Hunt, 1984). The early and mid-19th century was the era of press agency/publicity. This era of PR is marked by boastful claims and winning support irrespective of the means. Techniques of press agency were predominant during the American Revolution and

subsequent conflicts or situations when it became necessary to garner public support or power (Lattimore, Baskin, Heiman & Toth, 2004). During this period, Public Relations was basically propaganda. Phineas Taylor Barnum, one of American businessmen, showman and entertainer was associated with this era.

The late 19th century was the journalistic/public information era. Lattimore et al. (2004) thus noted that this was because of societal conditions such as the American industrial revolution and the growth of newspapers which was to serve the growing American middle-class market. The industrialisation introduced changes such as government regulations, expanding suffrage, trade unions, Corporate Social Responsibility (CSR), workers' rights and in the structure of society which required public relations expertise (Lattimore et al., 2004). During this period, it became necessary to pay attention to how one's story was told. Public Relations was therefore meant to secure favourable media coverage by providing information that was generally true and accurate. The works of Ivy Ledbetter Lee (considered the father of modern public relations) symbolised this era of public information. The era of scientific persuasion was during the First World War and the period immediately after the war (Lattimore et al., 2004). Grunig (1992) revealed that this era marked the beginning of the scientific approach to PR which is the conducting of research. Although communication was two-way unlike press agency and public information, feedback from research was to help the organisation change the perception of the public while the organisation continued to behave the same way. Grunig and Hunt (1984) also named this practice the two-way asymmetrical approach. Edward L. Bernays, a pioneer American publicist, was one notable practitioner who employed the scientific persuasion in his work. The fourth and last era, the two-way symmetrical approach was derived from the writings of Ivy Lee, Edward Bernays and John Hill (Grunig & Hunt, 1984). This era was marked by the principle of truth-telling,

understanding between client and publics facilitated through research and a mutually beneficial relationship between the organisation and its publics (Grunig, 1992). These days, the approaches of Public Relations which mark the various stages of development are all practised, at least in the European and North American literature (Sriramesh, 2009).

Odedele (2012) noted that the history of public relations practice in Africa can be classified into ancient and modern practices. The ancient practice encapsulates the pre-colonial practice of PR and mainly focused on “how to record and communicate information about religion and government” (Odedele, 2012). This involved the use of written scripts such as hieroglyphic and papyrus scrolls to record and transmit information. He further noted that some of the communication tools and media that were in use included gong, talking drum, moon-light storytelling, folk tales telling, village square gathering, sporting activities. The modern practice comprised the colonial and post-colonial practice of the profession, which was heavily characterised by the four public relations models of press agentry, public information, two-way asymmetrical and two-way symmetrical.

Otubanjo and Umajo (2010) conducted a study which traced the history and development of modern public relations practices in Nigeria over a hundred and fifty (150) year period, 1859 to 2009. This objective was achieved via a conceptual review of existing academic and professional literature concerning Nigerian media history, public relations management, business studies and mass communication studies.

In Ghana, the Institute of Public Relations, Ghana (IPR) has played a key role in ensuring that the public relations profession in Ghana is respected and held in high esteem. The profession has moved from the pre-independent era where public relations duties were carried out largely by expatriate information officers (Gyan, 1991) to an era where Ghanaians are able to acquire

adequate knowledge and skills to run public relations departments in both Ghanaian and multi-national organisations. The public relations in Ghana have evolved from being an expatriate duty which was handed over to the local information officers after independence to a full-fledged department in many organisations.

After Ghana's independence in 1957, the Information Services Department (ISD) was in charge of providing information, press and public relations services for all government ministries and departments (Gyan, 1991). The Information Services Department (ISD) which was formerly known as the Ghana Information Service recruited and trained personnel to perform the role of information officers at the various ministries. Most of these local hires were journalists by profession and therefore had no Public Relations training although they performed PR functions, (Gyan, 1991). At that time, Public Relations was practiced mainly at the ministries and the large multinational companies who had well established PR departments. Practitioners started receiving training when the Ghana Institute of Journalism (GIJ) was put up to train Public Relations practitioners and Journalists. GIJ became the first school in Ghana to train PR practitioners (Gyan, 1991).

The Public Relations Association of Ghana (PRAG) was formed in 1971 by Hermann Alah and a small group of other practicing journalists-turned public relations practitioners (Atawura, 2010). Gyan (1991) stated that the association was formed to better improve the profession because it was not recognized by many organisations at that time. Most of the organisations who regarded PR had also subsumed it under other departments. The Institute of Public Relations, Ghana (IPR) is the sole professional body for Public Relations practitioners in Ghana. As part of its roles, IPR exists to provide a professional structure for the practice of Public Relations and to enhance the ability and status of its members as professional practitioners (Amoakohene, 2015). The Institute was

established in 1972 as the Public Relations Association of Ghana (PRAG). A new Constitution, Code of Ethics, Code of Professional Standards and Byelaws transformed PRAG into the Institute of Public Relations, Ghana (IPR) in 1991.

### **2.1.3 Roles played by the Public Relations Practitioners in Organisations**

Public Relations describe the planned and continuous efforts to establish and maintain goodwill and understanding between an organization and its target audience (Skandari, 2004). Words "planning" and "continuous" show that goodwill and understanding itself do not obtained easily and in fact, must "create" and "maintain" and also determine that public relations activities are planned and the purpose of public relations is to create goodwill and understanding (Skandari, 2004). Organisations throughout the world need to understand the value of public relations in an effort to meet institutional goals and objectives. More specifically, the overall organisational strategic plan needs to incorporate public relations initiatives within the short/long term planning to avoid internal/external communication mishaps (Public Relations Society of America, 2013).

The role of the corporation in the social area of sustainability is based on socially responsible investments (Epstein, 2008). These are “value chain social impacts that are affected by the organisation’s activities and social dimensions of competitive context that affect the drivers of competitiveness where the organisation operates” (Epstein, 2008). Public Relations is directed toward stakeholder groups and investment/financial centers. Penning (2007) stated that Public Relations is a critical component when it comes to public reporting, the economy, equality, and environment.

The role of the corporation within its internal environment area is to operate under ethical and legal auspices, respect the equity between work and compensation/benefit, implant motivational

forces that need to increase human resources work satisfaction, and provide opportunities for growth and development within its structure (Dunphy, Griffiths, & Benn, 2003). Public relations, in the internal environment area, are directed to both the entire organisation and to its individual departments and units. Internal communication and good internal communication channels are of paramount importance in conducting planned changes and overall organisational development emphasised the “development of employee capital and corresponding competencies and have acknowledged their importance for long-term competitive advantages” (Dunphy, Griffiths, & Benn, 2003).

It is also important to note that public relations is promoting mutual understanding with audiences and with confidence and strong reasoning and logic while safeguarding organisation interests, protect from the public interest, governments and other organisations (Botan, 2006). It is also important to note from the above discussion that public relations role in businesses is very significant for the achievement of organisational goals and objectives. It is therefore important for businesses to consider the role of public relations as an integral part of the company in many areas most especially the corporate social responsibility initiatives embarked on by the companies. The involvement of PR practitioners in CSR will enhance the image and reputation of companies in the eyes of the public and stakeholders’ wealth will equally be maximised.

One will not be far from right to say that the role of public relations in achieving competitive advantage in organisations is immersed. It helps to establish a favourable links through which organisations and businesses get to their stakeholders. There is clear evidence that companies with a more positive reputation appear to project their core mission and identity in a more systematic and consistent fashion than companies with lower reputation. These organisations try to impart significantly more information, not only about their products, but also about a range of issues

relating to their operations (Cutlip, Center & Broom, 2015). Good corporate reputation is seen as a vital driver of successful organisational relationships with clients, which can have a significant impact on the performance institutions and organisation. Good corporate image can be seen as an important asset that generates goodwill and as such must be maintained. This is true because corporate image is very fragile and extremely difficult to repair. It can be said with certainty that businesses and organisations known for being extraordinary and having well managed reputation will continue to gain the confidence of consumers and eventually achieve competitive advantage. Public relation as a tool in achieving organisation's objectives needs to be exploited by management just to help achieve competitive advantage.

Stroh (2007) maintained that in order to build and enhance healthy relationships between an organization and its publics, it is vital to recognize that many cross-disciplines have been integrated to build a theory of public relations in terms of relationships and relationship management. This idea strengthens the view that public relation is a communication process that maintains mutual benefit for both an organization and its public. Piperopoulos (2013) argued that public relation is a distinctive management function which helps in the understanding, acceptance and cooperation between an organization and its publics. It also involves the problems or issues of the management. Further, public relation helps management to keep informed on and responsive to public opinions; defines and emphasizes the responsibility of management to serve the public interest; helps management to effectively utilize change; serves as an early warning system to help anticipate trends; and uses research and ethical communication techniques as its principal tools.

Finally, Mekonnen (2011) asserted that Public Relations in a number of countries is less significant in the eyes of top-level managements in organizations. As a result, the consistency of the public relations practices may not be on the right track. Despite significant changes in the focus and

practice of public relations during the last decade in such, the concept is still misused and misunderstood. It is often wrongly associated with propaganda, publicity, and manipulation. Hence, Rosenberg (2013) argued that many people wrongly assume that Public Relations is preoccupied with image-making in the sense of creating a false front or cover-up. Although the name public relations is expanding and growing rapidly in many organisations, especially in developed countries, the profession is still suffering from many problems emanating from misunderstanding of the clear roles and functions of the Public Relations, low understanding of the difference between public relations as a discipline on its own, as a management tool, as marketing expert and as a communication process in an organisation.

## **2.2 Theoretical Framework**

These are a number of theories that help to explain the concept of Public Relations. Theories are set of interrelated laws or general principles (hypotheses that have been repeatedly verified) about some aspect of reality (Atawura, 2010). The function of a theory is to explain, predict, and discover systematic relationships between facts. Public Relations practice is anchored on a few theories (Piperopoulos, 2013). Some of these include the excellence theory, the systems theory, and the social systems theory. For this study, the excellence theory and systems theory will be discussed.

### **2.2.1 Excellence Theory**

The excellence theory is a general theory of public relations that resulted from a 15-year study of best practices in communication management funded by the International Association of Business Communicators (IABC) Research Foundation. Three books were published from the research; they include Grunig (1992), Dozier, Grunig and Grunig (1995) as well as Grunig, Grunig and Dozier (2002). The theory describes the different forms of communication between an organisation

and its stakeholders. The theory rests on three key assumptions: The first is publicity or press agent, the second is Public Relations information, the third is asymmetric persuasion, and the last is the two-way symmetrical model.

The theory first explained the value of public relations to organizations and society based on the social responsibility of managerial decisions and the quality of relationships with stakeholder publics. The authors noted that for an organization to be effective, it must behave in ways that solve the problems and satisfy the goals of stakeholders as well as of management (Stakeholder Theory). If it does not, stakeholders will either pressure the organization to change or oppose it in ways that add cost and risk to organizational policies and decisions. To behave in socially acceptable ways, organizations must scan their environment to identify publics who are affected by potential organizational decisions or who want organizations to make decisions to solve problems that are important to them. Then, organizations must communicate symmetrically with publics (taking the interests of both the organization and publics into account) to cultivate high-quality, long-term relationships with them. The interviews with CEOs and senior public relations officers revealed that good relationships were of value to organizations because they reduced the costs of litigation, regulation, legislation, and negative publicity caused by poor relationships; reduced the risk of making decisions that affect different stakeholders; or increased revenue by providing products and services needed by stakeholders (Grunig, 1992; Dozier, et al., 1995; Grunig et al., 2002).

Finally, while the excellence theory is relevant, the problem I have with it, is the possibility of the two-way symmetrical model in real-life situation or context. I find the two-way symmetrical model to be unrealistic since it suggests that organizations should value the interests of their publics more than those of the organization.

### 2.2.2 Systems Theory

Ludwig von Bertalanffy who established the field of study known as the general systems as it is known today best codified this theory (Littlejohn, 1999). A system consists of two or more units that relate to each other in a structural relationship and forming an entity whose elements are functionally interdependent (Abraham, 1991). A system is a set of interacting units that endures through time within an established boundary by responding and adjusting to change pressures from the environment to achieve and maintain goal states. Influential on organisational communication, systems theory explains how and why people form groups, each of which is a system as well as part of a larger system. The systems perspective applies for Public Relations because mutually independent relationships are established and maintained between organisations and their publics. Mersham, Vercic and Warnaby (1995) highlighted that the system's primary function is to maintain itself, therefore the interactions of the system (mechanical, organic, and social) and the environment, ultimately define the system. There are two types of systems, that is, open and closed systems. Open systems exchange energy, material, and information with systems in their environment. Closed systems seal their boundaries and do not exchange energy with their environment (Spicer, 1997; Gregory, 1999). Open systems thus adjust and adapt to environmental demands (inputs from the environment) in order to survive since the ultimate goal of the system is survival. Closed systems on the other hand do not adapt to environmental changes with the result being a stagnation of the system.

According to Gregory (1999, p. 67), and Cutlip, Center and Broom (2000), the exchange of inputs and outputs through boundaries, allowing energy and/or information to pass through is an explanation of the open system. It adjusts and adapts to counteract or accommodate environmental variations. A closed system, however, does not allow any energy or information through its

environment. It therefore does not adapt to external change and eventually disintegrates. This type of system is concerned with the internal work of an organisation. The goal of the system is to survive and therefore interaction with the environment to is necessary to maintain balance.

### **2.2.2.1 Application of Systems Theory to Public Relations**

Pressures can come from many sources in the environment (anything that generates change pressures on a system and includes information, energy, and matter inputs) and PR must anticipate these pressures and deal with them. As counsellors to top executives and line management, the Public Relations staff is charged with keeping the organisation sensitive to environmental changes, anticipating as well as reacting to changes. The organisation is a system. It is made up of several departments that are sub-units or subsystems. The departments (subunits) are interdependent and help in fulfilling the goals and objectives of organisation. Organisations are adaptive systems. They make adjustments based on the response from the environment. They also spend time, resources and effort in monitoring the environment. An organisation can be viewed from a systems perspective. An organisation is composed of interrelated subparts and therefore any single change in a subsystem will affect the entire system. Organisations exist in dynamic environments where it needs to modify its internal processes and restructure itself in response to changing environment. Open systems adapt to accommodate environmental changes and therefore usually affect other units of the organisation as well as the whole system, which is responsive to changes in the environment (Van Heerden, 2004).

The key elements of open systems, according to Katz & Khan in Gregory (1999, p. 267), are input, throughput, output, interdependence, transactional relationship with the environment and

boundaries (Cutlip et al., 2000). Systems receive inputs from the environment that affects its equilibrium and ultimately influence the system's goal. These environmental inputs are often a reaction to a system's outputs. This provides feedback within the system in order to adjust the structure and process of the system so as to reach equilibrium (Cutlip et al, 2000). The focus of systems thinking is on the interaction between the parts (Holmstrom, 1996). An open system develops an inner dynamic by means of an exchange process with its environment. This system can change its state when the environment changes. This can be done without having to completely change the system's structure. Systems therefore control their inner state by their own inner dynamics. An important principle and prerequisite for the closure of the self-creation system is therefore openness. The open systems model helped this research since the study sought to find the input of PROs in government ministries and outside factors that impact on their work.

#### **2.2.2.2 Value of Systems Thinking to Public Relations**

Grunig and Hunt (1984) are of the view that the press agency or publicity Public Relations models operate as if they were in a closed system. Cutlip et al. (2000) contend that closed systems react to outside events and therefore refer to reactive Public Relations programmes. Buckley in Gregory (1999) is of the view that closed systems force a Public Relation practitioner towards a technical role, implementing the decisions made by the dominant coalition. The two-way symmetrical model focuses on shared meaning, which will have behavioural and organisational consequences. For Public Relations practitioners to apply the open systems approach, environmental scanning is essential so as to anticipate changes in the environment. These changes will influence the organisations and the relationships with the stakeholder groups. Cutlip et al. (2000) contends that open systems use information in order to make adjustments and refer to this as proactive Public Relation programmes. Bell and Bell (2004) as cited in Gregory (1999) noted that open systems

enable PR practitioners to fulfil a management role, participating in decision making. The systems theory is important for PR based on three reasons: first, organisations were previously very concerned with studying an organisation by largely focusing on the internal workings of the organisation (Spicer, 1997). The systems theory moved this locus to a focus on the interdependence of an organisation and its environment. The systems theory guides research and theorising in scientific communities. This theory is very prominent in the PR definitions and the understanding of PR is encapsulated by an emerging organisational view of the field through the general systems theory (Grunig, 1992; Pavlik, 1987; Spicer 1997). Public Relations concepts such as boundary-spanning activities and adaptation to the environment reflect a general systems theory approach to Public Relations. The systems theory serves as a useful heuristic tool in assisting the Public Relations function to conceptualise the complex nature of organisational interdependencies. It also provides a framework for thinking about aspects of importance in understanding organisational Public Relation decision making and effectiveness. This type of thinking provides individuals with an understanding of the world as an interconnected whole.

### **2.3 Global Perspective of Public Relations Development**

Sriramesh (2009) conducted a study on the various environmental variables which have aided the development of public relations globally. The aim of the study was to establish the factors that account for the global growth of PR, both as a profession and an academic discipline, as well as its prospect. The author was of the opinion that the growth of Public Relations is highly linked with globalisation, which is “credited for moving the public relations body of knowledge toward greater cultural relativism in order to make it more relevant to practitioners who are faced with the

challenge of communicating effectively with the diverse publics of the emerging markets of Asia, Eastern Europe, Latin America, and Africa” (Sriramesh, 2009).

Through a thorough historical analysis of the evolution of Public Relations, the paper identified four main variables which support the development of Public Relations. These variables are economic development, rise in media and communication technologies, increasing democratisation of nations increased homogenisation of cultures. These factors, Sriramesh (2009) contended, were offshoots of globalisation. The study discovered that countries with centralised economies tended to emphasise public sector undertakings where the government became the ‘sole public’ for public relations practitioners. However, the capitalistic economies favour private enterprise where public relations would be needed to communicate with multiple publics. The study also identified the “pluralistic democratic system as the environment where public relations is most advanced and practiced in a strategic manner” (Sriramesh, 2009). The print and broadcast media, according to the findings, still took much of the focus of public relations practitioners regardless of the inception of new and social media.

## **2.4 Organisations and their Public Relations strategy**

The range of public relations strategies and techniques available to an organisation are varied and immense. Subject to the strategies employed in ensuring effective communication within an organisational settings with the public, this section thus provides the outline of the more commonly used strategies and techniques from the perspective of Ackock, Halborg and Ross (2011). These strategies include the following:

### **2.4.1 Publicity**

Baverstock (2002) defines publicity simply as making public: keeping the name of the product, services or whatever is being promoted in the minds of the public. Being a major component of public relations, publicity is also seen as the communication about a product, service or organisation by placing information about it in the media without paying for the time or space directly (Simkin, et al., 2013). Jobber (2011) perceives publicity as a communication in news story form about an organisation, its products or both, that is transmitted through a mass medium at no charge although the publicity activities will incur production and personal cost. Among the key roles that publicity department play are to respond to request from the media, supply the media with information on events and occurrences relevant to the organisation and to stimulate the media to carry the information and viewpoint of the organisation concerned across its target audiences. The relative advantages of publicity include greater credibility and leadership, more information content, cost benefit, speed and flexibility as well as its potential impact. The main demerits of publicity have been the uncertainty of media take-up and potential message distortion, lack of repetition and time control. For maximum benefits, organisation should create and maintain systematic continuous publicity programmes. A single individual or department within the organisation or from its advertising department agency or PR consultancy should be responsible for managing these programmes.

### **2.4.2 Media Relations**

Media relations involve Public Relations practitioners taking news about the organisation to editors, taking editors to the news, creating relevant news stories, and managing the news. These personal contacts with editors help to build good relationships with the media, which undoubtedly

benefit the organisation greatly. Not only that, there is a regular supply of news items to these editors as part of a deliberate, plan and sustainable publicity effort. Media relations increase public awareness and understanding of an organisation's activities by sending information to the media and by inviting the media to see operations firsthand. Media Relations is not necessarily the best method of obtaining public recognition, however (Rawjee, Veerasamy & Gqamane, 2012). Patterson argues that today's main Public Relations challenge "isn't getting noticed, it's getting believed and trusted" (1999, p. 731). A common historical argument for using media to communicate has been that editorial (anything written by a journalist) has more credibility with audiences than direct communication such as advertising), because it is seen as coming from an independent third party.

### **2.4.3 Press Conferences**

Press conferences are used when a major event has occurred and where a press release cannot convey the appropriate tone or detail required by the organisation. Politicians mainly use press conferences, but organisations in crisis can find the use of this form of communication very helpful. Editors, journalists, and feature writers are mostly invited to such events. Since press conferences do give opportunity for two-way exchange through questions and answers between the individuals and organisations concerned as well as the media, matters of particular interest are explained thoroughly. Press conferences are rarely used in business situations, except in cases of major breakthroughs or emergencies (Rosenberg, 2013). Press conferences are used in cases when press releases cannot cover all issues or when it is necessary to counter the possibility of negative impressions being formed. It also announces that the story is felt to be important, and this may lead to broader, more thoughtful coverage. The timing of the press conference should be such that it coincides with vehicle deadlines. Mornings are best for evening papers and television news; mid

to late week is best for the weekly trade publications; afternoons work best for morning papers. Press kits should be available and should contain relevant photographs, the complete text of any prepared statement that will be read, biographies of any key individuals, and background fact sheets. Usually major accomplishments, major breakthroughs, emergencies, or catastrophes warrant a national press conference (Simon, 2012). On a local level, community events, local developments, and the like may receive coverage. Sports teams use this tool to attract fan attention and interest when a new star is signed.

#### **2.4.4 News Releases**

Press releases are short pieces of writing issued by companies or institutions to communicate newsworthy information to the journalist community on the one hand, and to the general public (indirectly through newspaper reporting, or, increasingly, directly by making press releases available on corporate websites) on the other. While ostensibly informative, press releases also carry an implicitly self-promotional purpose, in so far as the information they contain comes from a source internal to the organization which is the object of the release itself. A news release is an item circulated to the media in the hope of getting it placed in the publication. It is the mainstay of publicity and if published, can be of considerable value as editorial matter is seen and read by more people even than advertising in the same magazine or newspaper (Baverstock, 2012). Through news releases, organisations can make products, services and related activities known to the public. This eventually helps achieve the aim of generating interest in an organisation details its products or services and other activities for immediate publication or airing by print, broadcast media or distribution via the Internet site. As inexpensive as they are, these materials provide the organisation with tremendous access to many audiences and target groups.

### **2.4.5 External Publication**

This relates to educational publicity materials produced for the use of organisations. These external publications include annual reports, leaflets, audio-visual presentations and many other materials that could be successfully placed to support the organisation's objectives. These carefully planned and prepared materials provide different fewer usual ways of reaching the public and the consumers. They thus cover the following:

#### **2.4.5.1 Managed events**

Managed events are special programmes organised by a focus organisation to reach its chosen audience directly. These events include conferences, displays, lectures, shopping centre events, open days, public visit to facilitate contacts, seminars etc. It could be used to generate interest, attention and sales of organisation's products and services (Fombrun & Shanley, 2010).

#### **2.4.5.2 Sponsorships**

These are activities that contribute to the life of the local community. Sponsorship may be more than patronage, altruism or benefaction. It can indeed help others while simultaneously achieving specific defined communication objectives (Dibb, Simkin, Pride & Ferrell, 2011). Some sponsors see sponsorship as a form of enlightened self-interest, where a worthy activity is supported with cash and consideration in return for satisfying specific marketing or corporate objectives (Smith and Taylor, 2004). Sponsoring local fun runs and children's play areas, making contributions to local community centres and the disabled are typical sponsorship activities. Through these activities, the organisations attempt to become more involved with the local community as good

employers and good members of the community. This helps to develop good will and awareness in the community.

### **2.4.5.3 Lobbying**

The representation of certain organisations or industries within government is an important form of public relations work. While legislation is being prepared, lobbyists provide a flow of information to their organisations to keep them informed about events (Constantinides, 2006). While doing so, they also ensure that the views of the organisation are heard in order that legislations can be shaped appropriately, limiting any potential damage that new legislation might bring. Lobbyists seek to persuade and negotiate with its stakeholders in government on matters of opportunity and or threat.

Vidačak (2007) states that available papers on lobbying can be divided into two categories; those written by lobbyists-practitioners who focus on the lobbying methods and strategies and a smaller proportion of writers who approach lobbying academically and theoretically. Like the papers on lobbying, there are several categories of definitions of lobbying. They are usually closely linked with professional papers where they appear and, of course, with their author's profession. Thus, lobbying is differently defined in dictionaries, differently by professional lobbyists, and in their own way by PR professionals and public authorities. Vidačak highlights the difficulties in defining lobbying, since the available professional papers on lobbying show that there is a problem of distinguishing related terms such as "government relations", "public relations" or "public affairs". Most definitions similarly determine the purpose of lobbying, but.

## **2.5 Challenges Public Relations Departments Face in Organisations**

While the concept of Public Relations is expanding and growing rapidly in many organisations across the globe, the profession is still suffering from many problems emanating from misunderstanding of the clear roles and functions of the public relations, low understanding of the difference between public relations as a discipline, as a management tool, as marketing expert and as a communication process in an organisation.

The issue of public relations practices in different countries has become a problem in the field of communication. The possible reason for this could be attributed to the lack of understanding of the role of Public Relations. At the same time, very few people know what Public Relation encompasses, what its aims are and how it works. Some people see public relations as propaganda, while others understand it as a technique of embellishing ugly or even antisocial realities in some other part of the world (Piperopoulos, 2013). According to Henslowe (1999), the public relations discipline is often either misunderstood or deliberately misinterpreted so that it is used in a pejorative way, associating it with propaganda, 'economy of the truth' or evasion. Most organisations disregard public relations as an integral part of the organisation. In most instances, organisations only acknowledge the importance of public relations when things go wrong and in times of crisis. Hence, public relations practitioners rescue the situation by apologising to the organisations' publics. They take the responsibility to assure that all will be managed, and the crisis is under control. The functions of public relations overlap with and are interrelated with that of other disciplines. It is often merged with Marketing which function separately and maintain separate sector in most organisations. However, there are major differences between the two disciplines that arise from establishing relationships. The primary difference, according to Sudhashan (1995) cited in Stroch (2007) is the type of stakeholders served by the two fields.

Marketing management focuses on the relationships with customers, clients, and channel (via the organisations reach their customers).

Public Relations constitute a much wider than ensuring the selling of products and services. As Gruning et al. (2002) put it, stakeholders such as the mass media, the activist groups, employees, unions, funders, or the direct community who may not be part of the market, and are also important to change and influence the organisational goals intended. Public Relations and Marketing function together by building exchange relationships with consumers, customers, clients, distributors, and other marketing parties through areas such as sponsorships, corporate identity, image building and media relations (Kotler, Kent & Taylor, 2005). In some countries such as Ethiopia, where the public relations practice is at its elementary stage, the struggle to achieve the right track for the development of this outlook is not yet very clear.

## **2.6 Empirical Review**

There are varied empirical studies that had been done in the area of public relations for organisations. Rawjee et al. (2012) studied the role of Public Relations within the organisational setting in Ukraine. Using the mixed design method, this study sampled 550 PR professionals through the simple random sampling technique. From the results of the data collected, it was discovered that Public Relations is an important subsystem of an organisation and its effective practice is integrally bound to the success of an organization. It further added that the concept provides an opportunity for organisations to effectively monitor, interact and react with other key groups within the organisational environment. Public relations practitioners have been struggling to describe the strategic contribution that Public Relations make for an organization's success for many years.

In affirming to the preceding study, Cron and Kerin (2017) studied public relations and how it improve brand recognition in the United Kingdom. Being a quantitative study, the study sampled 600 participants. From the results of the study, it was discovered that Public Relations can have the objective of maintaining and improving brand recognition, acceptance, maintaining vitality and improving market share. The study also discovered that public relations may well educate and inform the public to create and increase knowledge and understanding about an organisation and its operations. The study however revealed that by using this education, Public Relations is able to achieve a change in attitude relating to apathy to interest, hostility to acceptance, ignorance of knowledge and prejudice to acceptance.

The study undertaken by Kotler (2013) seemed to corroborate the above study. The study sought to find establish the relevance of Public Relations in enhancing organisational competitiveness. In this study, the mixed design was employed, with the study sampling 700 research participants. From the results of the study conducted, it was discovered that Public Relations brings about the creation of competitive differences, improve promotional efficiency as well as help in reaching new areas or segments of the population. The study also discovered that public relations can have the objective of attracting and keeping employees. It does so by creating and maintaining respectability in the eyes of the public so that the best employees are attracted to work for the company or the organisation. Finally, Public Relations can help build awareness, credibility and hold down promotion cost because Public Relations cost less than direct-mail and media advertising.

Remarkable, the study by Nakata and Zhu (2016) found out how Public Relations foster prestige and reputation in the Western European organisations. The study sample 250 participants after it had adopted the mixed method. From the study conducted it was found out that Public Relations

can achieve different objectives. First, it can help to foster prestige and reputation that can help organisations and institutions sell more products, attract and keep customers, good employees and promote favourable community and government relationships. Public relations can also be used to promote products and services. It can be used to handle social and environmental issues to the mutual benefit of all parties concerned. Public relations can help develop goodwill among consumers, employees, suppliers, and distributors. It can thus be used to influence opinions of public officials and politicians so that they feel that the organisation operates in the interest of the general public. Lastly the study revealed that public relations can be used to handle unfavourable publicity by responding quickly, accurately, and effectively to negative publicity of organisations.

The study by Rensburg (2017) however did not agree to the preceding findings. Rensburg (2017) studied how PR foster prestige and reputation in some organisations in Ukraine. His study sampled 550 PR professionals using the mixed design method. His findings thus denied the assertion raised by Nakata and Zhu (2016) can be used to influence opinions of public officials and politicians so that they feel that the organisation operates in the interest of the public. In the same way, Tindall and Holtzhausen (2017) corroborated the findings of Rensburg (2017) by establishing that Public Relations can help develop goodwill among consumers, employees, suppliers, and distributors if companies do not do the proper things such as produce high quality goods. Finally, Wright and Turk (2017) found out the relevance of Public Relations in enhancing organisational competitiveness among firms in the United Kingdom. In this study 150 firms were sampled using the probability sample technique after adopting the quantitative design. Their study thus disaffirmed the findings of the study reported by Kotler (2013) that PR brings about the creation of competitive differences, improve promotional efficiency as well as help in reaching new areas

or segments of the population. The study also disaffirms the fact that public relations can have the objective of attracting and keeping employees.

From the preceding analysis based on the review of the varying literature, it can be established that the findings of the varied studies undertaken had been mixed and inconclusive. What is also worthy of note is that most of the studies undertaken in the area of Public Relations practices had been performed in other geographic settings and these thus create a research gap, and thereby making this study relevant especially within Ghanaian social context.

## **2.7 Chapter Summary**

This chapter discussed the relevance of the study to existing literature. The review covered two dimensions, the theoretical as well as the empirical literature. The theoretical review covered issues pertaining to concepts and theories; while the empirical literature covered original research (such as scientific experiments, surveys, and research studies). They were also studies based on experience and observation, rather than on systematic logic. The ensuing chapter however resents the research methodology as well as a suitable research design.

The next chapter presents the methodological processes employed by the present study to collect and analyse data.

## **CHAPTER THREE**

### **RESEARCH METHOLOGY**

#### **3.0 Introduction**

While the preceding chapter reviewed varied literature, this chapter describes the research design, study area, population, sampling procedures, data collection procedures and data analysis as well as the ethical consideration of the study.

#### **3.1 Research Design**

The research design is a blueprint or plan which supports the systematic collection of data (Cozby, 2000). Tashakkori and Creswell (2007) posited that under the research design, the researcher does not only select a qualitative, quantitative, or mixed methods study to conduct the study, but he/she decides on a type of study within the three choices. The study design is therefore categories of inquiry within qualitative, quantitative, and mixed methods approaches that provide specific direction for procedures in a research design. Others refer to them as strategies of inquiry (Creswell & Plano Clark, 2011). The designs available to the researcher have grown over the years as computer technology has advanced our data analysis and ability to analyze complex models and as individuals have articulated new procedures for conducting social science research (Creswell, 2014).

Cooper and Schindler (2001) defined the research design as a strategy that supports the management of data collection. Cozby (2000) identified two basic types of research designs; that is, the descriptive research design, experimental research design, as well as correlational research design. Cozby (2000) held that with the descriptive design, a researcher is solely interested in describing the situation or case under their research study. It is a theory-based design method which

is created by gathering, analyzing, and presenting collected data. This allows a researcher to provide insights into the “why” and “how” of the research. The descriptive research design helps others to better understand the need for the research.

Brewerton and Millward (2012) argued that the correlational research design is a non-experimental research design technique that helps researchers establish a relationship between two closely connected variables. This type of research requires two different groups. There is no assumption while evaluating a relationship between two different variables, and statistical analysis techniques calculate the relationship between them (Millward, 2012). Howell (2013) argued that the experimental research design establishes a relationship between the cause and effect of a situation. It is a causal design where one observes the impact caused by the independent variable on the dependent variable. For example, one monitors the influence of an independent variable on a dependent variable. In this study, the descriptive research design was employed. The use of this type of helps to accurately describe a population, situation, or phenomenon.

This study thus employed the descriptive research design. Thus, to be able to assess Public Relations practice in the security services, the descriptive research design was adopted. The reason being that the use of this type of research allows the researcher to provide insights into the “why” and “how” of the research. The design also helps others to better understand the need for the research.

## **3.2 Study Organisations**

### **3.2.1 The Ghana Police Service**

According to the information on the website of the Ghana Police Service, Policing started in the year 1831 in the then Gold Coast. Prior to that, maintenance of law and order was executed by traditional authorities such as the local headsmen and chiefs, who employed unpaid messengers to carry out executive and judicial functions in their respective communities. However, in 1831, guarded forts and castles in the Gold Coast. In 1844, the troops were reorganised and named the Gold Coast Militia, becoming the law enforcement agency for the government of the then Gold Coast. Later on, the Gold Coast Militia became the Gold Coast Police Force. They were said to have operated with coercive military orientation. Their duties included escorting representatives of government. The Escorts among them acted with such impunity that they were described by the indigenes as “buga buga boys”.

In 1902, the Gold Coast Police Force was divided into the General Police and Escort Police. The Escort Police was made up of illiterates and semi-illiterates who were employed entirely on guard duties while the General Police was made up of literates who underwent proper civil police training. Political disturbances in the Gold Coast led to the establishment of the Special Branch, the intelligent unit of the Gold Coast Police in 1948.

Also, in 1949, a Wireless Division was established in the Force to transmit the increasingly sensitive material to and from the various components of the Police Force; the Railways, Mines and Harbour Police and the Marine Police. All this while, the Police was made up of men or male only (police.gov.gh). In September 1st, 1952 twelve (12) women were recruited into the Police Service, purposely to handle issues affecting women, children and juveniles who were either victims of crime, missing or allegedly engaged in some form of crime. This remained until 1957,

when the Gold Coast Police Force evolved into Ghana Police Force when Ghana gained Independence on 6th March of the year.

In 1970, the Police Service Act, 1970 (Act 350) was enacted. It can be argued that the “Force” description was changed to “Service” to give Ghana’s police organization the attitude of serving rather than applying force; as expected in a democratic state.

Presently, activities of the Ghana Police Service are regulated by the 1992 Constitution of Ghana, with a mandate to maintain public order and ensure the safety of persons and property by maintaining internal peace and security. The functions of the Ghana Police Service are to prevent and detect crime, apprehend criminals, and prosecute criminal offenders (as authorized by the Attorney-General). Other Legal Instruments, such as the Police Service Regulations 2012 (C.I 76) also provide some provisions governing the administration and operations of the Service.

As the Service underwent metamorphosis, its leadership was also latently prepared for a transformation. It shifted from expatriate heads to Ghanaian heads with Erasmus Ransford Tawiah Madjitey becoming the first local head on 9th October 1959.

### **3.2.2 The Ghana Armed Forces**

The Ghana Armed Forces (GAF) comprise of the Army, Navy, and Air Force of Ghana. The forces are supervised by the Ghanaian Ministry of Defence. Ghana’s supreme military commander is the President of the Republic of Ghana. The supervision of the Ghana armed forces is managed by the Ministry of Defence and the Chief of Defence Staff. The Ghana Armed Forces was formed in 1957. Major General Stephen Otu was appointed GAF Chief of Defence Staff, being appointed in September 1961. From 1966 the military was extensively involved in politics, mounting several coups. Kwame Nkrumah had become Ghana’s first Prime Minister when the country became

independent in 1957. Nkrumah's rule wore on, he began to take actions which disquieted the leadership of the armed forces, including the creation and expansion of the President's Own Guard Regiment. As a result, on February 24, 1966, a small number of army officers and senior police officials, led by Colonel Emmanuel Kotoka, commander of the Second Army Brigade at Kumasi, Major Akwasi Afrifa, staff officer in charge of army training and operations, Lieutenant General (retired) Joseph Ankrah, and J.W.K. Harlley, the police inspector general, successfully launched a coup d'état against the Nkrumah regime. The group formed the National Liberation Council, which was to rule Ghana from 1966 to 1969.

The Ghanaian military is recognised as one of the most professional and up-to-date armed forces in Africa. Ghana is free to commit a large proportion of its armed forces to international peacekeeping operations. Such operations are mainly conducted in Africa, while large Ghanaian forces are frequently posted across the world as elements of United Nations peacekeeping forces. The United Nations has often relied on Ghanaian forces to conduct peacekeeping operations, in countries as diverse as Afghanistan, Rwanda, Kosovo, and Lebanon. In a number of times, Ghanaian forces are posted to United Nations peacekeeping missions such as MONUC (Democratic Republic of Congo), UNMIL (Liberia), UNAMSIL (Sierra Leone), and UNIFIL (Lebanon) etc.

Ghana provided the first Force Commander of the Economic Community of West African States Monitoring Group (ECOMOG), Lieutenant General Arnold Quainoo. Quainoo led the force from July 1990 to September 1990.

Lastly, the Ghana Air Force is headquartered in Burma camp Accra and operates from bases in Accra (main transport base), Tamale (combat and training base), Sekondi-Takoradi (training base),

and Kumasi (support base). The Air Force's stated mission is to perform counterinsurgency operations within Ghana and to provide logistical support to the army.

### **3.3 Population of the Study**

Parahoo (2009) describes the "population" as the total number of units from which data can be collected, such as individuals, artifacts, events or organisations etc. One can therefore describe the population as all the elements that meet the criteria for inclusion in a study. To be included in this study, the researchers employed what is termed as "eligibility criteria". This thus represents a number of characteristics that are needed by the researcher in order for one to be included in this study. Hence, one needed to be a Ghana Police Service staff and a Ghana Armed Force staff. For the purposes of this study, the population from which the sample was drawn consisted of all those service staff (both Ghana Police Service and Ghana Armed Forces) living in the Greater Accra Region that have an understanding of how the institutions public relations work.

### **3.4 Sample and Sampling Technique**

Sampling involves the process of selecting a group of people, events, behaviour, or other elements, which enables the researcher to conduct a study (Burns & Grove, 2010). This study employed the simple random technique and selected 50 participants (twenty-five (25) from the Ghana Police Service and another 25 from the Ghana Armed Force). The simple random sampling technique is a technique that ensures that each of the population characteristics has equal chance of being selected. The choice of this technique was born out of the fact that this type of sampling technique ensures that each of the population characteristics would have equal chance of being selected.

### **3.5 Data Collection Instruments**

While Agar (2008), described the research instrument as a tool used by researchers to collect data. In line with this definition, this study adopted the use of questionnaires as the instrument to collect primary data. Hence, a standardised questionnaire was developed to provide consistency, reduce bias, and improve validity and reliability in the collection of data. In this study, the Five Point Likert Scale model was used (Burns, N. & Grove, 2010). The Likert Scale model of the questionnaire design is a psychological measurement ranging from “Strongly Agree to Strongly Disagree” (Converse, Wolfe & Oswald, 2008).

The items on the questionnaire which were rated on a 5-point Likert-types scale, which range from five (5) (which correspond exactly) to one (1) (which does not correspond at all). In terms of assigning variables or scoring, the “Strongly Agree” = 5; “Agree” = 4; “Neutral” = 3; “Disagree” = 2 and “Strongly Disagree” = 1.

Aside questionnaire, an interview guide was also employed to collect qualitative data that went to enrich and further clarify quantitative info gathered. The interviews were important because they helped the researcher to acquire expert knowledge, thereby helping to enrich the study. Ten (10) staff members were also selected purposively to throw more light on pertinent issues that bothered on the objectives of the study.

### **3.6 Sources of Data**

The study used primary data as its data source. Primary data are collected afresh and for the first time and thus happen to be original in character (Creswell, Plano & Clark, 2011). In this study, therefore, questionnaires were the instruments or tools used to collect the primary data from respondents.

### **3.7 Administration of Data Collection Instruments**

This part of the chapter provides account of the modalities employed in collecting primary data. Huberman and Miles (2008) identified data collection as detailed, systematic, collection of pertinent data to the research sub-problems, using instruments such as questionnaires, interview guide, participants' observation, and case histories among others. Primarily, data collection begun after the researcher had sought the permission from the head of PR of the two institutions (GAF and GPS) to help identify potential participants. Participants were thus selected after the researcher pre-selected participants according to the eligibility criteria discussed under population. A favourable time was arranged to select participants for the study. A maximum of 2 days were agreed with participants to finalise the filling of questionnaire, due to their busy working environment.

Secondly, after selecting the required number of respondents needed, the purpose of the study was explained to all of them. Finally, the researcher personally distributed the questionnaire to all participants. The researcher used 5-working days to collect the required data.

### **3.8 Ethical Considerations**

During data collection, research ethics were observed. This thus helped the researcher to effectively conduct the study in an ethical manner. The study thus ensured that participants chose to participate of their own free-will and that they were fully informed regarding the procedures of the research project and any potential risks. Ethical standards also ensured that the researcher protected the confidentiality and anonymity of the subjects.

The observance of research ethics was important because it helped to promote the aims of this study by way of knowledge expansion, support the values needed for collaborative work, such as mutual respect and fairness. This is essential for the reason that scientific research depends on collaboration between researchers and subjects or groups. It also helped to support important social and moral values, such as the principle of doing no harm to others while embarking on scientific enquiry.

Fouka and Mantzourou (2011) held that respondents' consent is one of the key ethical issue in conducting research. They argued that a person knowingly, voluntarily, and intelligently, and in a clear and manifest way, gives his consent. Informed consent is one of the means by which a researcher's right to autonomy is protected. Also, informed consent seeks to incorporate the rights of autonomous individuals through self-determination. It also seeks to prevent damage on the integrity of the researcher, as well as protect personal liberty and veracity. Of course, individuals can make informed decisions in order to participate in research voluntarily only if they have information on the possible risks and benefits of the research (Cozby, 2000). Free and informed consent needs to incorporate an introduction to the study and its purpose as well as an explanation about the selection of the research subjects and the procedures that will be followed (Creswell, 2014).

According to Mazur (2007), since ethical considerations are so important in research, several professional associations and agencies have adopted codes and policies that outline ethical behavior and guide researchers. The codes address issues such as honesty, objectivity, respect for intellectual property, social responsibility, confidentiality, non-discrimination, and many others. The codes and policies provide basic guidelines. However, in spite of these principles, the

researcher still faced with additional issues that were not specifically addressed and this require decision-making on the part of the researcher in order to avoid misconduct.

### **3.9 Chapter Summary**

This chapter highlighted the research design, study area, population, sampling procedures, data collection procedures and data analysis as well as the ethical consideration of the study. The ensuing chapter however presents and analyses data collected from the field in line with literature, past findings or through some form of logical deduction.

**CHAPTER FOUR**  
**DATA ANALYSIS AND DISCUSSIONS**

**4.0 Introduction**

This chapter presents the results and discussion in line with the objective of the study. The results and discussion are done in reference to literature, past findings and through s logical deductions and speculations. The results emerging from the data collected from the field are presented in two dimensions; the first part presents issues pertaining to the demographic profile of the respondents; while the ensuing segments presents issues pertaining to Public Relations in the security service.

**4.1 Biographic Data of the Respondents**

This part of the chapter presents data that were collected from the field in relation to gender, age, education, rank, the number of years participants have been in the service, as well as the departments/units the respondents emerged and from. The results of the data collected in relation to the biographic data of the respondents are presented in the table 4.1 below.

**Table 4.1: Demographic Profile of Respondents**

<b>Variables</b>	<b>Measures</b>	<b>Frequency</b>	<b>Percentages</b>
Gender	Male	32	64
	Female	18	36
	20 – 30	12	24

	31 – 40	33	66
Age	41 – 50	5	10
	51 - 60	-	-
	HND	13	26
	Degree	24	48
Education	Postgraduate	11	22
	Others	2	4
	Corporal & Below	16	32
	Sergeant	14	28
	Sgt/Major/Inspectorate	10	20
Rank	Senior Officer	6	12
	Other	4	8s
	0 -5 years	5	10
Experience	6 -10 years	36	72
	11- 15 years	7	14

	Above 16 years	2	4
	Administration	18	36
	Operations	10	20
Department/Unit	General Duty	6	12
	Special/Technical	10	20
	Professional Services	4	8
	Other	2	4

The table 4.1 provides the results of the data collected as it relates to the demographic profile of respondents. It can thus, be discovered from the table 4.1 that 64 percent of the males took part of the study as against 36 percent being female. In terms of the age category of respondents, it can be observed that from the table 4.1 that majority of the respondents, thus 33 respondents or 66 percent were between the ages of 31 and 40 years. Twelve (12) of the respondents, approximately 24 percent were between the ages of 20 and 30; with 5 or 10 percent of the participants being within 41 and 50 years. When it comes to educational background of respondents, it was discovered that 26 percent possess HND, those having Degree of varied forms were 24 (48 percent), with 22 percent of the respondents (11) having postgraduate degree; while those having other qualifications other than those mentioned were 2 or 4 percent.

In terms of respondents' ranks, it was discovered as highlighted in the table 4.1 that those with the Corporal and below were 16 or 32 percent. Those that had the Sergeant rank were 14 or 28 percent of

participants. Sixteen (16) or 32 percent of participants had the Sgt/Major/Inspectorate rank. The senior officer ranks were 6 or 12 percent; while those that had other ranks, other than those highlighted were 4, and this amounted to 8 percent.

In terms of the number of years respondents have been in their respective institutions or experience, the results from the data collected as highlighted in the table 4.1 revealed that 5 or 10 percent were between the ages of 0 and 5 years. Those possessing between 6 and 10 years of experience were 72 percent; while those that possess more than 16 years of experience were 4 percent.

In terms of departmental/unit profile, it was discovered that approximately 36 percent emerged from the Administration units of the institutions concerned, twenty percent (20 percent) came from the Operations Department. Those that emerged from the General Duty Unit were 6 or 12 percent. Ten (10) came from the Special Duty Unit, with 4 or 8 percent coming from the professional Services Unit, while Department representing 8 percent, while 2 or 4 percent emerged from other Units other than those that had been stated.

#### **4.2 Analysis on the Public Relations Practices of Ghana Armed Forces and Ghana Police Service**

In line with the objective one of this study, this part of the chapter discusses issues relating to the role played by the Public Relations as far as Ghana Armed Forces and Ghana Police Service are concerned. In line with this therefore the responses from the respondents are presented in the table 4.2 below.

**Table 4.2: Roles played by the GAF and GPS public Relations**

<b>Measures</b>	<b>Mean</b>	<b>Standard Deviation</b>
Work with the institution's public information structures	4.00	0.014
The PR officers are attached to developing and managing the institutions communication strategy	4.10	0.015
Developing and managing communications strategy	4.30	0.018
Ensures that the local population is informed about the mandate and the peace process in the country	4.15	0.041
Implementing the communications strategy of the institution	4.18	0.101
Help contingents manage their media relations, and promote the positive image of contingents that engage in activities that assist the local community	4.40	0.023
Makes it possible for the information messages to be well-crafted and presented to the public	4.14	0.052
Show case the achievements of the institution	4.25	0.0451
Play an important role in disaster management	4.00	0.029
Has become more relevant in contemporary times where the face of internal security threats is fast changing into situations that are more complex.	4.40	0.033
Play an enviable role for the country as global peacemakers and keepers.	4.11	0.026
Advocate open communication where the institution is willing to disclose unpalatable information, accept criticism and respond to feedback from stakeholders	4.35	0.0113
Bring the military closer to the people and thus closer to media scrutiny		

	4.00	0.105
Act in a socially responsible manner to maximise Public Relations opportunities	4.12	0.1301

**Source: Field Data (2020)**

Table 4.2 above summarises the responses of the respondents relative to the role played by the Public Relations in Ghana Armed Forces and Ghana Police Service. From the table 4.1, therefore it can be observed that the Public Relations of the Ghana Armed Forces and the Ghana Police Service work with the institution’s public information structures, Public Relations officers are attached to developing and managing the institutions communication strategy, Develop and manage the communications strategy of the institutions, ensure that the local population is informed about the mandate and the peace process in the country, implement the communications strategy of the institutions, as well as help contingents manage their media relations, and promote the positive image of contingents that engage in activities that assist the local community. These findings were thus affirmed by nearly 72 percent of the respondents. The results of the data collected as summarised in the table 4.1 revealed that the Public Relations of the institutions makes it possible for the information messages to be well-crafted and presented to the public, show case the achievements of the institution, play an important role in disaster management, and has become more relevant in contemporary times where the face of internal security threats is fast changing into situations that are more complex. Other roles played by the institution’s Public Relations include an enviable role for the country as global peacemakers and keepers, advocate open communication where the institution is willing to disclose unpalatable information, accept criticism and respond to feedback from stakeholders, Bring the institution closer to the people and

thus closer to media scrutiny, as well as act in a socially responsible manner to maximise Public Relations opportunities. Stroh (2007) maintained that in order to build and enhance healthy relationships between an organization and its publics, it is vital to recognize that many cross-disciplines have been integrated to build a theory of public relations in terms of relationships and relationship management. This idea strengthens the view that public relation is a communication process that maintains mutual benefit for both an organization and its public.

Piperopoulos (2013) argued that public relation is a distinctive management function which helps in the understanding, acceptance and cooperation between an organization and its publics. It also involves the problems or issues of the management. Further, public relation helps management to keep informed on and responsive to public opinions; defines and emphasizes the responsibility of management to serve the public interest; helps management to effectively utilize change; serves as an early warning system to help anticipate trends; and uses research and ethical communication techniques as its principal tools. Cutlip, Center & Broom (2015) revealed that the role played by Public Relations in achieving competitive advantage in organisations has been immersed. It helps to establish a favourable links through which organisations and businesses get to their stakeholders. There is clear evidence that companies with a more positive reputation appear to project their core mission and identity in a more systematic and consistent fashion than companies with lower reputation. These organisations try to impart significantly more information, not only about their products, but also about a range of issues relating to their operations (Cutlip, Center & Broom, 2015). Mekonnen (2011) however noted that public relations in a number of institutions is less significant in the eyes of top-level managements in organisations. As a result, the consistency of the public relations practices may not be on the right track. Despite significant changes in the focus and practice of public relations during the last decade in such, the concept is

still misused and misunderstood. It is often wrongly associated with propaganda, publicity, and manipulation. Hence, Rosenberg (2013) argued that many people wrongly assume that public relations is preoccupied with image-making in the sense of creating a false front or cover-up, though the name Public Relations is expanding and growing rapidly in many organisations, especially among the developed countries.

### **4.3 Communication Strategy Employed by Public Relations Departments of Ghana Armed Forces and Ghana Police Service**

In conformity with the objective one of this study, this part of the chapter discusses issues pertaining to the communication strategy employed by the Ghana Armed Forces and Ghana Police Service as summarised in table 4.3 below.

**Table 4.3: Communication strategy employed by Public Relations departments of Ghana Armed Forces and Ghana Police Service**

<b>Measures</b>	<b>Mean</b>	<b>Standard Deviation</b>
Creating of key messages	4.00	0.002
The use of blogging	2.13	0.011
The use of a formalized Public Relations plan	4.01	0.027
The adoption of press conferences	4.03	0.012
Publicity	4.14	0.050

Creating relevant news stories, and managing the news	4.04	0.020
The use of press conferences	4.10	0.021
Circulating items to the media	4.43	0.006
The use of external publications	4.00	0.013
Organizing special programmes to reach a chosen audience directly	4.07	0.007
The use of sponsorship	4.02	0.301
Having total control over content	4.00	0.044
Communication and effective dialogue	4.22	0.104
Collaborating with stakeholders	4.40	0.303
Sending of newsletters	2.00	0.106
Taking advantage of any public events	3.30	0.201
Motivation research and opinion research	1.04	0.401

**Source: Field Data (2020)**

The table 4.3 above summarises responses from the respondents in relation to the communication strategy employed by the Ghana Armed Forces and Ghana Police Service. Thus, from the table 4.3, it can be observed that the communication strategies employed by Ghana Armed Forces and Ghana Police Service include the creation of key messages, the use of a formalized Public Relations plan, adoption of press conferences, Publicity, Creating relevant news stories, and managing the news. This was affirmed by 67 percent of the respondents. It can also be observed that the institutions concerned adopt the use of press conferences, circulating items to the media,

the use of external publications, organizing special programmes to reach a chosen audience directly, the use of sponsorship, having total control over content, communication and effective dialogue, as well as collaborating with stakeholders. This was thus affirmed by 76 percent of the respondents. Ackock, Halborg and Ross (2011) noted that the range of public relations strategies and techniques available to institutions are varied and immense. Subject to the strategies employed in ensuring effective communication within an institutional setting, Ackock et al. identified the strategies of institutions' PR to include publicity, Media Relations, Press Conference, News Releases, External publication, Sponsorships and Lobbying. Jobber (2011) perceives publicity as a communication in news story form about an organisation, its products or both, that is transmitted through a mass medium at no charge although the publicity activities will incur production and personal cost. Among the key roles that publicity department play are to respond to request from the media, supply the media with information on events and occurrences relevant to the organisation and to stimulate the media to carry the information and viewpoint of the organisation concerned across its target audiences. Media relations involve PR practitioners taking news about the organisation to editors, taking editors to the news, creating relevant news stories, and managing the news. These personal contacts with editors help to build good relationships with the media, which undoubtedly benefit the organisation greatly. Not only that, there is a regular supply of news items to these editors as part of a deliberate, plan and sustainable publicity effort (Ackock et al., 2011). Glynn and Abzug (2012) posit that press conferences are used when a major event has occurred and where a press release cannot convey the appropriate tone or detail required by the organisation. The authors also see politicians mainly use press conferences, but organisations in crisis can find the use of this form of communication very helpful. Also, news release is an item circulated to the media in the hope of getting it placed in the publication. It is the mainstay of

publicity and if published, can be of considerable value as editorial matter is seen and read by more people even than advertising in the same magazine or newspaper (Baverstock, 2012).

Hallahan (2015) considered external publications to include annual reports, leaflets, audio-visual presentations and many other materials that could be successfully placed to support the organisation's objectives. The author considered it to carefully planned and prepared materials by providing different fewer usual ways of reaching the public and the consumers. Managed events are special programmes organised by a focus organisation to reach its chosen audience directly. These events include conferences, displays, lectures, shopping centre events, open days, public visit to facilitate contacts, seminars etc. It could be used to generate interest, attention and sales of organisation's products and services (Fombrun & Shanley, 2010). Sponsorship may be more than patronage, altruism or benefaction. It can indeed help others while simultaneously achieving specific defined communication objectives (Dibb, Simkin, Pride & Ferrell, 2011). Some sponsors see sponsorship as a form of enlightened self- interest, where a worthy activity is supported with cash and consideration in return for satisfying specific marketing or corporate objectives (Smith and Taylor, 2004). Finally, lobbying provides a flow of information to their organisations to keep them informed about events (Constantinides, 2006). While doing so, they also ensure that the views of the institutions are heard in order that legislations can be shaped appropriately, limiting any potential damage that new legislation might bring. Lobbyists seek to persuade and negotiate with its stakeholders in government on matters of opportunity and or threat.

#### 4.4 Challenges the Public Relations Departments of Ghana Armed Forces and Ghana Police Service Face

In conformity with the objective three of this study, this part of the analysis assesses the challenges the Public Relations departments of Ghana Armed Forces and Ghana Police Service face. Responses of the respondents are summarised and presented in the table 4.4.

In line with the objective three of this study, this part of the chapter discusses issues pertaining to the challenges the Public Relations departments of Ghana Armed Forces and Ghana Police Service presented in the table 4.4 below.

**Table 4.4: Challenges the Public Relations Departments of Ghana Armed Forces and Ghana Police Service Face**

<b>Responses</b>	<b>Mean</b>	<b>Standard Deviation</b>
Poor financing of the institutions Public Relations department	4.12	0.010
Politicization of the issues of the institutions due to the nature of our politics	4.00	0.005
Difficulty in ensuring that there is a mutual and effective understanding between institution and its publics	4.04	0.003
Proliferation/ Increase of television and radio station	1.10	0.010
The nature of the Public Relations profession is now becoming more challenging as a result of sophistication/expertise.	4.01	0.008
Difficulty for the institutions to brace itself up in the areas of democracy, economic development, good governance, crisis management, research, and evaluation	1.03	0.041
Wider perspective of the profession, requires much intellectualism	3.00	0.022

How to go into national debates and explain to the people of Ghana that effective public governance helps to strengthen democracy and human rights, rule of law	1.04	0.105
Difficulty in attracting adequate skillful PR professionals into the institution	4.00	0.017
Absence of proactive approach in advocating policies and the development of the institutions	2.03	0.030
Increase in Communication Platform	3.04	0.022
It is a problem since the institution's publics expect its PR to continuously be at their best in-order to produce their imagined expectations.	4.00	0.033
Low Awareness of Public Relations and what it stands for	4.04	0.035
Poor usage of social media	4.21	0.041
Bribery and corruption on the part of some personnel that had gone a long way to soil the image of the institutions	4.22	0.13

**Source: Field Data (2020)**

The table 4.4 above discusses the challenges the Public Relations departments of Ghana Armed Forces and Ghana Police Service face. In relation to this, therefore, a sizeable number of respondents affirmed that the challenges the Public Relations departments of Ghana Armed Forces and Ghana Police Service face include poor financing of the institutions Public Relations department, politicization of the issues of the institutions due to the nature of the politics, difficulty in ensuring that there is a mutual and effective understanding between institution and its publics, Public Relations profession is now becoming more challenging as a result of the sophistication/expertise, and the difficulty in attracting adequate skillful PR professionals into the institutions. This was thus affirmed by approximately 71 percent of the respondents. Other challenges affirmed by respondents include the institutions' publics expect its PR to continuously

be at their best in-order to produce their imagined expectations, low awareness of Public Relations and what it stands for poor usage of social media, as well as bribery and corruption on the part of some personnel that had gone a long way to soil the image of the institutions. Fill (2012) noted that the issue of public relations practices in different countries has been become a problem in the field of communication. The possible reason for this could be attributed to the lack of understanding of the role of Public Relations. At the same time, very few people know what Public Relation encompasses, what its aims are and how it works. Some people see public relations as propaganda, while others understand it as a technique of embellishing ugly or even antisocial realities in some other part of the world (Piperopoulos, 2013).

In a study undertaken by Henslowe (2013), it was affirmed that Public Relations discipline is often either misunderstood or deliberately misinterpreted so that it is used in a pejorative way, associating it with propaganda, 'economy of the truth' or evasion. Most organisations disregard public relations as an integral part of the organisation. In most instances, organisations only acknowledge the importance of public relations when things go wrong and in times of crisis. Hence, public relations practitioners rescue the situation by apologising to the organisations' publics. They take the responsibility to assure that all will be managed, and the crisis is under control. The functions of public relations overlap with and are interrelated with that of other disciplines. It is often merged with Marketing which function separately and maintain separate sector in most organisations. However, there are major differences between the two disciplines that arise from establishing relationships. The primary difference, according to Sudhashan (1995) cited in Stroch (2007) is the type of stakeholders served by the two fields.

#### **4.5 Discussion of Research Findings**

This study sought to assess Public Relations practice in the security services, using the Ghana Police Service and the Ghana Armed Forces as the study organisations. The study sought to achieve three specific objectives; compare the position of Public Relations in the Ghana Police Service and the Ghana Armed Forces identify the roles played by the Public Relations practitioners in the Ghana Police Service and the Ghana Armed Forces, investigate and describe the communication strategy employed by Public Relations departments in the Ghana Police Service and the Ghana Armed Forces, as well as find out the challenges the Public Relations departments face in the Ghana Police Service and the Ghana Armed Forces. In the first objective, the study discovered that the Public Relations of the Ghana Armed Forces and the GPS work with the institution's public information structures, Public Relations officers are attached to developing and managing the institutions communication strategy, develop and manage the communications strategy of the institutions, ensure that the local population is informed about the mandate and the peace process in the country, implement the communications strategy of the institutions, as well as help contingents manage their media relations, and promote the positive image of contingents that engage in activities that assist the local community. Secondly, the study also discovered that PR of the institutions makes it possible for the information messages to be well-crafted and presented to the public, show-case the achievements of the institutions, play an important role in disaster management, become more relevant in contemporary times where the face of internal security threats is fast changing into situations that are more complex. Other roles played by the institution's Public Relations include an enviable role for the country as global peacemakers and keepers, advocate open communication where the institution is willing to disclose unpalatable information, accept criticism and respond to feedback from stakeholders, Bring the institution

closer to the people and thus closer to media scrutiny, as well as act in a socially responsible manner to maximise Public Relations opportunities.

Piperopoulos (2013) argued that public relation is a distinctive management function which helps in the understanding, acceptance and cooperation between an organization and its publics. It also involves the problems or issues of the management. Further, public relation helps management to keep informed on and responsive to public opinions; defines and emphasizes the responsibility of management to serve the public interest; helps management to effectively utilize change; serves as an early warning system to help anticipate trends; and uses research and ethical communication techniques as its principal tools. Cutlip, Center & Broom (2015) revealed that the role played by Public Relations in achieving competitive advantage in organisations has been immersed. It helps to establish a favourable links through which organisations and businesses get to their stakeholders.

In the second objective, the study discovered that the communication strategies employed by GAF and GPS include the creation of key messages, the use of a formalized Public Relations plan, adoption of press conferences, Publicity, Creating relevant news stories, and the management of news. The study also found out that the institutions concerned adopt the use of press conferences, circulating items to the media, the use of external publications, organizing special programmes to reach a chosen audience directly, the use of sponsorship, having total control over content, communication and effective dialogue, as well as collaborating with stakeholders. Ackock, Halborg and Ross (2011) noted that the range of public relations strategies and techniques available to institutions are varied and immense. Subject to the strategies employed in ensuring effective communication within an institutional setting, Ackock et al. (2011) identified the strategies of institutions' Public Relations to include publicity, Media Relations, Press Conference,

News Releases, External publication, Sponsorships and Lobbying. Jobber (2011) perceives publicity as a communication in news story form about an organisation, its products or both, that is transmitted through a mass medium at no charge although the publicity activities will incur production and personal cost. Among the key roles that publicity department play are to respond to request from the media, supply the media with information on events and occurrences relevant to the organisation and to stimulate the media to carry the information and viewpoint of the organisation concerned across its target audiences.

Lastly, in the third objective, the study discovered that the challenges the Public Relations departments of Ghana Armed Forces and Ghana Police Service face come in the form of poor financing of the institutions Public Relations department, politicization of the issues of the institutions due to the nature of the politics, difficulty in ensuring that there is a mutual and effective understanding between institution and its publics, Public Relations profession now becoming more challenging as a result of the sophistication/expertise, and the difficulty in attracting adequate skillful Public Relations professionals into the institutions. Other challenges identified include the institutions' publics expect Public Relations to continuously be at their best in-order to produce their imagined expectations, low awareness of Public Relations and what it stands for, poor use of social media, as well as bribery and corruption on the part of some personnel that had gone a long way to soil the image of the institutions. The findings highlighted affirmed the study undertaken by Fill (2012). In this study, it was discovered that the issue of Public Relations practices in different countries has become a problem in communication. The possible reason for this could be attributed to the lack of understanding of the role of Public Relations. At the same time, very few people know what Public Relation encompasses, what its aims are and how it works. Some people see public relations as propaganda, while others understand it as a

technique of embellishing ugly or even antisocial realities in some other part of the world (Piperopoulos, 2013).

In a study undertaken by Henslowe (2013), it was affirmed that Public Relations discipline is often either misunderstood or deliberately misinterpreted so that it is used in a pejorative way, associating it with propaganda, ‘economy of the truth’ or evasion. Most organisations disregard public relations as an integral part of the organisation. In most instances, organisations only acknowledge the importance of public relations when things go wrong and in times of crisis. Hence, public relations practitioners rescue the situation by apologising to the organisations’ publics. They take the responsibility to assure that all will be managed, and the crisis is under control. The functions of public relations overlap with and are interrelated with that of other disciplines. It is often merged with marketing which functions separately and maintain separate sector in most organisations. However, there are major differences between the two disciplines that arise from establishing relationships. The primary difference is the type of stakeholders served by the two fields (Sudhashan, 1995, cited in Stroch, 2007).

#### **4.6 Chapter Summary**

This chapter presented the results and analyses of data collected from the field. The next chapter however provides the summary, conclusions and the recommendations.

## **CHAPTER FIVE**

### **SUMMARY, RECOMMENDATIONS AND CONCLUSIONS**

#### **5.0 Introduction**

In the preceding chapter the collected data was presented and analysed. This part of the chapter however provides the summary, conclusions, and recommendations.

#### **5.1 Summary**

This study sought to assess Public Relations practice in the security services, using the Ghana Police Service and the Ghana Armed Forces as the study organisations. The study sought to achieve three specific objectives; compare the position of Public Relations in the Ghana Police Service and the Ghana Armed Forces identify the roles played by the Public Relations practitioners in the Ghana Police Service and the Ghana Armed Forces, investigate and describe the communication strategy employed by Public Relations departments in the Ghana Police Service and the Ghana Armed Forces, as well as find out the challenges the Public Relations departments face in the Ghana Police Service and the Ghana Armed Forces. The study employed the descriptive research design. The use of this type of design helps to accurately describe a population, situation or phenomenon. The population from which the sample was drawn consisted of all those service staff (both Ghana Police Service and Ghana Armed Forces) living in the Greater Accra Region and having an understanding of how the institutions public relations work. The study sampled 50 respondents through the simple random sampling technique. The questionnaire was the main instrument used in collecting data. Lastly, the Statistical Package for Social Sciences (SPSS) was used to perform the analysis. The design employed helped in identifying the following:

Foremost, the study found out that the Public Relations of the Ghana Armed Forces and the Ghana Police Service work with the institutions' public information structures, Public Relations officers are attached to developing and managing the institutions communication strategy, develop and manage the communications strategy of the institutions, ensure that the local population is informed about the mandate and the peace process in the country, implement the communications strategy of the institutions, as well as help contingents manage their media relations.

In addition, the study also found out that the institutions Public Relations promote the positive image of contingents that engage in activities that assist the local community, makes it possible for the information messages to be well-crafted and presented to the public, show-case the achievements of the institutions, play an important role in disaster management, become more relevant in contemporary times where the face of internal security threats is fast changing into situations that are more complex.

Also, the study discovered that in both institutions' Public Relations play an enviable role for the country as global peacemakers and keepers, advocate open communication where the institution is willing to disclose unpalatable information, accept criticism and respond to feedback from stakeholders, Bring the institutions closer to the people and thus closer to media scrutiny, as well as act in a socially responsible manner to maximise Public Relations opportunities.

Furthermore, the study discovered that the communication strategies employed by Ghana Armed Forces and Ghana Police Service also include the creation of key messages, the use of a formalised Public Relations plan, adoption of press conferences, publicity, creating relevant news stories, and the management of news. The study also found out that the institutions concerned adopt the use of press conferences, circulating items to the media, use external publications, organizing special

programmes to reach a chosen audience, use sponsorship, have total control over content, communication and effective dialogue, as well as collaborating with stakeholders.

In addition, the study discovered that the challenges the Public Relations departments of Ghana Armed Forces and Ghana Police Service face come in the form of poor financing of the institutions Public Relations department, politicisation of the issues of the institutions due to the nature of the politics, difficulty in ensuring that there is a mutual and effective understanding between institutions and its publics, and the fact that the profession is now becoming more challenging as a result of the sophistication.

Finally, the study also found inadequate expertise, difficulty in attracting adequate skillful Public Relations professionals into the institutions, the institutions' publics expect Public Relations to continuously be at their best in-order to produce their imagined expectations, low awareness of Public Relations and what it stands for, poor use of social media, as well as bribery and corruption on the part of some personnel that had gone a long way to soil the image of the institutions.

## **5.2 Recommendations**

In line with the findings, the following recommendations are made:

Foremost, in terms of poor financing of the institutions Public Relations department, the study recommends that there is the need for proper budgetary allocations to be made in order to help the institutions PR departments play their role effectively.

Also, in terms of the politicization of the issues of the Ghana Armed Forces and Ghana Police Service institutions due to the nature of the politics, the study recommends that the government's accredited agency for the dissemination of information, i.e., the National Commission for Civic

Education (NCCE) be made to properly educate the citizens on the relevance of the two institutions in national development, and the dangers in politicising those institutions.

Additionally, the Public Relations of Ghana Armed Forces and Ghana Police Service must also endeavor to explain to its publics what the Public Relations institutions is about. This will help stakeholders to understand properly their relevant functions. This will result in a mutual and effective understanding between the institutions and its publics. Once this is done, people will not see it as a propaganda tool, but an instrument for national development as well as a tool for building national cohesion.

Further, in terms of inadequate expertise, the study recommends that there is the need for the institutions Public Relations departments to train and retrain its junior Public Relations staff so as to help them have the much needed skill and expertise to undertake Public Relations duties. Also, the institutions can liaise with the public institutions to help in that regard. The Public Relations of the institutions can be made to be attractive so that it can attract people into the profession.

Again, there is also the need to create the needed awareness so that the Public Relations profession can be enhanced. This can be done by the institutions setting aside a day or two for the profession to celebrate so that an awareness creation can be made. In doing so, an enhanced use of social media can be helpful since a sizeable number of the youth use the platform.

Finally, as in terms of bribery and corruption on the part of some personnel that had gone a long way to soil the image of the institutions, the study recommends the adoption of stiffer punishment against those that do this. The punishment can be in the form of reducing one's rank or outright dismissal. This can go a long way to substantially bring the issue of corruption under control if not eradicate it properly.

### 5.3 Conclusions

Communication is certainly a tool for development, as it is largely used to support development initiatives by way of disseminating effective messages which can encourage one's publics to support development-oriented projects. Public Relations, it is said, is the management function that establishes and maintains mutually beneficial relationships between an organisation and the publics on whom its success or failure depends. The Public Relations thus takes positive steps to achieve goodwill, takes action to safeguard reputation and creates both internal and external relationships.

Despite the significant role Public Relations plays in institutional settings such as the developing and managing the institutions communication strategy, ensuring that the local population is informed about the mandate and the peace process in the country, and the promotion of positive image of the service institutions that engage in activities that assist the local community etc., this study however found out some varied challenges that impede the smooth running of the institutions. Among which include poor financing of the institutions Public Relations department, politicization of the issues of the institutions due to the nature of the politics, difficulty in ensuring that there is a mutual and effective understanding between institutions and its publics, and the fact that the profession is now becoming more challenging as a result of the sophistication among others. The findings highlighted affirmed the study undertaken by Fill (2012). In this study, it was discovered that the issue of Public Relations practices in different countries has become a problem in communication. The possible reason for this could be attributed to the lack of understanding of the role of Public Relations. At the same time, very few people know what Public Relation encompasses, what its aims are and how it works. Some people see public relations as propaganda,

while others understand it as a technique of embellishing ugly or even antisocial realities in some other part of the world (Piperopoulos, 2013).

#### **5.4 Recommendations for future research**

This study sought to assess Public Relations practice in the security services, a comparative study of the Ghana Police Service and the Ghana Armed Forces. In line with the topic therefore, the study focused on two institutions in Ghana with the study sampling 50 subjects. Therefore, the researcher is recommending that in the future, more organisations or institutions can be involved, while also increasing the sample size.

#### **5.5 Chapter Summary**

This chapter presented the summary, conclusions and recommendations of the data presented and discussed in relation to the data collected from the field.

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## APPENDIX 1

### QUESTIONNAIRE

#### (FOR THE GHANA ARMED FORCES)

Dear Sir/Madam

The researcher is a Master's Degree student of the Ghana Institute of Journalism (GIJ), and currently undertaking a study on the topic the "Public Relations practice in the security services: a comparative study of the Ghana Police Service and the Ghana Armed Forces (GAF)". The study is meant for academic purpose only, and therefore any contribution you make is geared towards a worthy course. While your input is immensely required to make this study a success, be also assured that any information you provide shall remain confidential.

Thank you very much for your involvement!

#### **Biographic Data of the Respondents**

1. Gender [  ] Male [  ] Female

2. Age category [  ] 20 – 30 [  ] 31 – 40 [  ] 41 – 50 [  ] 51 - 60

3. Education: Secondary level [  ] Diploma [  ] First Degree [  ] Masters and above [  ]

4. Please indicate your Rank:

[  ] Corporal & Below [  ] Sergeant [  ] Major & Inspectorate [  ] Senior Officer [  ]

Other

5. How long have you been a member of Ghana Armed Forces?

[  ] Less than 1yr [  ] 2-5yrs [  ] 6-9yrs [  ] 10yrs and above

6. Please identify your Department/Unit: Administration [ ] Operations [ ], General Duty[ ], Special/Technical [ ] Professional Services [ ] Others [ ]

**Using the scale below, please indicate the extent to which you agree to the following statements: Responses range from 5=Strongly Agree (SA); 4= Agree (A); 3= Not Sure (N); 2= Disagree (DA); 1= Strongly Disagree (SD).**

**Roles played by Public Relations practitioners**

No.	Item	SCORE				
		SA	A	N	DA	SD
7	Work with the institution’s public information structures					
8	The PR officers are attached to developing and managing the institutions communication strategy					
9.	Developing and managing communications strategy					
10.	Ensures that the local population is informed about the mandate and the peace process in the country					
11.	Implementing the communications strategy of the institution					
12.	Help contingents manage their media relations, and promote the positive image of contingents that engage in activities that assist the local community					
13.	Makes it possible for the information messages to be well-crafted and presented to the public					
14.	Show case the achievements of the institution					

15.	Play an important role in disaster management					
16.	Has become more relevant in contemporary times where the face of internal security threats is fast changing into situations that are more complex.					
17.	Play an enviable role for the country as global peacemakers and keepers.					
18.	Advocate open communication where the institution are willing to disclose unpalatable information, accept criticism and respond to feedback from stakeholders					
19.	Bring the military closer to the people and thus closer to media scrutiny					
20.	Act in a socially responsible manner to maximise PR opportunities					

### Communication strategy employed by Public Relations departments

No.	Item	SCORE				
		SA	A	N	DA	SD
21.	Creating of key messages					
22.	The use of blogging					
23.	The use of a formalized PR plan					

24.	The adoption of press conferences					
25.	Publicity					
26.	Creating relevant news stories, and managing the news					
26.	The use of press conferences					
27.	Circulating items to the media					
28.	The use of external publications					
29.	Organizing special programmes to reach a chosen audience directly					
30.	The use of sponsorship					
31.	The use of lobbying					
32.	Having total control over content					
33.	communication and effective dialogue					
34.	Collaborating with stakeholders					
35.	Sending of newsletters					
36.	Taking advantage of any public events					
37.	Motivation research and opinion research					

## Challenges the Public Relations departments face in the Ghana

No.	Item	SCORE				
		SA	A	N	DA	SD
38	Poor financing of the institutions Public Relations department.					
39.	Politicization of the issues of GAF due to the nature of our politics					
40.	Difficulty in ensuring that there is a mutual and effective understanding between GAF and its publics					
41.	Increase in television and radio stations					
42.	The nature of the Public Relations profession is now becoming more challenging as a result of expertise.					
43.	Difficulty for the institution to brace itself up in the areas of democracy, economic development, good governance, crisis management, research and evaluation.					
44.	Wider perspective of the profession, requires much intellectualism					
45.	How to go into national debates and explain to the people of Ghana that effective public governance helps to strengthen democracy and human rights, rule of law,					
46.	Difficulty in attracting adequate skillful PR professionals into the institution					
47.	Absence of proactive approach in advocating policies and the development of the institution					

48.	Increase in Communication Platform					
49.	It is a problem since the institution’s publics expect its PR to continuously be at their best in-order to produce their imagined expectations.					
50.	Poor Appreciation of the Profession Among the Public					
52.	Low Awareness of Public Relations and what it stands for					
53.	Poor Usage of Social Media					

55. Aside the identified challenges, what other challenges can you identified? Please explain below:

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**Recommendations**

In your estimation, what do you think should be done to improve the role played by the Public Relations department of your institution? Please explain below:

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## APPENDIX 11

### QUESTIONNAIRE

#### THE GHANA POLICE SERVICE

Dear Sir/Madam

The researcher is a student of the Ghana School of Journalism, and currently undertaking a study on the topic the “Public Relations practice in the security services: a comparative study of the Ghana Police Service and the Ghana Armed Forces (GAF)”. The study is meant for academic purpose only, and therefore any contribution you make is geared towards a worthy course. While your input is immensely required to make this study a success, be also assured that any information you provide shall remain confidential.

Thank you very much for your involvement!

#### **Biographic Data of the Respondents**

1. Gender [  ] Male [  ] Female
2. Age category [  ] 20 – 30 [  ] 31 – 40 [  ] 41 – 50 [  ] 51 - 60
3. Education: Secodary level [  ] Diploma [  ] First Degree [  ] Masters & Above [  ]
4. Please indicate your Rank:  
Corporal & Below [  ], Sergeant [  ], Inspectorate, [  ] Senior Officer [  ]
5. How long have you been a member of Ghana Armed Forces?  
Less than 1yr [  ], 2-5yrs [  ], 6-9yrs [  ], 10yrs and above [  ]
6. Please identify your Department/Units: Administration [  ] Operations [  ] General Duty [  ]  
Special/ Technical Duty [  ] Professional Service [  ] Other [  ]

Using the scale below, please indicate the extent to which you agree to the following statements: Responses range from 5=Strongly Agree (SA); 4= Agree (A); 3= Not Sure (N); 2= Disagree (DA); 1= Strongly Disagree (SD).

**Roles played by Public Relations practitioners in the Ghana Armed Forces**

No.	Item	SCORE				
		SA	A	N	DA	SD
7	Work with the institution's public information structures					
8	The PR officers are attached to developing and managing the institutions communication strategy					
9.	developing and managing communications strategy					
10.	Ensures that the local population is informed about the mandate and the peace process in the country					
11.	Implementing the communications strategy of the institution					
12.	Help contingents manage their media relations, and promote the positive image of contingents that engage in activities that assist the local community					
13.	Makes it possible for the information messages to be well-crafted and presented to the public					
14.	Show case the achievements of the institution					
15.	Play an important role in disaster management					

16.	Has become more relevant in contemporary times where the face of internal security threats is fast changing into situations that are more complex.					
17.	Play an enviable role for the country as global peacemakers and keepers.					
18.	Advocate open communication where the institution are willing to disclose unpalatable information, accept criticism and respond to feedback from stakeholders					
19.	Bring the military closer to the people and thus closer to media scrutiny					
20.	Act in a socially responsible manner to maximise PR opportunities					

### Communication Strategy Employed by Public Relations Departments

No.	Item	SCORE				
		SA	A	N	DA	SD
21.	Creating of key messages					
22.	The use of blogging					
23.	The use of a formalized PR plan					
24.	The adoption of press conferences					
25.	Publicity					

26.	Creating relevant news stories, and managing the news					
26.	The use of press conferences					
27.	Circulating items to the media					
28.	The use of external publications					
29.	Organizing special programmes to reach a chosen audience directly					
30.	The use of sponsorship					
31.	The use of lobbying					
32.	Having total control over content					
33.	Communication and effective dialogue					
34.	Collaborating with stakeholders					
35.	Sending of newsletters					
36.	Taking advantage of any public events					
37.	Motivation research and opinion research					

### Challenges the Public Relations Departments Dace in the Ghana Police Force

No.	Item	SCORE				
		SA	A	N	DA	SD

38	Poor financing of the institutions Public Relations department.					
39.	Politicization of the issues of the institution due to the nature of our politics					
40.	Difficulty in ensuring that there is a mutual and effective understanding between institution and its publics					
41.	Proliferation/ Increase of television and radio station					
42.	The nature of the Public Relations profession is now becoming more challenging as a result of sophistication/expertise.					
43.	Difficulty for the institution to brace itself up in the areas of democracy, economic development, good governance, crisis management, research, and evaluation.					
44.	Wider perspective of the profession, requires much intellectualism					
45.	How to go into national debates and explain to the people of Ghana that effective public governance helps to strengthen democracy and human rights, rule of law,					
46.	Difficulty in attracting adequate skillful PR professionals into the institution					
47.	Absence of proactive approach in advocating policies and the development of the institution					
48.	Increase in Communication Platform					

49.	It is a problem since the institution’s publics expect its PR to continuously be at their best in-order to produce their imagined expectations.					
50.	Poor Appreciation of the Profession Among the Public					
52.	Low Awareness of Public Relations and what it stands for					
53.	Poor Usage of Social Media					
54.	Bribery and corruption on the part of some personnel that had gone a long way to soil the image of the institution					

55. Aside the identified challenges, what other challenges can you identified? Please explain below:

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**Recommendations**

In your estimation, what do you think should be done to improve the role played by the Public Relations department of your institution? Please explain below:

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