



The impact of effective public relations on organizational performance in Micmackin Nigeria limited

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Abstract

There is no doubt that public relations has received more attention based on its immense contribution to organisation growth and development through effective public relations practice. However, this paper examined the impact of effective public relations on organizational performance with a focus on Micmackin Nigeria Limited in Akure. Moreover, Relationship management theory was employed and a longitudinal survey design was chosen as the methodology. The population of the study approximately 105 was derived from both member and management staff of Micmackin Nigeria Limited headquarters in Akure. The study through primary source of data collection made use of open ended questionnaire and it was randomly attested to the selected population of Micmackin Nigeria Limited. Hence, the study through its findings revealed that, Public Relations have impact on organisation performance in Micmackin Nigeria Limited as its project organisation goals, ensure organisation relation and brand promotion. The findings also revealed that, management interference is the major challenge facing the activities of public relations towards ensuring effective organisation performance especially in Micmackin Nigeria Limited. Moreover, this paper concludes that, management interference is the major challenge facing the activities of public relations towards ensuring effective organisation performance in Micmackin Nigeria Limited. The paper recommends that Managements of every organisation should endeavour to put in place structure that will help effective public relations in their organisation. It also recommends that, management of Micmackin Nigeria Limited should disengage from interference into the public relations service of its organisation to ensure professionalism.

Keywords: effective Public Relations, organizational performance, management interference

Introduction

Organizational performance is the result of an organization as measured against its intended goals and can be defined both financially and non-financially. According to Kaplan and Norton (2013) ^[22] the Balanced scorecard is one of the recognized and established tool used in measuring the financial and non-financial performance by assessing the performance of a firm from four different perspectives namely: learning and growth, internal processes, customer and financial. Public relations' strategic management function has been recognized as facilitating the formulation of organizations strategies to enhance organisation performance (Plowman, 2010) ^[29].

According to Mohd Hamdan (2018) ^[17], the practice of public relations is an important role to the organization as it seeks to attract customers, generate interest on investments, improve financial performance, enhance the image of talented employees, improve return on assets of the organization, creating a competitive advantage and gain a positive view of financial analysts. In building an organisation-public relationship (O-PR), public relations professionals must evolve a participatory communication scheme in which the internal and external publics of the organisation recognise input and create a multi-dimensional flow of information to ensure positive organisational performance.

Public Relation is a critical tool for enhancement of employee performance, establishing, fostering and developing growth and stability in any organization (Austin & Pinkleton, 2011). Furthermore, Michnik (2015) stressed that public relations concerns the total communication of any organization. In a time when information is being regarded as power (Ofuani et al., 2018; Paul, 2016) ^[25] it is important that communication channels and PR practices are updated to meet both routine and critical needs of organizations especially private organisation (Adagala & Michael, 2017).

The organizational Public Relations industry has about two key resources which include the management and employees, which are considered as the factors of service production, while information and communication are the raw material and the internal and external publics are the market for information and communication services (Ofuani, 2018) ^[25]. Public relations (PR) in the context of organisation performance are defined as a planned and systematic management function to help improve the organisation performance (especially private organisation) (Agwi, 2018) ^[2]. However, every employee in the organization needs to practice excellence of public relations for the success the vision and mission of the organization.

Accordingly, every employee in the manufacturing sector especially in Micmakin Nigeria Limited Akure practice relations with excellence because the staffs are individuals who are responsible to deliver information and services to the community as well as the success of the organization's objectives, mission and vision of the organization.

Micmakin Nigeria Limited is a registered Nigerian Agro-allied processing company, incorporated on the 28th of September, 1999, in Akure the capital city of Ondo State. The company deals with processing of cassava, Wholesale bakery, Quick Service Restaurant (QSR) and agricultural cooperative. Some of the brands include Chicken Republic, Oyato Loaf, Oyato Cakes and Micmakin Cassava Products. Moreover, Mickmakin Nigeria Limited is one of the biggest enterprise in Ondo State that has establish its fame in the heart of the general public through effective management plan. Mickmakin Nigeria Limited as a manufacturing organization that serve and provide goods to the public, evaluation and critique of all the activities carried out are in most cases not spared especially through effective public relation management. In fact, Yaeger and Sorensen (2009) asserted that the key role of organisation performance isto strike a balance between the goals and mission of the organization and the organization's ability to achieve its mission and objectives through effective public relations. Base on the aforementioned, this paper examined the impact of effective public relations on organizational performance with a focus on Micmakin Nigeria Limited.

Statement of the Problem

The fact that effective public relations can ensure positive organizational performance cannot be override based on the veritable role of Public Relations in achieving mutual relationship within an organisation and its target audience in general. Hence, effective public relation is paramount in order to ensure positive organizational performance. Several studies have been undertaken concerning the communication between a firm and its stakeholders. A study by Rehman (2010) on using public relations to strengthen relationships with different stakeholders showed that relationships ensure corporations have minimum conflicts with stakeholders and

maximum loyalty from all stakeholders. Based on the above, it could be noted that, Public Relations play a vital role in organizational performance. However, studies have shown despite the presence of public relations, most organizations perform below expectation. The reasons for this poor performance cannot be specifically identified (Okwelle, 2010). Therefore, this study seeks to evaluate the impact of effective public relations on organizational performance, especially with a study of Rufus Giwa Polytechnic Owo.

Research Questions

1. What is the impact public relations have on organisation performance in Micmacking Nigeria Limited?
2. To what extents does Public Relations influence organisation performance in Micmakin Nigeria Limited?
3. What are the challenges facing the activities of public relations towards ensuring effective organisation performance?

Literature Review

The Concept of Public Relations

Public Relations practice involves the planned and sustained efforts to establish and maintain mutual understanding between an organization and its public (Oyewunmi, 2016) ^[28]. PR as a discipline is also seen as the activities that foster and encourage a meeting point for service users, service receivers and staff and management of an organization (Bruning 2019) ^[4]. PR activities include all efforts mobilized towards a mutual relationship within and outside systems in an organization, which is largely facilitated and coordinated under the principles of communication. Hence, communication becomes a pivotal tool through which public relation and its activities are realized (Otubanjo 2010) ^[26].

Furthermore, PR has been defined as a distinctive management function which helps establish and maintain mutual lines of communication, understanding, acceptance and co-operation between an organization and its publics; involves the management of problems or issues; helps management to keep informed on and responsive to public opinion; defines and emphasizes the responsibility of management to serve the public interest; helps management to keep abreast of and effectively utilize change; serves as an early warning system to help anticipate trends; and uses research and ethical communication technique as its principle tools (Suzanne, 2018). This definition comprehensively encapsulates the functions of PR and its essence in every kind of organization.

Importantly, the concept management as key to effective PR (Otubanjo 2010) ^[27] has been emphasized in the above definition, taking into cognizance the complexities that usually surround humans and their relationships (Suchan, 2006). This prompted Ngozi, Malachy, Christy, Ngozi, and Prince (2016) to argue that the traditional notions that regard mere communication as a focus and function of public relation is obsolete in this modern age. Furthermore, Grunig (2000) posit that PR has an expanded scope that transcends mere communication to include building productive relationships. However, as mentioned earlier, Macnamara (1999) ^[16] considers PR as mainly a managerial concept, aimed to produce effective systems with functional components. PR also involves broader purviews of building and sustaining relationships with important personalities, for the purpose of harnessing quality measures that would appropriately disseminate information and bring about wider

coverage of services, regardless of time and space (Falola, 2018) ^[11].

The concept of organization performance

Firm performance refers to how well an enterprise achieves their objectives (Hooley, & Greenley, 2015) ^[14]. Firm performance can be assessed by a firm's efficiency and effectiveness of goal achievement (Noe 2016). Hancott (2015) indicates that firm performance is measured using indicators such as profit growth rate, net or total assets growth rate, return on sales, shareholder return, growth in market share, number of new products, return on net assets, etc. In addition, Tippins and Sohi (2013) propose firm performance is measured on four dimensions: relative profitability, return on investment, customer retention, and total sales growth. Griffins (2006) on the other hand describe organizational performance as the organization's ability to acquire and utilize its scarce resources as expeditiously as possible in the pursuit of its firm performance.

According to Alam (2012) firm performance is a multidimensional construct that consists of four elements which include; (i) customer-focused performance, including customer satisfaction, and product or service performance; (ii) financial and market performance, including revenue, profits, market position, cash-to-cash cycle time, and earnings per share; (iii) human resource performance, including employee satisfaction; and (iv) organizational effectiveness, including time to market, level of innovation, and production and supply chain flexibility. Measures of financial performance include return on assets (ROA), return on equity (ROE), earnings per share and any market value ratio that is generally accepted. Generally, the financial performance of banks and other financial institutions has been measured using a combination of financial ratios analysis, benchmarking, measuring performance against budget or a mix of these methodologies (Ahmad, 2012).

Impact of Public Relations on Organisational Performance.

According to Szilagyi, (2011), Regardless of how effective an organization is, it doesn't have the desired impact if the public and consumers are not aware of the business's brand, successes or contributions. A public relations campaign that educates and informs people about the contributions of the organization enhances its brand recognition and makes it more relevant in the public eye. However, not only to the organization, but public relations also have a great impact on its employees as below;

Public Image Strategy; Public relations strategists will work with top executives in the organization to craft an overview of how the company wants to be perceived, and how it is going to project a positive image. This can involve focusing in on exactly the right message, and then deciding on the broad outlines of a campaign to disseminate that message (Steinberg, C. S, 2016).

Outreach Events; Public relations professionals often arrange events to raise the profile of the organization or lend its brand and name to a charitable event that represents the philosophy of the company. Think of a corporation sponsoring a Special Olympics event, or a hospital organizing a health outreach day in its town (Wayne, 2014).

Media Relations; Talking with the media is a core function of public relations departments. Public relations professionals field questions from reporters, arrange for

interviews with key individuals in the organization and write press releases to make the media aware of company events or achievements (Dauwalder, 2014).

Handling Emergencies; Sometimes a company or organization is struck by a disastrous event that ruins its public image. This might be an oil company that has to deal with a high profile spill, or a food company that has a contamination event. Public relations professionals decide how the organization will repair the damage to its image, communicate how it is dealing with the problem and regain control of its message (Szilagyi, 2011).

Innovation; A public relations initiative that touts a small business's innovations can attract attention, investors and potential business partners. Regular forms of communication in the form of feature news articles, public appearances and presentations, and service on expert industry panels establish a small business's place in their industry's spotlight (Weihrich, 2013). This positive perception can help improve overall effectiveness by demonstrating the company's ongoing successes.

Internal Perceptions; Internal public relations campaigns have the potential to bolster staff morale, improve communications and motivate employees. Public relations efforts

that keep all employees in the loop about company activities and strategic plans and invite feedback can get significant buy-in from employees. This can make them more supportive of the company's efforts and more effectively performing their jobs (Koontz, H, 2004).

Agreeing Akintayo (2010) the connection between representative responsibility and efficiency isn't built up. The agreement on this, be that as it may, is that over the long haul duty prompts expanded profitability. The most grounded ramifications of the majority of the exploration is that the two factors, responsibility and execution, are generally free of each other. It appears there are two conceivable purposes behind this. The main reason is that in numerous employments varieties, duty can't prompt varieties in profitability (Bin, Ahmed, Shafi & Shaheen, 2011).

Besides, when connections of this sort do show up, the affiliations may in any case be false, since both might be related with different factors also (Bin, Ahmed, Shafi & Shaheen, 2011). At the end of the day, duty and efficiency might just have to a great extent isolate easygoing ways, one arrangement of components interest in innovation decides profitability, another set apparent value of prizes produces representative responsibility (Akintayo, 2010). Efficiency increments as an association proceeds to discover better approaches to utilize less assets keeping in mind the end goal to deliver its yield. In a business domain in any case, profitability change is basic for long-run achievement of the organization (Bin, Ahmed, Shafi & Shaheen, 2011).

A broadly acknowledged suspicion is that better work environment condition spurs representatives and creates better outcomes (Brown, McHardy, McNabb, & Taylor, 2011). Office condition can be portrayed as far as physical and behavioral parts. These parts can additionally be isolated as various free factors (Gantasala, 2011). An association's physical condition and its plan and format can influence worker conduct in the working environment. Scientists evaluate that upgrades in the physical outline of the work environment may bring about a 5-10 percent expansion in worker efficiency (Conway, Edel, Kathy & Monks, 2010). Moreover, the physical condition is a device that can be

utilized both to enhance business results and representative prosperity (Leblebici, 2012). Guaranteeing sufficient offices are given to representatives is basic to creating more noteworthy worker duty and efficiency (Sekar, 2011). The arrangement of lacking hardware and antagonistic working conditions has been appeared to influence worker duty and aim to remain with the association. From a security viewpoint, it demonstrates that natural conditions influence worker wellbeing recognitions which affect upon representative responsibility (Omar, 2010). Broad logical research has likewise yielded signs proposing that enhancing working condition brings about a diminishment in various protests and truancy and an expansion in efficiency (Shapiro, 2008).

In that capacity in the twenty-first century, organizations are adopting a more vital strategy to natural administration to upgrade their profitability through enhancing the execution level of the workers. It is clear in the examination discoveries of (Sekar, 2011) that the more fulfilled specialists are with their occupations the better the organization is probably going to perform as far as ensuing gainfulness and especially efficiency. The creator further, contends that in the connection between work, the work environment and the devices of work, work environment turns into a fundamental piece of work itself (Sekar, 2011).

The administration that directs how, precisely, will expand worker profitability as it's revolved around two noteworthy territories of center: individual inspiration and the framework of the workplace (Sekar, 2011). There are different writings that characterize diverse elements that impact the execution of the workers, however scientists clarify the parts of the workplace condition, for example, cooperation as having been seen to be the segment to have the best impact on profitability and representative responsibility, and diversion was seen to have the most negative (Haynes, 2008). Through increases in profitability supervisors can diminish costs, spare rare assets, and improve benefits.

Factors Hindering the Practice of Public Relations

Several studies has found that communicator expertise was not enough to predict the best practices of public relations. Dozier (2012). There had to be shared expectations between the communications function and senior management or dominant coalition. If the chief executive officer (CEO) and other top managers expect the public relations function to be strategic and contribute to the organization's bottom-line goals, they often require and support practices that included research and strategic planning and management rather than simply press releases and media placement. Such demand for advanced, two-way communication influences the actual practice in these organizations. It requires hiring and retaining professionals who can conduct research and analyze data that allows for more strategic practices.

Organizational Structure

Lerbinger (2016). Organizational structure can, of course, have an impact on communication because of the reporting structures and flow of information in the organization. In an

organization with a production component, such as any manufacturing-based organization, a more complex understanding of the organization begins to emerge.

Lindenmann, W. (2013). Most organizations of this type would have a very wide base of hourly production workers reporting to the CPO, as well as numerous supervisors and administrative staff of various kinds and levels throughout the chart. Simplifying it to the direct reporting relationships involved in the management chain of command allows us to see how the corporate communication function both reports to the CEO and interacts with the rest of the dominant coalition across functional areas.

Theoretical Framework

Relationship Management Theory

Relationship management theory was advanced by Elton (1920) who by combining exchange theory and dialectical perspectives, agreed with earlier works by Baxter that a relationship is an ongoing process and that the relationships development is affected by the state of the previous process. An organizations relationship and involvement with the public starts when an organization realizes its interdependence with other units in the institutional environment appreciates the role that each of the stakeholders play in an effective operation of the firm. Hence the types of relationship that an organization wishes to develop with its public determine the use of the cultivation strategies though the types of the relationship that ensue might be different from the original expectations that the organization expected (Feddersen & Gilligan, 2011).

This theory becomes so relevant to this study based on its justification about the developmental impact of effective and mutual relationship in an organisation. Relationship management theory is of the notion that all the stakeholders in an organisation must ensure effective or mutual relationship in order to enhance positive performance in an organisation. Hence, the above assertion place public relations in every organisation in undeniable position to maintain mutual relationship within an organisation in order to ensure positive organisation performance so as to attain organisation goals and objectives.

Methodology

This study employed longitudinal survey design and a primary data source was used to collect relevant data from the respondents. The area selected for this paper is Micmacking Nigeria Limited headquarters situated in Alagbaka along (A) Division Police Station in Akure, capital city of Ondo State. However, the population of the study which is 105 comprised of the entire member staff of the organisation working in Micmacking Nigeria Limited headquarters and the entire 105 population was relatively considered as the sampling size of the study. Moreover, the study through random sampling approach samples the opinion of the totality of both members and management staff of the organisation. Moreover, the study employed primary source of data collection and structured questionnaire was used as instrument for data collection.

Data Presentation and Analysis**Index Table:**

Research Question: What impact does public relations have on organisation performance in Micmacking Nigeria Limited?

S/No	Item Response	No of Respondent		Percentage (%)
i	Is there effective Public Relation in your orgaismation?	Yes	(102)	97%
		No	(3)	3%
		Total	(105)	100%
ii	Does Public Relations have any impact on organisation performance in Micmacking Nigeria Limited?	Yes	(99)	94%
		No	(6)	6%
		Total	(105)	100%
iii	What impact does public relations have on organisation performance in Micmacking Nigeria Limited?	Projecting organisation goals	(9)	9%
		Effective organisation relationship	(11)	10%
		Brand promotion	(28)	27%
		All of the above	(57)	54%
		Total	(105)	100%

From the above table, **item i**, it was discovered that 102 respondents representing 97% admit that there is effective Public Relation service in their orgaismation while the remaining 3 respondents representing 3% have contrary opinion. Also in **item ii**, 99 respondents representing 94% admitted that Public Relations have impact on organisation performance in Micmacking Nigeria Limited, while the remaining 6 respondents representing 6% have contrary opinion. Finally in **item iii**, 9 respondents representing 9% admit that, the major impact of public relations on organisation performance in Micmacking Nigeria Limited is projecting organisation goals, 11 respondents representing 10% admit that, effective organisation relationship is the major impact of public relations on organisation performance

in Micmacking Nigeria Limited, 28 respondents representing 27% admit that, brand promotion is the impact of public relations on organisation performance in Micmacking Nigeria Limited while the remaining 57 respondents representing 54% attest to the fact that, all the listed option are the impact of public relations on organisation performance in Micmacking Nigeria Limited.

Research Question 2: To what extents does Public Relation influence organisation performance in Micmakin Nigeria Limited and What are the challenges facing the activities of public relations towards ensuring effective organisation performance?

S/No	Item Response	No of Respondent		Percentage (%)
i	Does effective public relations influence organisation performance in Micmakin Nigeria Limited? in Micmakin Nigeria Limited?	Yes (92)		88%
		No (13)		12%
		Total (105)		100%
ii	To what extents does Public Relation influence organisation performance in Micmakin Nigeria Limited? in Micmakin Nigeria Limited?	To a greater extent	(52)	50%
		To some extent	(19)	18%
		On rare occasion	(21)	20%
		Unspecified	(13)	12%
		Total	(105)	100
iii	Are there challenges facing the activities of public relations towards ensuring effective organisation performance?	Yes	(98)	93%
		No	(7)	7%
		Total	(400)	100%
iv	What are the challenges facing the activities of public relations towards ensuring effective organisation performance?	Unprofessionalism	9	9%
		Management	54	51%
		Interference Organizational Structure	3	3% 10%
		Organizational Culture	11	
		Unspecified	28	27%
		Total	105	100%

From the above table, it was discovered in item i, that 92 respondents representing 88% admit that effective public relations influence organisation performance in Micmakin Nigeria Limited while the remaining 13 respondents representing 12% have contrary opinion. Also in item ii, 52 respondents representing 50% admit that Public Relation influence organisation performance in Micmakin Nigeria Limited to a greater extent, 19 respondents representing 18% admit that Public Relation influence organisation performance in Micmakin Nigeria Limited to some extent, 21 respondents representing 20% admit that Public Relation influence organisation performance in Micmakin Nigeria on a rare occasion while the remaining 13 respondents representing 12% were unspecified. Moreover, in item iii of the above table, 98 respondents representing 93% admit that there are challenges facing the activities of public relations towards ensuring effective organisation performance while the remaining 7 respondents representing 7% have contrary opinion. Finally, in item iv, 9 respondents representing 9% admit that unprofessionalism is the major challenge facing the activities of public relations towards ensuring effective organisation performance, 54 respondents representing 51% admit that management interference is the major challenge facing the activities of public relations towards ensuring effective organisation performance, 3 respondents representing 3% admit that organisation structure is the major challenge facing the activities of public relations towards ensuring effective organisation performance. 11 respondents representing 10% admit that organisation culture is the major challenge facing the activities of public relations towards ensuring effective organisation performance, while the remaining 28 respondents representing 27% were unspecified.

Discussion of Findings

This paper examined The Impact of Effective Public Relations on Organizational Performance. 3

Question 1 investigate the impact public relations on organisation performance in Micmacking Nigeria Limited in which table item (iii) of the above table (1) revealed that Public Relations have greater impact on organizational performance as it projects organisation goals, ensure organisation relation and brand promotion with total highest number of 57 respondents representing 54%. It was also revealed in the same table 1 item (ii) where the total highest number of 99 respondents representing 94% admitted that Public Relations have impact on organisation performance in Micmacking Nigeria Limited. Therefore, it can be deduced from the above that Public Relations have impact on organisation performance in Micmacking Nigeria Limited as its project organisation goals, ensure organisation relation and brand promotion.

Question 2 examined the extent to which Public Relation influence organisation performance in Micmakin Nigeria Limited. Item (ii) of the above table (2) revealed that Public Relation influence organisation performance in Micmakin Nigeria Limited to a greater extent as attested to by the total highest number of 52 respondents representing 50%. Hence, it can be affirmed from the above attestation that Public Relation influence organisation performance in Micmakin Nigeria Limited to a greater extent.

Finally, **Question 3** investigates the challenges facing the activities of public relations towards ensuring effective organisation performance. Item iv, of the above table (2)

revealed that management interference is the major challenge facing the activities of public relations towards ensuring effective organisation performance in Micmakin Nigeria Limited as attested to by the total highest number of 54 respondents representing 51%. Therefore, it can be deduced from the above attestation that, activities of public relations towards ensuring effective organisation performance in Micmakin Nigeria Limited is majorly challenged by management interference.

Summary of Findings

The practice of public relations has witness a tremendous turn around in this news dispensation base on its immense contribution to the development of organisation through a strategic public relation service, (Akinnowo 2019). Hence several studies through findings have been able to arrive at some logical conclusion in reference to the functional role of public relations towards organisation performance. In this study, the findings revealed that, effective public relation have greater impact on organisation performance as its, project organisation goals, ensure organisation relation and brand promotion, this has supported in by Chelangat Shila (2017). The study revealed the effect of public relations on organisation and Shila through his findings revealed that, "a firm has the opportunity to achieve its set goals, attain competitiveness and outmaneuvers its rivals if it constructs a culture that fully utilizes the opportunities that come with public relations techniques". The above justify the fact that, effective public relations have a relative effect in achieving organisation goals through effective organisation performance. The study also revealed that, management interference is the major challenge facing the activities of public relations towards ensuring effective organisation performance in Micmakin Nigeria Limited.

Conclusion

Following the above findings, this study concluded that, management interference is the major challenge facing the activities of public relations towards ensuring effective organisation performance in Micmakin Nigeria Limited. It also concluded that, management interference is the major challenge facing the activities of public relations towards ensuring effective organisation performance especially in Micmakin Nigeria Limited. Moreover, the study also concluded that, Public Relation has influence on organisation performance especially in Micmakin Nigeria Limited to a greater extent.

Recommendations

In view of the above mentioned, the following recommendations were made:

- Managements of every organisation should endeavour to put in place structure that will help effective public relation in their organisation.
- It also recommends that, management of Micmakin Nigeria Limited should disengaged from interference into the public relations service of its organisation to ensure professionalism.
- Public relations personnel in every organisation should endeavour to attend seminars in order to keep up to up to date in the field of public relations.
- It also recommends that, management of every organisation should seek to attend to salient

challenges limiting effective operation of public relations in their organisation.

- It also recommends that, public relations in every organisation should ensure effective communication especially during organizational conflict.

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