

**THE ROLE OF THE PUBLIC RELATIONS UNIT IN MANAGING INTERNAL
STAKEHOLDERS' COMMUNICATION AT EVERPURE GHANA LIMITED, KUMASI**

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STATEMENT OF AUTHENTICITY

CANDIDATES DECLARATION

Having read and understood the university regulations relating to plagiarism, we hereby declare that, except for reference to other people's materials either as quotation or as basis for presentation which has been acknowledged, this study consists of our own work produced from research under supervision.

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SUPERVISOR'S DECLARATION

I hereby declare that the preparation and presentation of this project work was supervised in accordance with the guidelines outlined by Christian Service University College, Kumasi.

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ABSTRACT

Communication management is a critical component of every organization and PR practitioners are pivotal to the managerial function of crafting and delivering effective communication strategy in organizations. Internal communication in particular has become so vital to organizations that if it is not well managed, it could hamper the progress of an organization as a whole. There is therefore the need to identify the role of PR practitioners in managing internal stakeholders' communication.

The study used exploratory design to collect data from a target population of one hundred and eight (108) employees of Everpure Ghana Limited, Kumasi adopting the triangulation method. Structured interviews and questionnaires were used in the process, three top management members were interviewed and questionnaires were administered to lower level employees. Eighty-six respondents representing 77% returns were realized. The study found that the PR unit is seen as the driving force in providing pragmatic approach to internal communication although; it is not part of the top management. The study again showed all formal available means of communication could be used, but majority of respondents (51%) used face-to-face communication

The study further revealed that internal stakeholders' were always kept informed by the PR unit, feedback and consultation were also encouraged, consequently positively affecting staff morale. The study has found that, for internal stakeholder communication to be effectively managed by the PR unit at Everpure Ghana Limited, Kumasi the communication tone and pitch must be set to an appropriate level for the intended audience or adjusted where necessary. The

communication has to be a two way process and appropriate medium of communication must be utilized.

The study recommended that, the PR unit would be better off in managing internal stakeholders' communication at Everpure Ghana Limited, Kumasi if detached from the marketing department and recognized as a member of the dominant coalition.

DEDICATION

This project work is dedicated to all colleagues of the department of communications studies,
2013 year group.

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CHAPTER ONE

INTRODUCTION AND BACKGROUND TO THE STUDY

1.0 INTRODUCTION

This chapter looks at the background of the study, the problem statement and the purpose statement. It also looks at the study objectives and the research questions as well as the significance of the study, scope of the study, limitation and delimitation, and, finally, the operational definition of key terms.

1.1 BACKGROUND TO THE STUDY

Communication is the heart of every organization; hence it is the key to organizational success. Communications, thus, remain the most vital and invaluable tool in the organizational progress. Managing internal stakeholders' communication from a Public Relations (PR) doorstep is inextricably tied to effective communication. Good communication is a vital ingredient for maintaining a healthy organizational reputation.

The organization's communication strategy is focused on producing an integrated package made up of three essential components, which are, the atmosphere for communication, the communication process and the communication methods (Scholes 2006). The organizational context of communication and the ambience of the business as a whole influence how the organization communicates and how the messages are received. The ability of employees to complete task is increasingly dependent on the quality of the communication shared within the organization. Effective communication in cooperative effort rests on more than a simple exchange of information, the communications specialist or the PR practitioner must be adept at anticipating the

responses of employees by communicating honestly and consistently with the different constituencies in the organization. To develop bond between employees, there must be a firm foundation for interaction which can only be based on an appreciation for each other.

According to the Mexican Statement of 1978, (as cited in Tench and Yeomans, 2006), it is obvious that PR practice is multidiscipline as it monitors, surveys and researches into issues in an organization's environment and offer advice, so that its policies are in line with set goals and objectives to meet the expectations of its publics. Moreover, it is now critical for the purified water industries to create and maintain organizational identity and this goes beyond just creating a corporate slogan to match the corporate name. It is a process that involves effective PR manager to craft and manage internal stakeholders' communication which will help to establish and maintain mutual lines of communication, understanding, acceptance and cooperation between the organization and its publics.

Grunig and Hunt's (1984, p 22) four models of PR is one of the most widely used and accepted models in modern day practices. The model identifies how management uses PR in executing communications and other objectives within the organization. The four models are press agency/publicity model, public information model, Two-way asymmetrical model and Two-way symmetrical model.

Press agency/publicity model is a one way communication mode which uses persuasion and manipulation to influence audience to behave in the way and manner organization desires. Public information model is also a one way communication mode which uses one way communication technique such as Press release to distribute organizational information, the PR practitioner is often referred to as in-house journalist. Two-way

asymmetrical model is a two way communication mode which also uses persuasion and manipulation to influence audience behavior as organization desires. It is imbalanced because research is not conducted to find out how audience feels about the organization. Two-way symmetrical model is also a two way communications mode which uses communication to negotiate with audiences to resolve conflict and promote mutual understanding within the organization.

Two-way symmetrical model emphasize communication exchange, reciprocity and mutual understanding thereby allowing organizations to adjust and adapt to each other until consensus is reached. It is widely considered to be the most appropriate of Grunig's models of communication because the other three falls on propaganda and persuasion to achieve organizational desires.

The increased competition in the purified water industry has certainly compelled Everpure Ghana Limited to become more innovative as well as effective in promoting, maintaining and sustaining the business. Everpure Ghana Limited is a purified water producing company based in Kumasi, it has branches in other regions which provide purified water prepared in a high quality manner that has consistent taste serving anytime and priced in a low key décor and friendly atmosphere and delivered consistently country wide.

In spite of PR's relevance to management, it remains a discipline which appears to be almost under-utilized in the purified water industries in Ghana. There is therefore the need to explore into the roles of the PR units in the industries and for that matter

Everpure Ghana Limited, Kumasi and how the PR unit manages internal stakeholders' communication to achieve the overall organizational objective.

1.2 PROBLEM STATEMENT

Organizations are operating in a fast-moving and turbulent environment where employers use internal communication systems to direct attention towards business objectives. This reinforces the formal messages on quality initiatives, business performance targets and the competition. However do organizations understand what employees want to know, and does it matter? In order to be effective, organization's communication should be supported from the top and should be internally customer-focused, that is, with emphasis on employees. For Public Relations practitioners the greater part of these moments starts with effective management of internal stakeholders' communication.

In most established organizations the role of the Public Relations is often overlooked until crises looms, many times there is also friction between the Human Relations manager and the PR unit. In the case of Everpure Ghana Limited, the marketing department has an oversight responsibility of the PR unit and management decisions are communicated to them to be carried to the internal publics. What then becomes of the role of the PR unit at Everpure Ghana Limited, since they are regarded as messengers instead of managers, or can the value of credibility at Everpure Ghana Limited be gained through PR activities?

In order to fulfill the full potential as an important element in the promotional mix, an understanding of the roles of the PR unit in managing internal stakeholders'

communication is necessary. Thus, this study attempts to explore the role of the PR unit in managing internal stakeholders' communication at Everpure Ghana Limited, Kumasi.

1.3 PURPOSE STATEMENT

This study sought to find out the role of the Public Relations unit in managing internal stakeholders' communication at Everpure Ghana Limited, Kumasi.

1.4 STUDY OBJECTIVES

1. To find out the extent to which the knowledge of the Public Relations unit is brought to bear on internal communication.
2. To find out the contributions of the Public Relations unit in facilitating internal communication.
3. To find out the contributions of the Public Relations unit in solving communication problems of internal stakeholders.
4. To find out how the Public Relations unit carry out communications decisions made by top management.

1.5 RESEARCH QUESTIONS

1. To what extent is the knowledge of the Public Relations unit brought to bear on internal communication?
2. What are the contributions of the Public Relations unit in facilitating internal communication?

3. What are the contributions of the Public Relations unit in solving communication problems of internal stakeholders?
4. How does the Public Relations unit carry out communications decision made by top management?

1.6 SIGNIFICANCE OF THE STUDY

The role of the PR unit in managing the internal stakeholders' communication has been occasioned by most companies preoccupation to indulge the external publics more, as they bring about progress in terms of sales and quantum leaps in profits and gains, thus, almost overlooking the active contributions of their internal stakeholders.

Most companies spend a great deal of money and effort on their external communication plan but fail to expend any energy toward creating an organized plan for internal communication. This affects overall success of an organization", internal communication should therefore be seen as part of employees role in the organization and key to this aspect is the development of competences that will be integrated into employee job specification. Employees should not just be encouraged to communicate, but should be coached by the PR unit to communicate effectively.

Currently, organizations make conscious efforts to raise their communications practice to a notch high by thinking through what to communicate, how to communicate, when to communicate, where to communicate and above all who to communicate or carry the information to their internal stakeholders and formulate strategies that enhance internal communication. Everpure Ghana Limited is no exception, the PR unit must of necessity not underestimate the power of internal stakeholders, because to a greater extent they can

make and unmake the company if their concerns and interests are not well managed and addressed.

1.7 SCOPE OF THE STUDY

Managing internal stakeholders' communication from a PR doorstep is inextricably tied to effective communication at Everpure Ghana Limited, Kumasi. Even though the company has other branches across the country this study was limited in scope to Everpure Ghana Limited, Kumasi to find out the role of the PR unit in managing internal stakeholders' communications.

1.8 LIMITATION AND DELIMITATION

One of the realities of life is that, we all have endless desires but limited time, and that has been researchers' utmost challenge with this study. Financial commitments, transportation back and forth from the company's site and unwillingness on the part of the PR unit to give preliminary information because of past experiences with other student researchers. But if success came without a price-tag, it would be difficult to appreciate anything. Thus, the time, energy and pain paid off and therefore served as delimitation.

1.9 OPERATIONAL DEFINITION OF KEY TERMS

ROLE

According to Koehler and Sisco (1981) role, as used in reference to organizational and professional situations; is more than an individual's arbitrarily adopted stance – it is a

generally recognized and expected mode of behavior. In this sense it is a behavioral norm that fulfils expectation.

MANAGING

Managing is defined by Random House Dictionary as the act or manner of handling or controlling, and in this study it denotes a post bearing executive responsibility.

COMMUNICATION

Communication is any process in which people share information, ideas and feelings. It involves not only the spoken or written word but also body language, personal mannerisms and style – anything that adds meaning to message (Hybels and Weaver, 2001).

PRACTITIONER

Random House Dictionary defines practitioner as someone who is engaged in the practice of a profession or occupation.

INTERNAL STAKEHOLDERS

Internal stakeholders as a group of persons who have legal, constitutional and monitory obligations to organizations to provide skills, expertise and labor towards the achievements of organizational goals and objectives (Skinner, Essen, von Mersham, 2001).

PUBLIC RELATIONS

Public Relations is the art and social science of analyzing trends, predicting their consequences, counseling organizations leaders and implementing planned programmes of action which serve both the organization and the public's interest (Wilcox and Cameron, 2009).

1.10 CONCLUSION

This is a pretty accurate snapshot of where our thought evolution of chapter one of the roles of PR unit in managing internal stakeholders' communication at Everpure Ghana Limited, Kumasi, has taken us.

To pick up the trail, it looked at the introduction and background to the study, the study objectives and research questions. It also looked at the purpose, significance, scope and limitations of the study. The next chapter introduces the literature review.

CHAPTER TWO

LITERATURE REVIEW OF RELATED STUDY ON INTERNAL COMMUNICATION

2.0 INTRODUCTION

The major premise of this chapter is an introduction to organizational communication and a related study which delves into the roles of Public Relations practitioners' in managing internal stakeholders' communication in a concerted effort to achieve the objectives of organization, and for that matter Everpure Ghana Limited, Kumasi.

2.1 ORGANIZATIONAL COMMUNICATION

Organizational communication is a subfield of the larger communication studies and it is the considerations, analysis and criticism of the role of communication in organizational context. Organizational communication is absolutely essential to organization and its focus is mainly on the role of communication in improving organizational life.

A myriad of organizational communication approaches exist but most fortunately we do not need a detailed understanding of every approach to organizational communication to achieve even the most grandiose of communication objective.

It is clear that organizations are not free floating bodies unaffected by what is around them. They are affected by and in turn affect their environment in which they operate. Public Relations (PR) in organization is inextricably tied to effective communication which is an essential addition for preserving a successful organizational reputation. The Stockholm Accord affirms the importance of strategic PR by reinforcing its values as an

important management tool to effectively govern stakeholder relationships. A recent study of Chief Executive Officers (C.E.O) from leading United Kingdom (UK) companies which investigated the value of PR to their organization, Stephen Carter commented “we should not look for a return on investment (ROI) for Public Relation....it is simply a necessary cost, the cost of doing business – you really just need to do it” (Carter, cited in Murray and White 2005 p. 349). This view although buys into the need for strategic communication within organizations, it also marginalizes the PR functions as being non strategic. However during times of change and uncertainty it is suggested that PR practitioners’ are better equipped to manage the movement of messages within the organization explaining policy modifications or actions (Grunig and Hunt, 1984). The Stockholm Accord endorses this view by asserting the PR practitioners role as “bringing the organizations voice and interests into Stakeholder deliberations” (Stockholm Accord 2010, p10).

In ensuring realignment of organizations priorities, it has become increasingly important for PR practitioners to be more aware of their role in organizational communications and business sustainability. The quality and effectiveness of communication are increasingly being determined by the ability of PR practitioner to interpret stakeholders’ expectation and communicate change effectively, this can be achieved by creating a listening culture that allows the organization to adapt and respond to its environment, because it is only when PR practitioners possesses strategic change management knowledge and engages in communication with all stakeholders that PR can be said to be value-generating.

2.2 THE ROLES OF PUBLIC RELATIONS

It is often said that the test of any organization's character is during times of crises, that is when the role of PR may prove invaluable to the organization. Broom and Smith (1979, p. 331) grouped the role of PR practitioners into four basic categories which are, expert prescriber, communication facilitator, problem solving process facilitator and corporate communication technician.

Expert prescriber, is seen as the authority on both corporate communications problems and solutions, best informed about communication issues and best qualified to answer communication questions. The expert prescriber researches and defines communication problems, develop programmes and take responsibility for improving programmes. This role is passive because practitioners have no say in management on strategic decisions.

Communication facilitator is the communication link between management and stakeholders, PR practitioners are sensitive listeners and information brokers who remove barriers in information between the organization and its stakeholders. They are boundary spanners who improve of decisions that are related to policies, procedures and actions of both organizations and stakeholders. They are liaisons, who keep continuous two-way communication flowing between the organization and its stakeholders, this role can be linked to the public information model and two-way symmetric model of corporate communication.

Problem solving process facilitator helps others in the organization to solve corporate communication problems. Work with top management in defining and solving

communication problems and thereby becoming part of the strategic management team can also be link with the two-way symmetric model.

Corporate communication technicians', practitioners in this role do not participate in management decision making but carry out low level mechanics of generating communication products that implement the policy decisions made by others. Technicians provide the communication and journalistic skills of writing, editing, audio-visual production, graphics and production of messages to carry out communication programmes. This role is linked with the press agency/publicity and public information models.

2.3 RELATED STUDY

The 1991 report from the Price Waterhouse/Cranfield School of Management project, which looked at international human resource management, pointed out that the recent recession had brought to prominence the need for education and communication, adding another facet to change management. In all ten countries in which the study was carried out, the project team found that training in communicating with staff is widespread, reflecting the importance of the subject.

So far, however, managers continue to prove reluctant to communicate with employees on financial and strategic issues. According to the report (page 20): 'Managers seem to concentrate on feeding themselves and each other with information, neglecting the important task of taking their staff and organizations with them.'

According to Marchington et al.'s study, New Developments in Employee Involvement (1992), communication skills are still seen as 'soft management' by practicing managers,

particularly in manufacturing, and they are not given sufficient attention in programmes of management education and development.

Yet the ability to communicate, and to develop an understanding of how communication can help achieve objectives are both key management skills. Few managers ever stop to consider the real nature of the communication skills involved in their work, some examples of which follow.

- Sense-making – making sense of confusing and complex information under conditions of uncertainty and inadequate information so that courses of action can be developed and described to allow for action: outcomes of this process include statements setting out organizational mission, vision and values, objectives and plans.
- Listening skills – considered broadly, listening skills involve research, to detect and gather information on concerns felt throughout the organization and by individuals, as well as interpersonal skills in listening.
- Presentation skills – the skills usually thought of under this heading, but also interpersonal skills that enable individuals to explain themselves clearly to others.
- Media skills – skills in using different means of communication, such as electronic and print media, including such specific tools as e-mail, video, publications and other written forms of communication.
- Self-awareness and empathy – self-awareness involves consciousness of emotional states and of the requirements of role performance, for example as a manager or as

an adviser; empathy is the skill of seeing the world as though from the perspective of another.

Communication is not simply a matter of passing information, but is more concerned with the transference of understanding. Managers have not been found particularly willing or skilful in this task.

Indeed, the gulf of distrust between managers and employees is attributed to lack of communication skills on the part of managers (Coulson-Thomas 1992). A Fortune magazine article (3rd June 1991), on champions of communication, included the estimate that only ten (10) per cent of corporate senior managers are effective communicators, able to talk candidly with employees and encourage their participation and contribution of ideas. On both sides of the Atlantic, the characteristics of effective management style rated most favorably are positive leadership allied to a warm disposition (The Independent, 4th July 1989).

The US management training organization Psychological Associates and People Skills International carried out a study in London, involving leading Fortune 500 companies. According to its findings, the most important leadership qualities include listening to and understanding the needs of others, and their feelings and ideas. In the USA, lack of communication was seen by 71 percent of respondents as the most prevalent fault of poor management. In Britain, 63 percent believed the main fault of poor management to be acquiescence and lack of positive direction.

It is clear that any one manager, or other individual, is unlikely to have all the skills identified as key skills for communication. In larger, well-resourced organizations,

the skills may be acquired as part of tailored programmes developed by in-house or external specialists. For the smaller organization like Everpure Ghana Limited, or the individual, skills can be developed through ad hoc external training or on-the-job development. Either way, skills will be developed only if they are seen to be needed – that is if their absence has clear organizational or personal consequences. Predictably perhaps, therefore, the place to look for changes in attitude to internal communication is in organizations that are themselves under pressure to change (Scholes, 2006. Pp. 9-10).

2.4 PUBLIC RELATIONS APPROACH

The concept of boundary spanner provides the context into which the PR practitioner can approach their role in modern PR “they function at the edge of organization serving as liaison between the organization and the external group and individuals” (Grunig and Hunt, 1984 p. 9). This theoretical concept is succinctly explained by Tench and Yeoman; taking a systems perspective it can be seen that PR practitioners have a boundary spanning role working with all internal stakeholders by helping them communicate. They also help with their external communication by both providing expertise on what and how to communicate and by helping them with implementation” (Tench and Yeoman, 2006, p. 27). In discovering the relationship between PR and the strategic role it plays in organizational effectiveness Broom and Smith (1979) categorize the function of PR into two roles, communication technician and communication manager. These roles and the subsequent practice by communications managers working as “problem solving facilitators” has become the basis for organization to see the PR function as boundary spanner. Gathering information, defining and solving problems and helping the dominant

Coalition formulate the right strategy while bringing excellence to communication of the mission, but this role can only be truly seen as effective if the PR manager is a member of the dominant coalition. Taking the systems theory into perspective this should affect and influence organizational decision making and communication strategy. When functioning well, it acts as an anvil against which management's moral problem can be hammered'' (Finn, 1959, cited in Newsom and Scott, 1981, P. 421).

2.5 THEORETICAL FRAMEWORK

It is widely accepted by PR practice that, relationships are one of the most precious assets an organization possesses. As a key management practice primarily concerned with understanding and directing stakeholder relationship, PR is concerned with the communication of perception and strategic relationship between an organization and its internal and external stakeholders for mutual benefit and a greater social order Grunig and Huang's (2000) expands on this view of PR as a relationship practice; "PR makes organizations more effective by building relationship with strategic publics" (Cited in Philips, 2006, p. 212). The quality of an organization's relationship and exchanges with its publics will impact on the brand reputation in a competitive market place, mutually beneficial relationships will affect brand equity, loyalty to product and service, assist in stimulating empathy during crisis while with internal publics it will affirm loyalty and staff moral (Heath, 2005). Ledingham (2003) provides a pragmatic approach to managing relationships between organizations and its publics by suggesting a process of scanning through environmental surveillance, setting goals and objectives, developing and pre-testing initiatives, rolling out and putting programmes in place, evaluating the success of

the initiatives and monitoring and maintaining relationships quality (cited in Heath 2005 p. 741).

A stakeholder is any group of individuals who can affect or is affected by organizational behavior, it is therefore important that stakeholders are identified and assessed in terms of their engagement level with the organization. The key to internal stakeholder communications management is to ensure that, the PR unit recognizes and link-in with stakeholders, sincere engagement is the first step towards enhancing two-way communication flow excellence.

Strategic relationship is key to the successful management of change in an organization. Grunig and Hunt (1984). Stakeholder pressure is undoubtedly one of the most challenging issues facing organizations as they adapt to austere climate. The role of PR practitioners is to ensure that the leadership of the organization communicates effectively with stakeholders by coaching management into a better communication performance and also by helping to articulate only the messages that matter (Murray and White, 2005). Both internal and external stakeholders needs to be part of a two way communication model forming part of the larger strategic management process during times of change and this is vital to negate the possibility of dissonance.

The chartered institute of Public Relation defines Public Relation as; “the deliberate, planned and sustained effort to establish and maintain mutual understanding between an organization and its publics” (CIPR 2010). The above definition also endorses the systems theory which has it that organizations co-exist in a symbiotic relationship with its publics and it is inevitably influenced by it. In order for organization to achieve its

objective it must be able to listen and adapt to changes in its operational environment. Thus, ensuring its survival. As L'Etang and Pieczka (2006) argued” The role of PR is effectively to limit this external influence and control that the environment is able to exert and place the various relationship into a state of harmony which allows the organization to achieve its goals with minimum interaction and obstruction” (Cutlip, Center and Broom) endorses this view “The PR practitioner is charged with keeping the organization sensitive to environmental changes, anticipating as well as reacting to change pressure (Cutlip, Center and Broom, 2000 p 232). The concept of system theory outlines that, an organization and the action it undertakes does not exist or operates in isolation. They are affected and must adapt to changes in political, economic, social and technological environment in which they operate.

2.6 CONCLUSION

Wilson (2001) stated that when Public Relations are managed strategically, it itself becomes a valued part of the strategic management process: “helping practitioners to join the ranks of those whose efforts make strategic contribution to the organization.” This type of PR practice can only serve to elevate the PR function to one that truly contributes to the realization of organizational communications goals and objectives.

CHAPTER THREE

METHODOLOGY

3.0 INTRODUCTION

This chapter looks at the methodology used in gathering data on the accessible population at Everpure Ghana Limited, Kumasi. Aspects such as research design, study population, sample size and sampling process were looked at, also data collection instruments, data collection process, and data presentation plan have been looked at as well as ethical considerations.

3.1 STUDY DESIGN

An exploratory design was used for this study. This method was used because it is flexible and adaptable to change and has feasibility for more in-depth study.

3.2 STUDY POPULATION

The study population is the complete set of individuals having common observable characteristics in which the researcher is interested. (Saunders, Lewis and Thornhill, 2007). The target population for this study was the entire workforce of Everpure Ghana Limited, Kumasi, and numbering one hundred and eight (108).

The marketing department which doubles or has an oversight responsibility of the Public Relations unit of the company furnished the team with the following figures representing the various categories of staff.

Table 3.1 Departmentalized units at Everpure Ghana Limited, Kumasi.

Department	Number	Percentage
Production	49	45
Marketing and Sales	15	14
Quality Assurance	5	5
Human Resource	10	9
Administration	12	11
Finance	12	11
Top Management	5	5
Total	108	100

Source: Head of PR unit

3.3 PROFILE OF EVERPURE GHANA LIMITED, KUMASI

Everpure Ghana Limited, Kumasi is a Wholly Ghanaian company which came into inception in 2010, and dedicated to the promotion of Ghanaian industry and good health. The company was formed by Ghanaian professionals from different fields but with a common desire to contribute to the development and public health of Ghanaians

VISION:

To be the best quality purified Water Company in Ghana.

MISSION

The mission of Everpure Ghana Limited, Kumasi is to provide the best purified water for their clients based on a process that is unique and of the highest standard in water

purification technology. Utilizing the best practices backed by quality customer service by highly motivated staff, under the direction of board and management that is socially responsible and focused on delivering great value to their investors, staff and other stakeholders.

VALUE

Everpure Ghana Limited aims at supporting ongoing Government efforts to promote good and healthy lifestyles and habits by actively encouraging and educating clients on the benefits of drinking quality purified water at all times.

Everpure Ghana Limited, Kumasi has patented their manufacturing process to deliver the purest form of drinkable water. They aim to continuously review and improve service through their high quality assurance processes. The quality of their water will be the benchmark for other purified water products in their area of operation. This, they aim to make their unique selling point in all the markets they operate in.

Everpure Ghana Limited, Kumasi produces a wide range of products to fit different socio economic sectors of the population. Their products come in 60 CL. 1.5L and 18.9L bottles, as well as in the 500ML sachet which is a better value proposition as their competitors sell in 450ML sachet and 50 CL for the same price.

3.4 SAMPLE SIZE AND SAMPLING PROCESS

The size of the target population of Everpure Ghana Limited as indicated in the study population is one hundred and eight (108). Considering the size of the entire workforce, the researchers deem it manageable, therefore the target population was used as the accessible population for the study.

3.5 DATA COLLECTION INSTRUMENTS

According to Amankwa and Graham, (2009), there are two major instruments use for data collection in social science research which are interviews and questionnaires. In this study structured interviews and questionnaires were used because of the size of the accessible population.

Interviews are useful for finding individual opinions, views, values and beliefs. They provide an opportunity for people to describe aspects of their lives, what they think and would like to do. Interviews are classified as structured and unstructured (Amankwa and Graham, 2009). Structured interviews were used collect primary data from the top management. Pre-determined set of questions made up of open ended questions as well as close ended questions were specified in the interview guide.

Questionnaires, according to, Amankwa and Graham, (2009) is a written set of questions, the answers to which are recorded by respondents. The questionnaires were designed in an interactive style, the wordings of which were made clearer, simpler and easy to read and understand by respondents to elicit their responses.

3.6 DATA COLLECTION PROCESS

Researchers organized a short meeting with respondents and briefed them about the purpose of the study and what it seeks to do. Respondents were allowed to ask questions to clear doubts in their minds. Appointment was booked based on acceptable compromise for the conduct of the interviews and administering of questionnaires which were done within one day.

3.7 DATA PRESENTATION

Mixed method or the triangulation method which entails the collection of both qualitative and quantitative data was used for this study.

The qualitative data which were collected through the interview with top management entailed nine (9) questions which were recorded, transcribed, and grouped according to interview questions and presented as report.

The quantitative data which were gathered through the use of the questionnaires were made up of eighteen (18) questions which were edited, coded and entered into the statistical product for social science (SPSS) for the analysis.

The primary data entailed the views, opinions, attitudes and characteristics of internal stakeholders at Everpure Ghana Limited, Kumasi based on the role of PR unit in managing internal communication. The presentation for the obtained data was a written discussion with statistical representation in frequency pie chart, bar graphs and percentage tables.

3.8 ETHICAL CONSIDERATIONS

The rules of confidentiality were brought to bear and heeded to; respondents were assured of safety with regards to any information given which may even bring into disrepute the name of the company, thus, maintaining any comments or utterances or information to the study only.

Researchers also sought the consent of the respondents and coach them or mentally prepare them for the interview and administering of questionnaire in order for them to be armed with much information.

3.9 CONCLUSION

This chapter has summed up the methodology used for the study. It discussed the study design, the study population, and the sample size. It also looked at data collection instruments, data collection process and data presentation and as well as ethical consideration.

CHAPTER FOUR

PRESENTATION OF FINDINGS

4.1 INTRODUCTION

This chapter presents the findings of the study with the aim of answering the research questions. Researchers administered a total of one hundred and eight (108) questionnaires to the internal stakeholders of Everpure Ghana Limited Kumasi and eighty six (86) respondents representing 77% were returned which has been analyzed in this section. In addition, three top management members made up of the Chief Executive Officer (C.E.O), Corporate Affairs Manager (C.A.M) and the General Manager (G.M) were interviewed and the findings of which have been presented in the form of report in this section.

4.2 DEMOGRAPHIC DATA OF RESPONDENTS

Table 4.1 showing the gender of respondents

Gender of respondents	Frequency	Percent
Male	60	69.8
Female	26	30.2
Total	86	100.0

Source: field data

As shown in table 4.1, the gender of respondents at Everpure Ghana Limited, Kumasi. Sixty respondents representing 69.8% were males, whiles twenty-six respondents representing 30.2% were females.

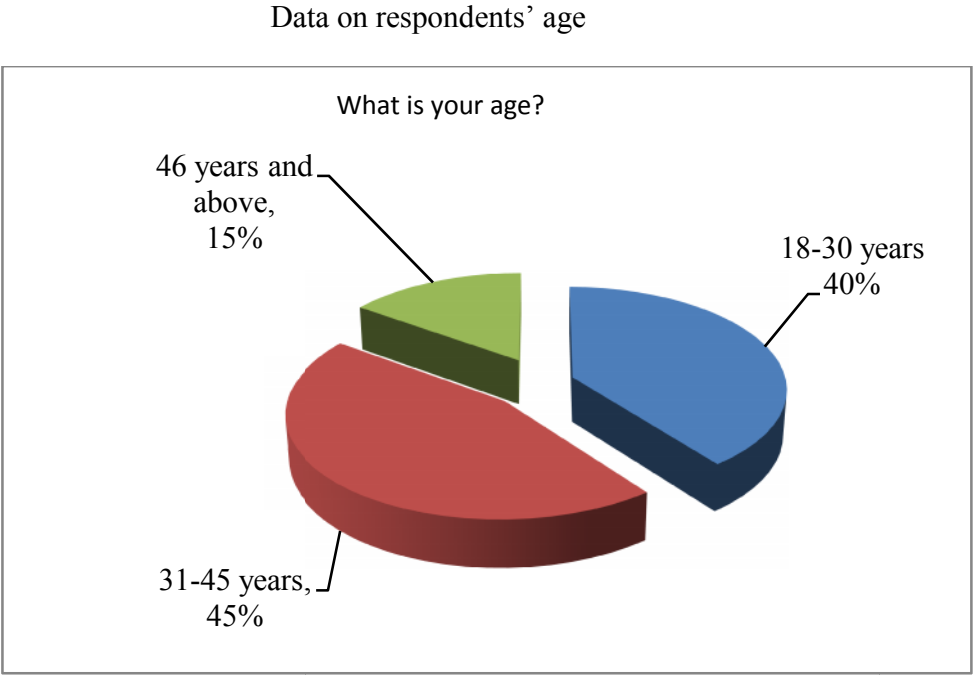


Figure 4.1 showing age distribution of the employees.

Source: field data

Figure 4.1 shows the age distribution of respondents; 45% of the respondents were between the ages of 31-45 years; 40% were between the ages of 18-30 years and 15% were aged 40 years and over.

Table 4.2 showing educational background of respondents

Educational level of respondents	Frequency	Percent
Primary	2	2.3
J. H. S	16	18.6
S.H.S	19	22.1
Tertiary	49	57.0
Total	86	100.0

Source: field data

Table 4.2 above, shows the respondents' level of education. Whiles forty respondents representing 57.0% have had tertiary education, nineteen respondents representing 22.1% have had S.H.S education. Sixteen respondents representing 18.6% have had J.H.S. education and two respondents representing 2.3% have had primary level educations.

Data on respondents' years of work

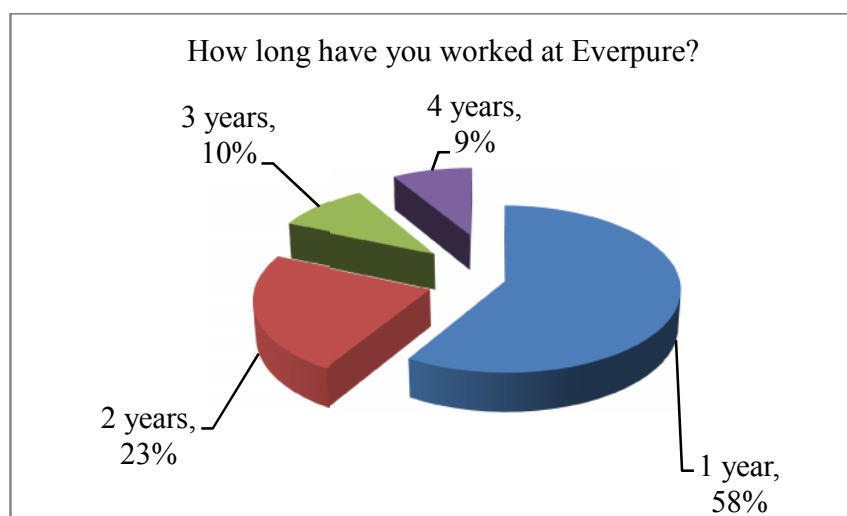


Figure 4.2 showing the number of years respondents have worked with Everpure.
Source: field data

According to figure 4.2 above, 58% of the respondents have worked for the company for one year, 23% of respondents have worked for two years whiles 10% of respondents have worked for three year and 9% of respondents have worked for the company for four years.

4.3 RESPONDENTS PERCEPTION OF THE PR UNIT

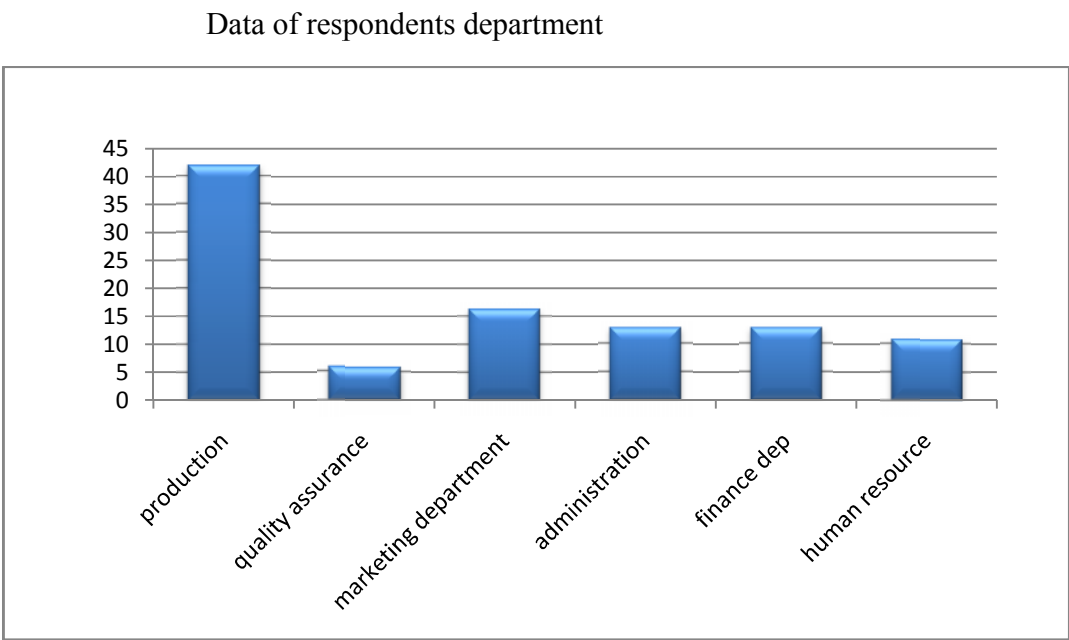


Figure 4.3 showing the departments of respondents.

Source: field data

Figure 4.3 shows the departments at Everpure Ghana Limited, Kumasi. The production department is the most populated with 41% of the respondents; 16% of the respondents were from the marketing department, whiles the administration and financial departments both recorded 13% respondents; 11% was from the human resource department and the quality assurance had the least with 6% of the respondents.

Table 4.3 showing how the respondents derive informational needs

Respondents	Frequency	Percent
Yes	62	72.1
No	24	27.9
Total	86	100.0

Source: field data

Table 4.3 shows the respondents understanding of the PR unit as the main source of information. Sixty-two respondents representing 72.1% responded yes, affirming the PR unit as their main source of information. However, twenty-four respondents representing 27.9% responded no.

Data on PR unit's involvement

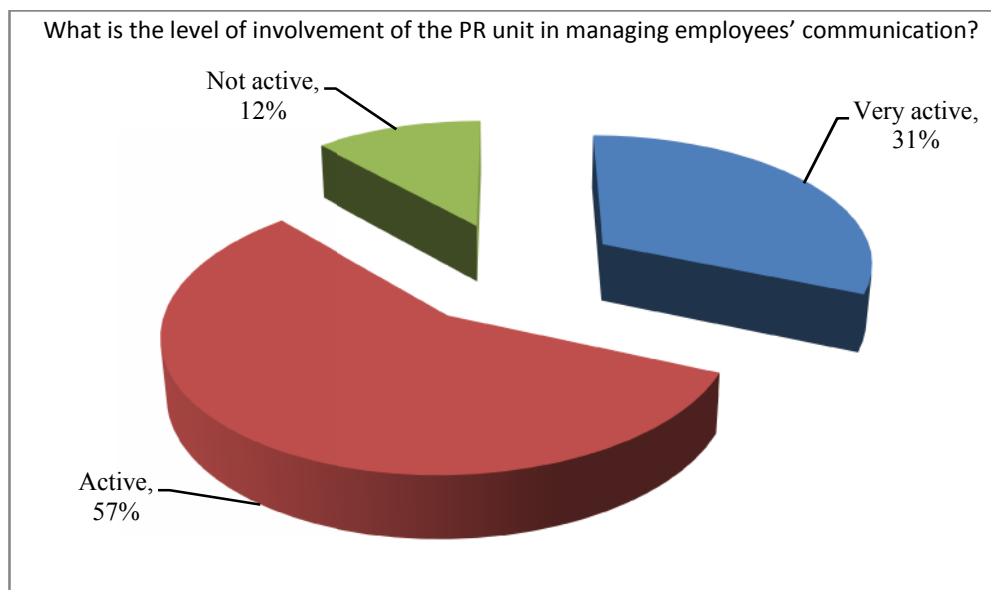


Figure 4.4 showing the PR unit's involvement in managing employee's communication.

Source: field data

Figure 4.4, above, shows the respondents' understanding of the role of the PR unit in managing employees' communication; 57% of respondents saw the PR unit's involvement as active in managing internal communications, 31% of respondents puts the PR units involvement in managing internal communication as very active and 12% of the respondents said the PR unit's involvement in managing internal communication as not active.

Table 4.4 showing how the PR unit is seen by respondents.

Elements	Frequency	Percent
Messengers	25	29.1
Mediators	37	43.0
Communicators	24	27.9
Total	86	100.0

Source: field data

Table 4.4 shows that, thirty-seven respondents representing 43% saw the PR unit as Mediators, twenty-five respondents representing 29.1% also saw the PR unit as Messengers whiles twenty-four respondents representing 27.9% saw the PR unit as Communicators. The findings show that majority of respondents saw the PR unit as mediators who are the communication link between top management and employees.

Data on PR unit's contributions to managing employees' communication.

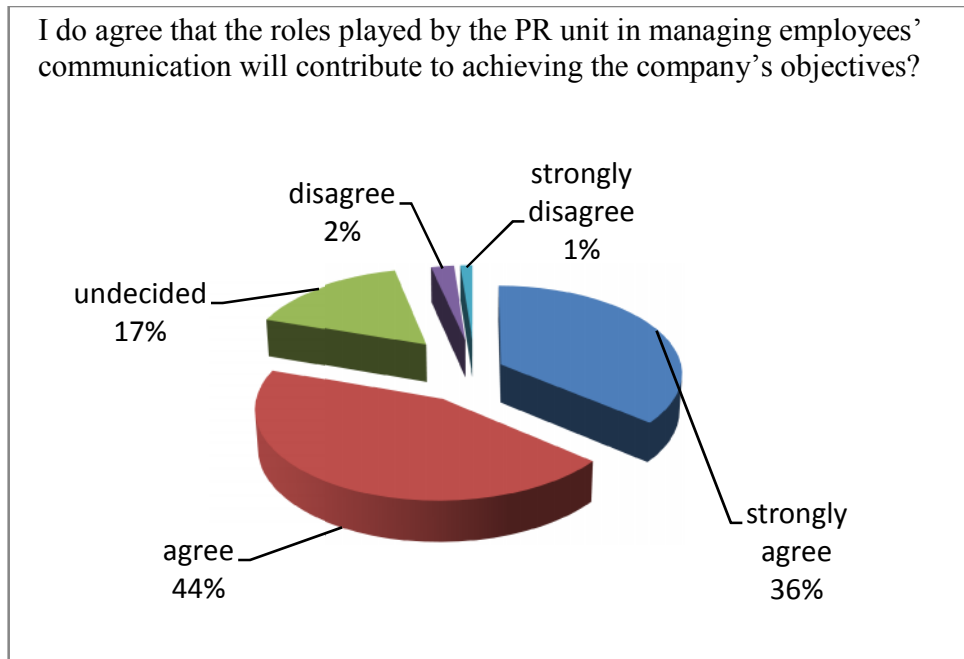


Figure 4.5 showing respondents view on PR unit's contributions to managing employee's communication.

Source: field data

According to figure 4.5; 44% of the respondents agree that the role played by the PR unit in managing employee's communication will help achieve company's objectives; 36% of the respondents also strongly agree to that same effect. However 17% of respondents remained undecided while 2% of the respondents disagree and 1% of the respondents strongly disagree to the PR unit's contribution to managing employees' communication to achieve company's objective.

4.4 MAIN CHANNELS OF COMMUNICATION

Table 4.5: showing main information channels.

Channels	Frequency	Percent
Memorandum	21	24.4
Staff durbars	1	1.2
Department/Unit meetings	13	22.1
SMS	5	3.8
Intranet	2	2.3
Performance review	1	1.2
Notice boards	27	31.4
HOD/supervisors	5	5.8
Newsletters	5	2.0
Grapevine/Rumour	5	5.8
Total	86	100.0

Source: field data

Table 4.5 shows the major communication channels that the PR unit uses for internal communications; 31.4% of respondents indicated the notice board as the main source of information channel, 24.4% of the respondents admitted to the memo as the main communication channel, and 22.1% also indicated departmental meetings as the main information channel. It is obvious from table 4.5 above, that the use of notice board, memo and departmental meetings are the main means of communication at Everpure Ghana Limited, Kumasi.

Data on most effective feedback channel making internal communication easily understood?

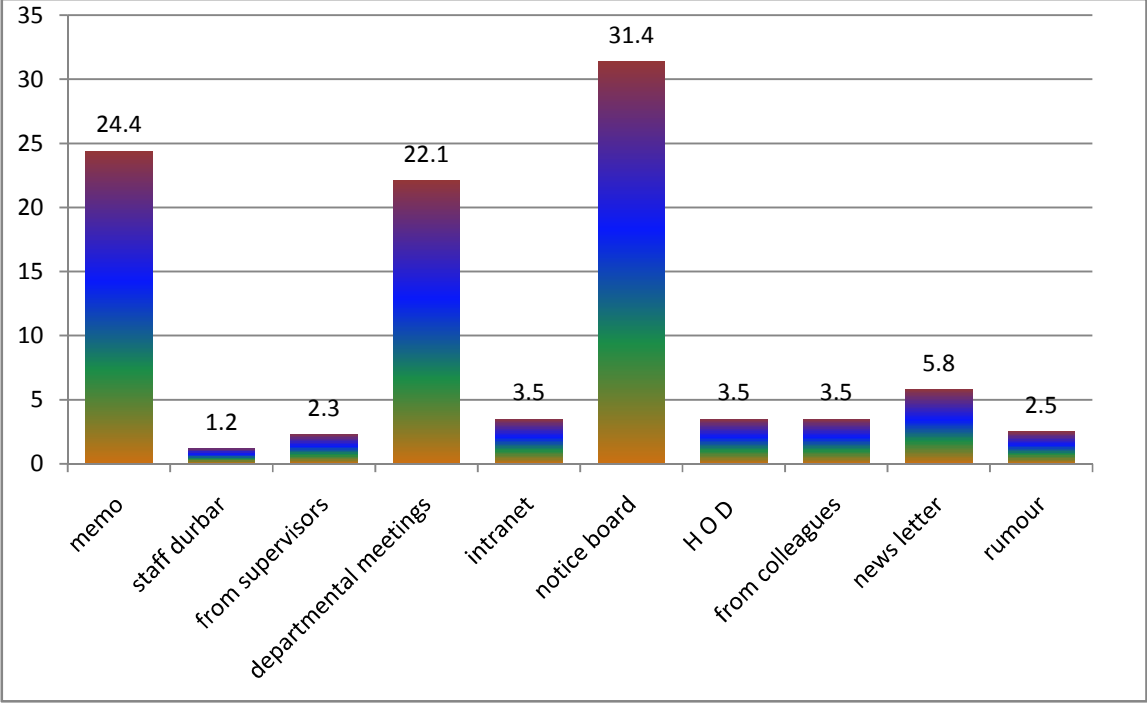


Figure 4.6: showing the respondents views on most effective internal communication channels

Source: field data

Figure 4.6 shows respondents' view on the most effective channels of communication. As the figure shows 31% of respondents said it is the notice board, 24% of respondents said it is the memo and 22% of respondents admitted to departmental meeting. It is clear that other respondents had different opinions as regards the best channels to make internal communication easily understood. The percentage marks for other indicated channels are far below that of the first three, therefore notice board, memo and departmental meetings are the main channels to make internal communication easily understood by internal stakeholders' of Everpure Ghana Limited, Kumasi.

4.5 FEEDBACK CHANNELS

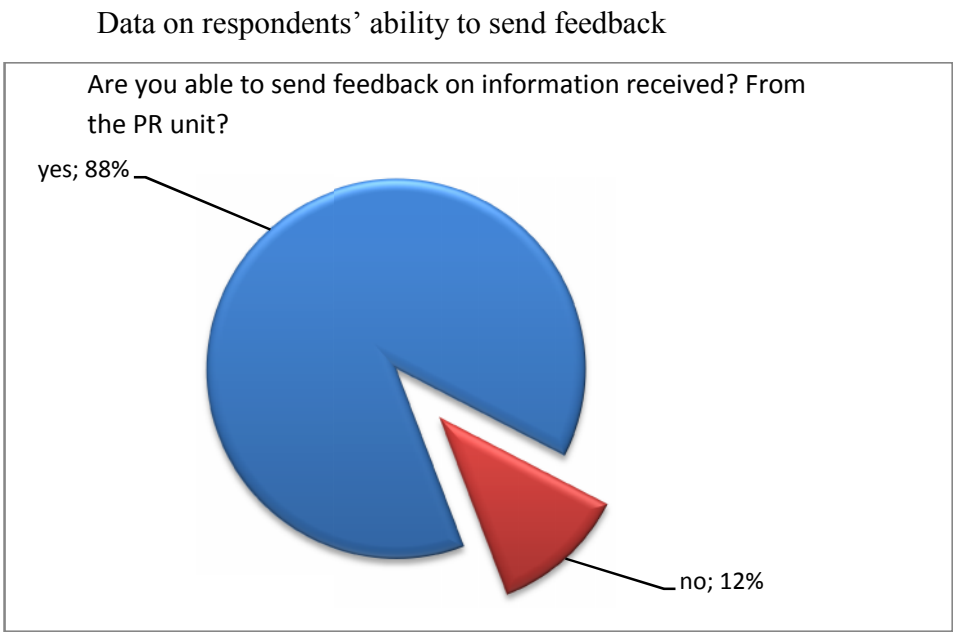


Figure 4.7 showing respondents' ability to send feedback.

Source: field data

According to figure 4.7; 88% of respondents responded yes to affirm that they are able to send feedback on information received from the PR unit, however 12% of the respondents responded no to express their inability to send feedback. However means that feedback is sent to the PR unit majority of the respondents are able to send feedback on information they receive.

Table 4.6 showing the means by which respondents send feedback.

Channels	Frequency	Percent
Face to face	44	51.0
Memorandum	20	23
Report	12	14.0
Email	6	7.0
Others	4	5.0
Total	86	100.0

Source: field data

Table 4.6 shows that, forty-four respondents representing 51% use face-to-face, twenty respondents representing 23% use memo, twelve respondents representing 14% use report and six respondents representing 7% use E-mail while others representing 5% cited the use of notice board and departmental meetings to send feedback.

Data on PR unit's responds to feedbacks

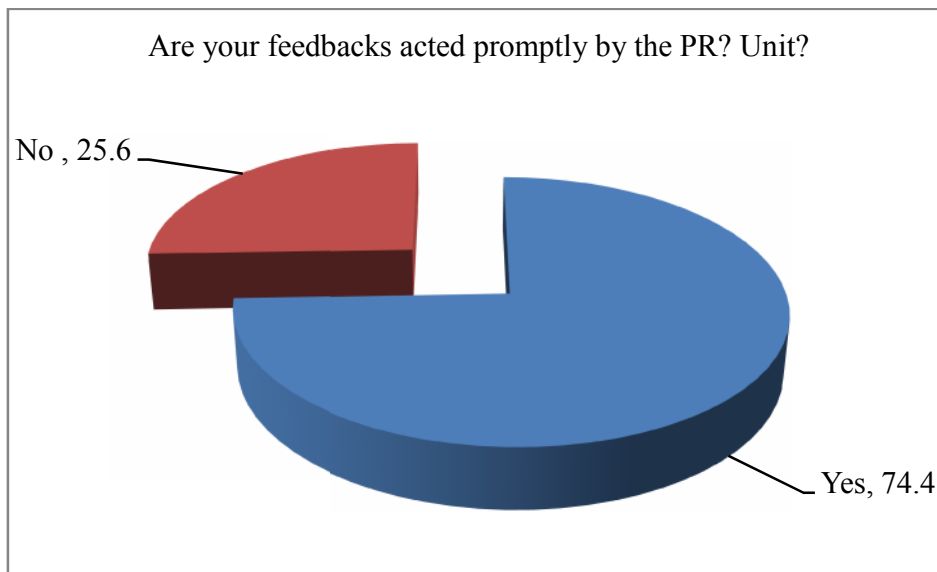


Figure 4.8 showing how employees' feedbacks are acted upon promptly

Source: field data

Figure 4.8 above, shows that 74.4% said that, their feedbacks are received and acted on promptly by the PR unit. However, 25.6% responded that their feedbacks are not acted on promptly. The findings shows that, majority of the employees' receive prompt feedbacks from the PR unit.

Table 4.7 Showing how frequent employee feedbacks are acted upon

Rate of response	Frequency	Percent
Always	34	40
Sometimes	49	57
Not at all	3	3
Total	86	100

Source: field data

According to table 4.7 above, thirty-four respondents representing 40% ‘always’ had their feedbacks acted on. Forty-nine respondents representing 57% said ‘sometimes’ and 3% of the respondents said that, their feedbacks are not acted upon at all. The table 4.7 above shows that, employees feedbacks are sometimes receive frequently attention from the PR unit.

Table 4.8 showing the most effective feedback channel available at Everpure

Channels	Frequency	Percent
Face to face	71	82.5
Memo	9	10.5
E-mail	2	2.3
Newsletter	1	1.2
Other	3	3.5
Total	86	100

Source: field data

Table 4.8 is the respondents’ view on the most effective feedback channels use at Everpure Ghana Limited, Kumasi. Seventy-one respondents representing 82.5% said that, face-to-face communication is the most effective feedback channel, 10.5% of the respondents also saw the memo as the most effective feedback channel, 2.3% of the respondents said E-mail and 1.2% of the respondents said newsletters. The others consisting of the use of intercom, SMS and notice board saw 3.5% of respondents going for those as the most effective feedback channels. From the table above majority of

respondents preferred face-to-face encounters to the other channels to effectively communicate their feedback.

4.6 IMPORTANCE OF THE PR UNIT’S ROLE TO RESPONDENTS

Table 4.9 showing the importance of the PR units’ as an authority on the organization’s communication.

Importance of PR unit	Frequency	Percent
Very important	28	32.5
Important	52	60.5
Not sure	6	7.0
Total	86	100.0

Source: field data

On the issue of authority on the organization’s communication, table 4.9 shows that, twenty-eight respondents representing 32.5% said it is very important whiles fifty-two respondents representing 60.5% saw it as important. Six respondents representing 7% were not sure of the importance of the PR unit’s authority on the organization’s communication.

Table 4.9.1, showing PR unit's facilitation of employee communication

Importance of PR unit	Frequency	Percent
Very important	26	30.2
Important	52	60.5
Not sure	6	7.0
Not important	2	2.3
Total	86	100.0

Source: field data

On the issue of 'facilitating employee communication, table 4.9.1 above, shows that, twenty-six respondents making up to 30.2% said it is very important, fifty-two respondents, making up to 60.5% said it is important, 7% of the respondents were not sure of the PR unit importance in facilitating employees communication and 2.3% respondents said the PR unit is not important in facilitating employee communication.

Table 4.9.2 showing PR unit's importance in solving problems of the internal publics.

Importance of PR unit	Frequency	Percent
Very important	33	38.3
Important	47	54.7
Not sure	6	7.0
Total	86	100.0

Source: field data

On the issue of ‘solving problems of the internal publics, table 4.9.2 above, shows that, thirty-three respondents representing 38.4% said it is very important, forty-seven respondents representing 54.7% said it is important and 7% of respondents were not sure of the importance of the PR unit in solving problems of the internal publics.

Table 4.9.3 showing the importance of the PR unit in managing internal communication.

Importance of PR unit	Frequency	Percent
Very important	28	32.6
Important	53	61.6
Not sure	5	5.8
Total	86	100.0

Source: field data

On the issue of ‘managing internal communication, table 4.9.3 shows that, twenty-eight respondents representing 32.6% said it is very important, fifty-three respondents representing 61.6% said it is important and 5.8% were not sure of the importance of the PR unit in managing internal communication.

Data on respondents' ratings of the PR unit's performance

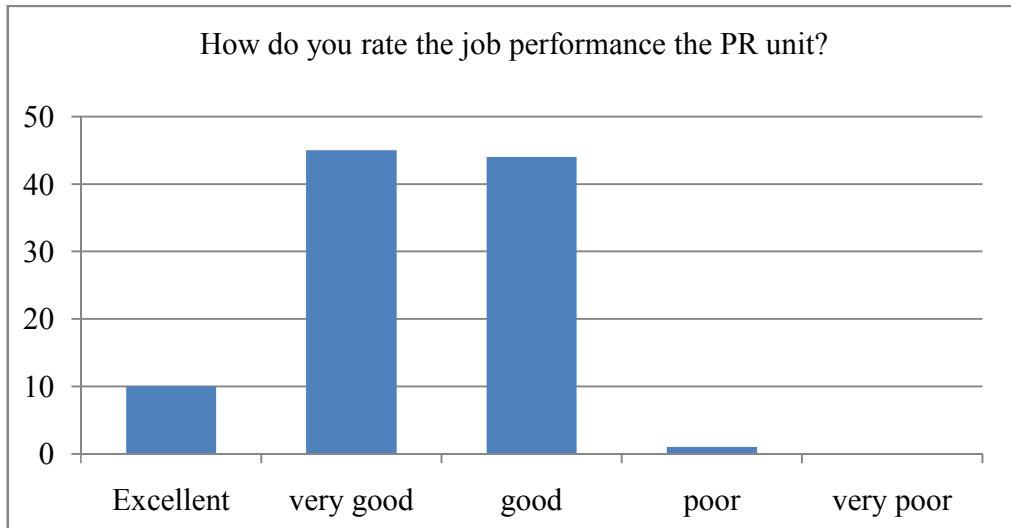


Figure 4.9 shows how respondents rated the job performance of the PR unit

Source: field data

Figure 4.9 above, shows the rating variables of the job performance of the PR unit as excellent, very good, good, poor and very poor; 45% of the respondents rated the job performance of the PR unit as very good, 44% of the respondents rated the PR unit as good and 10% of the respondents rated PR unit as excellent: 1% rated the job performance of the PR unit as poor. From these ratings the PR unit at Everpure Ghana Limited, Kumasi is seen by the internal stakeholders' as good in managing the internal communication.

4.7 PRESENTATION OF THE INTERVIEW REPORT

The purpose of the interview was to gather information on the role of the PR unit in managing internal stakeholders' communication. The Chief Executive Officer (C.E.O.), the Corporate Affairs Manager (C.A.M.) and the General Manager (G.M.) were

interviewed on how internal communication is managed by the PR unit. A total of nine (9) questions were used to obtain this data.

On the question on how long the respondents have worked at Everpure Ghana Limited, Kumasi.

All the respondents responded that, they have worked with the company for two or more years with the exception of the GM who has been in office for only seven months.

On the question on the role of the PR unit in attaining the communication goals of the company.

All the respondents expressed similar views saying; “The success of the PR unit in attaining the company’s communication goal depends on the corporation of employees”.

In the cause of the interview one respondent also added that “the PR unit requires discipline, intellectual honesty and the willingness to subordinate personal egos to the pursuit of long-term goals of the company,” and this he said is evident in the activities of the PR unit. Another respondent also echoed a different view saying;

“Well, I believe the resourceful minds of the PR unit give them the capacity to find alternative solutions to the communications twists and turns in this company rather than appeal to others for help”.

On the question on the activities performed for internal publics to facilitate effective communication, two of the respondents said they cannot pin- point any special or routine activity that is aimed at facilitating effective internal communication aside normal staff meetings. Yet, one of the respondents was of the view that “when employees have issues,

brief sessions are held either through staff meetings or departmental meetings to address their concerns”.

Concerning how feedbacks are received from employees, all the respondents said, “All available channels could be used, but normally the use of memorandum (memo), notice boards and departmental meetings and face-to-face has proved helpful to the course of Everpure Ghana limited. All of them (respondents) echoed that “the company does not have a definite means of receiving feedback from employees”.

Findings on how employees feedback are evaluated, one respondent said “employees are the backbone of the company and therefore to ignore their views could grind the company to a halt”. Employees’ feedbacks are always welcomed and this is how all the respondents put their responses.

“They are ‘sieved’ and the useful ones are acted upon”

“We weigh the substance of all feedbacks before determining their usefulness”.

“We evaluate employee feedbacks based on the import of the information. The company treats employees’ feedbacks on their relative order of importance”.

On the issue of involvement and participation of internal stakeholders in the decision making process, one of the respondents said “Employees are not decision makers and therefore do not part take in this process”. The other respondents however had other views contrary to the one expressed above. One respondent said, “decision making process entails everything that aims to better the company’s lot and that, the attitude of

employees towards employers and customers especially speaks volumes of employees participation and involvement in the decision making process. One respondent also said “In so far as management decision binds on employees and they have front men who are brought aboard to deliberate on their behalf they cannot not be part of the decision making process”.

On the question on whether they consider effective internal communication to be important and therefore ought to be managed by a specialist?

All the respondents held the view that effective internal communication is very important in all aspect of life and no individual or entity can exist without communicating effectively, one of the respondents also said effective internal communication is the “first step towards enhancing the company’s image”. On the issue of PR specialists managing internal communications, one respondent said “I believe a communication specialist will be better placed or positioned to manage internal communication effectively.” Other respondents also said, “Internal communication ought to be managed effectively, but not necessarily by a specialist or communication personnel.

On the question on appropriate communication channel for internal communication and its usage to achieve the communication goals of the company,

All the respondents answered, “Face-to-face, departmental meetings and notice board are the more appropriate channels. One of the respondents also commented that, “it allows the leadership of the company to have direct interaction with employees” All the respondent agreed that, these channels are used all the time but echoed that, employees preferred the use of departmental meetings.

On the question on whether there are some communication challenges;

“One respondent answered “yes, there are some communication challenges “and attributed it to “miscommunication” and he further said, it could be curtailed but cannot be stopped”. Another respondent had difficulty in attributing the communication challenges to the mode of “language and its understanding” but he linked it to employees’ attitude and described it as ‘human nature’. Yet another respondent ha to say, am unable to tell you, but that is not to suggest we do not have communication challenges. The head of the PR unit may be able to give you an insight”.

4.8 CONCLUSION

This chapter discussed, analyzed and presented the main findings of the study. The questionnaires from the internal stakeholders of Everpure Ghana limited, Kumasi. In addition, the interview of top management members was presented. The next chapter looks at the key findings in the light of the study objectives.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATION

5.1 INTRODUCTION

The purpose of this study was to find out the role of the PR unit in managing internal stakeholders' communication at Everpure Ghana Limited, Kumasi. In this chapter, the summary of the findings and the conclusions drawn by researchers based on the study, objectives have been presented. The chapter also outlines ways to improve the role of the PR unit at Everpure Ghana Limited, Kumasi and further research in the study area have been recommended.

5.2 SUMMARY OF FINDINGS

The foremost objective of this study was to find out the extent to which the knowledge of the PR unit at Everpure Ghana Limited, Kumasi is brought to bear on internal communication. The study found that the PR unit preferred a laissez-fair approach to matters of employee relations and to work through negotiations rather than established procedures to the resolution of problems. According to Hofstede, (1991) as cited in Scholes, (2006) it is a "masculine" culture which subscribes to the values of competition and assertiveness rather than to the values which allows for easier negotiations, listening and attendance to the needs of employees. The study further revealed that all the respondents (100%) said the PR unit is an authority on the organization's

communication. Broom, (1982) described as an expert prescriber who is best qualified to handle PR problems and identify solution to them.

The second objective was to find out the contributions of the PR unit facilitating internal communication. The study found that the PR unit is the interface between management and employees. The PR unit facilitates free flowing exchange of information, ideas and views through staff and departmental meetings which ensures face-to-face exchanges with heads of department and supervisors. Majority of respondents (82.5%) preferred face-to-face and interpersonal communication with management over mediated communication. The study also revealed that information may be conveyed to both management and employees through any formal available means, but understanding was the required outcome. Accurate information communicated accurately by the PR unit has helped to reduce misunderstanding and discrepancies and reduced the impact of information dissemination to managers and employees through informal channels.

The third objective of the study was to find out the contribution of the PR unit in solving communication problem of internal stakeholders of Everpure Ghana Limited, Kumasi. The findings showed that communication was seen as part of every employee's role, the PR unit collaborates with other managers to help define and solve the company's communication problems as the problem solving process facilitator (Broom 1982).

The study also found that the PR unit encourages employees to communicate effectively, and this view was supported by top management to discourage one-way communication regardless of the source and to concentrate on the receipt of information and not just the dissemination of information. Pickard (1991) as cited in Scholes (2006) said "I think that

everyone realizes that communication is much too important to be left solely to the communication specialist. Everyone has a commitment and should play an equal part in making sure that the company's communication is effective". The study further showed that majority of respondents (54.7%) and (38.4%) rated the PR unit as important and very important in solving the communication problems of internal publics of Everpure Ghana Limited, Kumasi.

The fourth objective of the study was to find out how the PR unit carries out communications decisions made by top management. The study found that, all decisions on communication plans and strategy are taken by management, however the PR unit is handed the task of communicating those decisions and taking action on them. Broom (1982) said, they perform the role of corporate communication technician whereby they are involved in production work but not in policy or decision making. Majority of the respondents (61.6%) and (32.6%) rated the PR unit as important and very important in managing internal communication and the flow of information, this affirms one of the role of the PR unit as communication technician.

The study also found that there was an unseen problem of overlap at Everpure Ghana Limited, Kumasi, particularly with the marketing department and the PR unit. Researchers realized that one person whose orientation is more of marketing than public relations have an oversight responsibility of the two units and that the marketing department has eclipsed the PR unit in terms of actual performance of roles and functions.

5.3 CONCLUSION

It can be concluded from the findings that the role of the PR unit in managing internal stakeholders' communication requires an understanding of employees needs at all level in an organization, and to develop bonds between employees there need to be a firm foundation for interaction which can only be based on an appreciation for each other. According to Wilson (2001) "when the role of PR is managed strategically it itself becomes a valued part of the strategic management process, helping practitioners to join the ranks of those whose efforts make strategic contributions to the organization". This type of PR practice have served and elevated the role of the PR unit to one that has truly contributed to the realization of the communication goals of Everpure Ghana Limited, Kumasi.

Whiles the responsibility for communication may lie with a specialist, support from management must be overt and participation from all levels in the organization is essential. It is one of the key element in which the success of Everpure Ghana Limited, Kumasi has been dependent.

5.4 RECOMMENDATION

This study has explored the role of the PR unit in managing internal stakeholders' communication at Everpure Ghana Limited, Kumasi. On the basis of these findings, researchers have these proposals to make:

- The PR unit has shown that it has the potential to contribute to the communications goals of Everpure Ghana Limited, Kumasi and would be more effective as a member

of the management team than as an independent actor or an attached unit in the organization. In view of this the PR unit should be co-opted onto top management to assume full responsibility of a noticeable and functional manager.

- It is also recommended that the PR unit should be detached from the marketing department; it should not function independently, but as a member of the dominant coalition. Also a communications specialist who is more oriented on Public Relations would be better armed to manage internal stakeholders' communication.

5.5 SUGGESTION FOR FURTHER STUDIES

This study was limited in scope to Everpure Ghana Limited, Kumasi and it is therefore the suggestion of researchers that, future study should consider the broader aspect of the role of Public Relations practitioners' in managing internal stakeholders' communication in the purified water industries in Ashanti Region.

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APPENDIX I

QUESTIONNAIRES

Dear respondent, this questionnaire is designed to find out the role of the Public Relations Unit in managing internal stakeholders' communication at Everpure Ghana Limited, Kumasi. The purpose of the study forms part of the project work by Robert Nana Antwi Coffie, Ernest Tinda Balestraus and Richard Sarkodie in partial fulfillment for the award of a degree in communication studies from Christian Service University College, Kumasi.

Your responses will be used solely for academic purposes and any information provided will be treated with confidentiality.

Please kindly and carefully read the instruction and respond to the questions accordingly.

Please kindly tick [] the appropriate box.

1. Gender

- a. Male []
- b. Female []

2. Age

- a. 18-30 years []
- b. 31-45 years []
- c. 46 & over []

3. Level of education

- a. Primary []
- b. J.H.S []
- c. S.H.S []
- d. Tertiary []

4. How long have you worked at Everpure?
- a. 1 year []
 - b. 2 years []
 - c. 3 years []
 - d. 4 years []
5. Please indicate your department.....
6. Do you consider the Public Relations (PR) unit as the main source of information?
- a. Yes []
 - b. No []
7. What is the level of involvement of the PR unit in managing employees' communication?
- a. Very active []
 - b. Active []
 - c. Not active []
8. Which of the under-listed elements do you view the PR unit as?
- a. Messengers []
 - b. Mediators []
 - c. Communicators []
9. I do agree that the roles played by the PR unit in managing employees communication will contribute to achieving the company's objectives?
- a. Strongly agree []
 - b. Agree []
 - c. Undecided []
 - d. Disagree []
 - e. Strongly disagree []

10. Indicate the main channels that the PR unit uses to send out information.

- a. Memorandum (memo) []
- b. Staff disbars []
- c. Performance review workshop []
- d. From supervisors []
- e. Department/unit meetings []
- f. Intranet []
- g. Notice boards []
- h. Head of department []
- i. From colleagues []
- j. Newsletters []
- k. Grapevine/Rumor []
- l. SMS []

11. With reference to question ten (10) above, which of the listed channels do you think is the most effective in making internal communication easily understood?

.....

12. Are you able to send feedback on information received from the PR unit?

- a. Yes []
- b. No []

13. How do you send feedback?

- a. Face-to-face []
- b. Memorandum (memo) []
- c. Report []
- d. E-mail []

e. Others, please specify.....

14. Are your feedback acted on promptly by the PR unit?

a. Yes []

b. No []

15. How frequent are your feedback acted upon by PR unit?

a. Always []

b. Sometimes []

c. Not at all []

16. What is the most effective feedback channel available to you?

a. Face – to - face []

b. Memo []

c. E-mail []

d. Newsletter []

e. Others please specify.....

17. How important is the PR unit in terms of the following.

IMPORTANCE OF PR UNIT	VERY IMPORTANT	IMPORTANT	NOT SURE	NOT IMPORTANT
Authority on the organization's communication				
Facilitates employee communication				
Solving problems of the internal publics				
Manages internal communication				

18. How do you rate the job performance the PR unit?

- a. Excellent []
- b. Very good []
- c. Good []
- d. Poor []
- e. Very poor []

APPENDIX II

INTERVIEW GUIDE FOR TOP MANAGEMENT

1. How long have you worked for this company?
2. How would you consider the role of the Public Relations unit in attaining communications goal of the company?
3. Can you tell us some of the activities you perform for the internal public's in order to facilitate effective communication?
4. Can you tell us how you receive feedback from employees?
5. How do you evaluate employees' feedback?
6. Can you briefly describe the level of involvement and participation of internal stakeholders in the decision making process?
7. Do you consider effective internal communication to be important and therefore ought to be managed by a specialist?
8. What communication channels do you think are more appropriate for internal communication, and are they being used to achieve the communications goal of the company?
9. What are some of the communication challenges you have?