EFFECTIVE INTEGRATION OF EMPLOYEES IN PUBLICITY ACTIVITIES: A STUDY OF PRIVATE UNIVERSITY COLLEGES IN ASHANTI REGION.

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A DISSERTATION SUBMITTED TO THE CHRISTIAN SERVICE UNIVERSITY COLLEGE IN PARTIAL FULFILMENT OF THE REQUIREMENTS FOR THE AWARD OF BACHELOR OF ARTS DEGREE IN COMMUNICATION STUDIES.

JUNE 2015

STATEMENT OF AUTHENTICITY

We have read the University regulations relating to plagiarism and certify that, this report is all our own work and do not contain any unacknowledged work from any other source. We also declare that we have been under supervision for this report herein submitted.

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ABSTRACT

The purpose of the study was to assess how employees could be effectively integrated in publicity activities of Private University Colleges (PUCs) in the Ashanti Region. The following objectives were set: to establish the category of employees to be part of the Employee Publicity Integration (EPI) of PUCs, to establish the level of EPI of PUC, to find out the manner of implementation of the EPI of PUCs, to find out the motivational considerations for EPI of PUCs, to find out which department takes oversight responsibility and coordinates the EPI of PUCs, to identify how Employee Publicity Integration Model (EPIM) can be created among employees of PUCs, and to identify the difficulties of the EPIM and the way forward. A qualitative approach was used for the study and in-depth interviews were conducted in obtaining data from the participants. Even though it was underscored in the study that, it was very important to integrate all employees in publicity activities of the PUCs, it was found that employees were mostly involved only at the preparation stage of the publicity activities, the PUCs do not organize training programmes on publicity activities for their employees and the employees were not motivated enough to participate in publicity activities. The study further disclosed that there was apathy, lack of commitment and lack sense of ownership among the employees. Based on these findings, it is recommended that, management should highly involve employees at all stages of the publicity activities, periodically organize training programmes to equip and motivate them enough to attract more of them to voluntarily participate in the publicity activities. It was also recommended that, the management of the University colleges be transparent and open to the employees, involve them in all activities and as well, appreciate employees' contributions to the growth of PUCs.

DEDICATION

We dedicate this work to our lecturers, families and friends.

ACKNOWLEDGEMENT

The process of this study has been a challenging one and we express a profound gratitude to all who have contributed to its successful completion.

We, foremost, give thanks to the Almighty God for conferring His abundant knowledge, wisdom and understanding on us, and giving us the strength to successfully undertake and complete this study.

Our gratitude goes also to our Supervisor, Rev. Justice Boffah Pokumensah, for his encouragements, invaluable time spent on us, and his guidance throughout the study.

We further express our appreciation to all lecturers of the Communication Studies Department, whose priceless intellectual impacts have helped us in conducting a standard research.

More so, we express our appreciation to the Private University Colleges for their acceptance and participation in the study.

Our final gratitude goes to our families, friends, and colleagues who supported us in diverse ways in making this work a success.

To you all, we say, thank you and may the Most High God bless you.

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CHAPTER ONE

INTRODUCTION AND BACKGROUND TO THE STUDY

1.1   Introduction

Private University Colleges keep springing up worldwide and in Ghana in particular. These University Colleges use different traditional marketing communication strategies such as Publicity, Advertising and Sponsorships to reach out to the competitive and complex market. Among these traditional strategies, publicity can be said to be the simplest, cost effective and the most efficient.   This study therefore, is set within this context.

1.2   Background to the Study

Publicity, according to Eisa (2013), is the deliberate attempt to manage the public's perception on a subject with the ultimate goal of promoting client's products or services. Egan (2007) also adds that publicity is "a series of positive messages about an organization or its employees designed to improve the image of the organization or brand" (p. 249).

Corporate institutions globally, use varieties of strategies to publicize their services and / or products. In the early years up until the 1990s, industrial corporations hired publicists, press agents, promoters and propagandists for their communication campaigns. In recent years however, product publicity and sponsorship involve activities that aim to promote and market the companies' products and services. These

two activities draw upon techniques and expertise from public relations. Publicity in particular, is often achieved through coverage in the news media.

Cornelissen (2010) identified another publicity strategy as the use of the concept of Integrated Marketing Communication (IMC) which includes advertising, direct marketing, sales promotion and public relations. He defined IMC as "a concept of marketing communication planning that recognizes the added value of a comprehensive marketing plan that evaluates the strategic role of a variety of disciplines (advertising, direct marketing, sales promotions and public relations) and combines these disciplines to provide clarity, consistency and maximum communication impact" (p. 21). Cornelissen adds that "within IMC, public relations is reduced to activities of product publicity and sponsorship, ignoring its wider remit in communicating to employees, investors, communities, the media and government" (p. 21).

One important strategy that has least been tapped into, is the training and integration of employees in publicizing visions, products, and / or services of corporate institutions. Employees form an integral part of every organization and are often the first point of contact for product or service consumers. Corporate entities, however, have not done enough to tap into the substantial abilities of their employees. In cases where an attempt is made there is lack of proper coordination and sustainability. Marketing and publicity of corporates' products and services, as well as brand creation has been left in the charge of public relations and marketing experts. Employees, especially the lower level ones, are only seen as mere workers and not stakeholders in the affairs of the organizations.

Every corporate entity aims at gaining much publicity and high purchase of products and services by customers and consumers; a reason for which they spend huge sums of money and other resources in marketing and publicity strategies. There is the need, therefore, for organizations to essentially recognize that their employees live in the same communities with both the actual and prospective customers and are more likely to persuade these customers than the use of the other publicity and marketing strategies.

1.3   Problem Statement

Amponsah and Onuoha (2013) identified in their study "The Performance and Challenges of Private Universities in Ghana and Nigeria" that, low students intake is one of the challenges facing private university colleges in Ghana and Nigeria. Many of the colleges spend huge sums of money on advertisements but the problem of student enrolments still persist. One important strategy for increasing student intake that has least been tapped into is the use of publicity. The study therefore sought to find out how employees of private university colleges could constitute an integral part of the overall publicity strategies to drive growth and sustainability. The study focused on Private University Colleges in the Ashanti Region.

1.4   Purpose of the Study

The purpose of the study was to assess how employees could be effectively integrated in publicity activities of Private University Colleges in the Ashanti Region.

1.5   Objectives of the Study

1. To establish the Category of Employees to be Part of the Employee Publicity Integration (EPI) of Private University Colleges.

2. To establish the level of Employee Publicity Integration (EPI) of Private University Colleges.

3. To find out the manner of implementation of the EPI of Private University Colleges.

4. To find out the motivational considerations for employees who participate in publicity activities of Private University Colleges.

5. To find out which department takes oversight responsibility and coordinates the EPI of Private University Colleges.

6. To identify how Employee Publicity Integration Model (EPIM) can be created among employees of Private University Colleges.

7. To identify the difficulties of the Employee Publicity Integration Model(EPIM) and the way forward

1.6   Research Questions

1. Which Category of employees was to be part of the Employee Publicity Integration (EPI) of Private University Colleges?

2. What was the level of Employee Publicity Integration (EPI) of Private University Colleges?

3. What was the manner of implementation of the EPI of Private University Colleges?

4. What were the motivational considerations for employees who participated in publicity activities of Private University Colleges?

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5. Which department took oversight responsibility and coordinated the EPI of Private University Colleges?

6. How could Employee Publicity Integration Model (EPIM) be created among employees of Private University Colleges?

7. What were the difficulties of the Employee Publicity Integration Model (EPIM) and the way forward?

1.7 Scope of the Study

The study focused mainly on how employees could be effectively integrated in publicity activities of Private University Colleges. The sector selected for the study was Private University Colleges in Ashanti Region. The study was carried out within a period of eight (8) calendar months.

1.8 Justification for the Study

Various reasons accounted for the necessity to undertake this study. One reason was that, Private University Colleges were faced with daunting challenges of increasing student intake to be able to meet the bottom-line principle (maximize profit or break even).

More so, the changing business environment affecting traditional publicity practices required the use of existing and new publicity strategies that were available to corporate institutions.

There was also the false assumption that employees consciously undertook publicity activities on behalf of their institutions on their own and this needed to be properly interrogated.

The "Stakeholder Argument" further states that corporate institutions were moving from the philosophy that employees were "mere" workers employed to achieve established goals and objectives. However, this era was noted as the "era of corporate ownership"; i.e. all stakeholders including employees became strategic constituencies whose contributions guaranteed growth and sustainability.

1.9   Assumptions of the Study

The researchers embarked on this study based on the assumption that no individual or group of individuals had done such a study before. It was also assumed that all the employees of the selected Private University Colleges who constituted the population of the study would be willing to participate in the study and that the data collected would reflect the reality on the ground. Finally, it was assumed that the findings would have wider implications for the management of Private University Colleges in Ghana.

1.10   Limitations and Delimitations

Employees of the target institutions were hesitant in giving out information due to their unfamiliarity with the researchers.

To delimit this limitation, the authorities of the institutions were involved as a point of contact to easily reach out to the employees.

Also, due to time and financial constraints, the study was limited to only three Private University Colleges in Ashanti Region.

1.11   Definition of Key Terms

Publicity Strategies

Publicity strategies, in this study, refer to the planned activities that the Private University Colleges embark upon to enhance and promote the image and growth of the institutions.

Stakeholders

For the purpose of this study, stakeholders refer to all the publics that the institutions interact with in their activities, such as students, employees, government, the media and the community.

Employees

According to Merriam Webster's Collegiate Dictionary (1993), an employee is anyone who works for another person or a company for wages or a salary. In this study, employees refer to people who work for the Private University Colleges for wages or salary and these include the management members, senior members, senior staff and junior staff.

Private University Colleges

Private University Colleges, in the context of this study, refer to universities that often operate as non-profit educational organizations and do not receive their primary funding from the state government. They are accredited by the National Accreditation Board (NAB) and affiliated to mainline Universities.

Integration

In this study, integration refers to the involvement of employees in publicity strategies and activities.

Publicity Activities

These refer to on-the-spot activities that aim at projecting the image of the Private University Colleges; for example, distribution of leaflets of the institutions, and speaking to parents and prospective students about the University Colleges.

CHAPTER TWO

REVIEW OF EMPIRICAL AND THEORETICAL RESEARCH ON PUBLICITY STRATEGIES

2.1 Introduction

This chapter gives a wider perspective of publicity and how private tertiary institutions could use it as a communication tool to achieve organizational goals. The chapter also presents the usefulness of publicity to achieve organizational success and also the review of previous empirical and theoretical works done in the area of publicity.

2.2 Empirical Review of Related Studies

2.2.1 Publicity

According to Jobber (2010), publicity can be defined as communication about a product or organization by the placing of news about it in the media without paying for the time or space directly. In a literal sense, publicity makes something or someone publicly known; it transforms what is private, or secret, into something that is public. Egan (2007) indicates that one of the major functions associated with public relations is that of publicity. He describes Publicity as "a series of positive messages about an organization or its employees designed to improve the image of the organization". Publicity is an essential part of event or organization. Without proper publicity, the organization's goals to raise money, to attract new members, or to provide a programme or service will not be met. Therefore, your organization's planning should be put into your marketing campaign. The most effective publicity

allows the reader to grasp all the important facts of the programme quickly, while also evoking a response.

2.2.2 Benefits of Publicity

Publicity offers a number of benefits to organizations. Cleary (2014), states that, publicity is free and that, apart from the costs incurred on media distribution, preparation and distribution of leaflets, stickers and other souvenirs, the cost for publicity is virtually free. Cleary notes that "every magazine article, newspaper feature, media mention, press release or radio and/or television interview is really and freely free".

In addition to these benefits, Cleary (2014) identifies that publicity enhances the identity of an organization, builds credibility and boosts the organization's effective competitiveness. According to Cleary, the more media appearances a business makes, the more the business will be associated with success, setting it apart from the rest of the market.

2.2.3 Emerging trends in publicity

Modern organizations have adopted several publicity strategies to enhance their corporate image and identity. Seitel (2007) noted that "internet outlets for publicity is an important complement to publicity in more traditional media. Knowledge of web hosting and web casting and online printing and chat rooms and discussion groups and investor "threads" and all the rest are critical for modern public relations people"(p. 188).

Seitel continued that at the top of the list of internet public relations tools is knowledge of online publicity. Jobber, (2010) also noted that "Publicity can be a powerful tool for creating awareness and strengthening the reputation of organizations. For example, it was the inherent news worthiness of Body Shop, with its emphasis on environmental and animal-friendly products that provided media coverage, not advertisement" (p. 599).

2.2.4 Attracting publicity

Corporate institutions undertake various activities in order to attract publicity. According to Seitel (2007), "publicity, through news release and other methods, is eminently more powerful than advertising. Publicity is most often gained by dealing directly with the media, either by initiating the communication or by reacting to inquiries" (p. 184). Seitel further stated that public relations professionals need to orchestrate the relationship between their organizations and the media. The media cannot be manipulated, therefore the public relations professionals need to engage them in a honest and interactive way to convey the organizations' point of view in a manner that may merit being reported.

2.2.5 Creating engagement by employees

According to Merriam Webster's Collegiate Dictionary (1993), an employee is anyone who works for another person or a company for wages or a salary. Employees form an integral part of every organization and play different roles targeted at achieving the vision and mission of the organization. The employee public, according to Seitel (2007), is made up of numerous sub-groups: senior managers, first-line supervisors, staff and line employees, union labourers, per diem employees, contract

workers and others. Seitel (2007) continued that, each group has different interests and concerns, therefore a smart organization will try to differentiate messages and communication to reach these segments. He noted, that today's employees are "less loyal to the company than in the past" (p. 222).

According to Palmer (2008), "strategies to empower employees to make effective service encounter are less likely to be successful if employees do not feel engaged in their job. Motivation, consent, participation and communication form essential focal points for an organization's strategy for bringing about the sense of engagement that underlies empowerment" (p. 384). Human Resource Management, according to Palmer (2008), stresses the individual employee and their importance to the organization and this importance cannot be made real if employees do not feel motivated to share organizational goals.

More so, Palmer (2008) in reference to Beinstock et al; (2003) noted that "research has shown that service employee perceptions of how they are treated by their organizations are associated with more effective service delivery and enhanced customer perceptions of service quality" (p. 384).

Palmer (2008) further stated that for employees to feel motivated and be willing to participate in activities of the organization, management needs to equate the individual's personal goals with those of the organization. This gives the employee a small stake, be it financial or in the form of discretionary control over the performance of their work functions in the organization.

2.2.6 *Training and development of employees in publicity strategies.*

Training, according to Palmer (2008), refers to "the acquisition of specific knowledge and skills, which enable employees to perform their job effectively" (p. 394).

The focus of staff training and development is not only the job but also concerns activities that are directed to the future needs of the employee, which may themselves be derived from the future needs of the organization (Palmer, 2008).

Palmer (2008) continued that "if an organization wishes to make its employees involved in publicity, it must include such an objective within its overall corporate plan and identify the required training and development needs (p. 394). It is essential to make employees aware of the competitive market challenges and pressures, and how the organization intends to overcome them. Employees must also be given the opportunity to make their own views known and to air any concerns they may have (Palmer, 2008). This, according to Palmer (2008), will encourage employees to be morally involved in the process of change in the organization. However, if the publicity skills and knowledge of employees are not developed, the organization will lose opportunities.

2.2.7 *Controlling and empowering employees on publicity strategies*

According to Palmer (2008), there are two basic approaches to managing people. On the one hand, management can supervise staff closely and make corrections where they fail to perform to standard. On the other hand, management can make staff responsible for controlling their own actions and this is often referred to as "empowering employees". For an organization to effectively recover from service

failures and closely tailor services to individual customers' needs, there is the need for employee empowerment.

Palmer (2008) continued that "one of the underlying assumptions of those advocating empowerment is that employees' values will be in line with those of the organization. Organizations must be prepared to allow employees the freedom to act and to make decisions based on their own judgment" (p. 381).

2.3 Theoretical Framework

This section focuses on two typical theories that explain the need for the integration of employees in publicity strategies of an organization. These are the stakeholder and diffusion of innovation theories.

2.3.1 The stakeholder theory

Stakeholder theory was propounded by Edward R. Freeman in 1984. The theory suggests that the purpose of a business is to create as much value as possible for stakeholders. In order to succeed and be sustainable over time, executives must keep the interests of customers, suppliers, employees, communities and shareholders aligned and going in the same direction. Innovation to keep these interests aligned is more important than the easy strategy of trading off the interests of stakeholders against each other. Hence, by managing for stakeholders, executives will also create as much value as possible for shareholders and other financiers.

Evan and Freeman (1988), in their work "Stakeholder Theory of the Modern Corporation" indicate that, employees have their jobs and usually their livelihood at stake; they often have specialized skills for which there is usually no perfectly elastic

market. In return for their labour, they expect security, wages, benefits and meaningful work. In return for their loyalty, the corporation is expected to provide for them and carry them through difficult times. Employees are expected to follow the instructions of management most of the time, to speak favourably about the company, and to be responsible citizens in the local communities in which the company operate. Where they are used as means to an end, they must participate in decisions affecting such use. The evidence that such policies and values as described here lead to productive company-employee relationships is compelling. It is equally compelling to realize that the opportunities for "bad faith" on the part of both management and employees are enormous.

2.3.2   Diffusion of Innovation Theory

This theory, developed by Everett M. Rogers in 1962, originated in communication to explain how, over time, an idea or product gains momentum and diffuses (or spreads) through a specific population or social system. The end result of this diffusion is that people, as part of a social system, adopt a new idea, behavior, or product.   Adoption means that a person does something differently than what they had previously (i.e., purchase or use a new product, acquire and perform a new behavior, etc.). The key to adoption is that the person must perceive the idea, behavior, or product as new or innovative. It is through this that diffusion is possible.

Adoption of a new idea, behavior, or product (i.e., "innovation") does not happen simultaneously in a social system; rather it is a process whereby some people are more apt to adopt the innovation than others.   Researchers have found that people who adopt an innovation early have different characteristics than people who adopt an

innovation later. When promoting an innovation to a target population, it is important to understand the characteristics of the target population that will help or hinder adoption of the innovation.

2.3.3   Adopter Categories

There are five established adopter categories, and while the majority of the general population tends to fall in the middle categories, it is still necessary to understand the characteristics of the target population. When promoting an innovation, there are different strategies used to appeal to the different adopter categories.

1. **Innovators** - These are people who want to be the first to try the innovation. They are venturesome and interested in new ideas. These people are very willing to take risks, and are often the first to develop new ideas. Very little, if anything, needs to be done to appeal to this population.

2. **Early Adopters** - These are people who represent opinion leaders. They enjoy leadership roles, and embrace change opportunities. They are already aware of the need to change and so are very comfortable adopting new ideas. Strategies to appeal to this population include how-to manuals and information sheets on implementation. They do not need information to convince them to change.

3. **Early Majority** - These people are rarely leaders, but they do adopt new ideas before the average person. That said, they typically need to see evidence that the innovation works before they are willing to adopt it. Strategies to appeal to this population include success stories and evidence of the innovation's effectiveness.

4. **Late Majority** - These people are skeptical of change, and will only adopt an innovation after it has been tried by the majority. Strategies to appeal to this population include information on how many other people have tried the innovation and have adopted it successfully.

5. **Laggards** - These people are bound by tradition and very conservative. They are very skeptical of change and are the hardest group to bring on board. Strategies to appeal to this population include statistics, fear appeals, and pressure from people in the other adopter groups.

2.3.4 Factors that Influence Adoption of an Innovation

There are five main factors that influence adoption of an innovation, and each of these factors is at play to a different extent in the five adopter categories.

1. **Relative Advantage** - The degree to which an innovation is seen as better than the idea, program, or product it replaces.

2. **Compatibility** - How consistent the innovation is with the values, experiences, and needs of the potential adopters.

3. **Complexity** - How difficult the innovation is to understand and/or use.

4. **Triability** - The extent to which the innovation can be tested or experimented with before a commitment to adopt is made.

5. **Observability** - The extent to which the innovation provides tangible results.

This theory has been used successfully in many fields including communication, agriculture, public health, criminal justice, social work, and marketing. In public

health, Diffusion of Innovation Theory is used to accelerate the adoption of important public health programs that typically aim to change the behavior of a social system. For example, an intervention to address a public health problem is developed, and the intervention is promoted to people in a social system with the goal of adoption (based on Diffusion of Innovation Theory). The most successful adoption of a public health program results from understanding the target population and the factors influencing their rate of adoption.

CHAPTER THREE

METHODOLOGY

3.1   Introduction

This chapter describes the research methodology used for the study. The design, population, sampling process and the geographical location of the study are described. The instruments used in the data collection including methods used to maintain validity and reliability of the instruments are also described.

3.2   Method of study

The study used Qualitative approach for the study to enable them carry out in-depth research to gain an insight into how employees could be integrated in publicity activities of Private University Colleges. According to Daymon and Holloway (2002), most studies conducted in the field of public relations and marketing communication use qualitative research approach which presents an interpretative and realistic worldview.

This method was adopted because the study was about understanding the views, perceptions and attitudes of individuals. Also, the views and perceptions were meant to ultimately influence the actions and behaviour of the employees. Hence, the use of the qualitative approach enabled the researchers to collect the relevant data to address the research questions.

3.3   Study Design

The study used the Exploratory Design. According to Lynn and Lynn (2014), this design is used for a research problem when there are few or no previous studies to refer to. This design focuses on gaining insights and familiarity for later investigation, or is undertaken when problems are in a primary stage of investigation.

Exploratory design was used because the study was a relatively new area of inquiry, literature on the topic was scanty and not much information was available. The design therefore, enabled the researchers to chart a course that had hitherto not been charted before.

3.4   Study Population

The population for this study comprised the full-time employees of Private University Colleges in Ashanti Region. This constituted the Presidents, Registrars, Public Relations Officers, Senior Members, Senior Staff and Junior Staff from the selected Private University Colleges.

The grounds for the focus on this population were that Private University Colleges depend mainly on student enrolment and school fees to run the activities of the university colleges. They also compete with one another, as well as the public universities for student enrolments.

Notwithstanding, the findings of the study could have wider implications for similar private tertiary institutions in Ghana and beyond.

3.5 Sampling

This study used the non-probability method of sampling. This is because the study used qualitative research method.

Purposive sampling – a non-probability sampling method – was used for data collection in order to gain in-depth information on the topic.

3.5.1 Sample Size

In this study, three out of the seven identified private university colleges in the Ashanti Region were purposively selected. The three Private University Colleges were selected on the grounds that they were prepared to assist the researchers, secure adequate information from their employees. Two Management Members, one Public Relations Officer, one Senior Member, one Senior Staff and one Junior Staff were purposively selected from each of the selected Private University Colleges for the study.

3.6 Study Locations and Their Background Information

The study was conducted on the campuses of the Private University Colleges in the Ashanti Region; Christian Service University College (CSUC), Ghana Baptist University College (GBUC), Garden City University College (GCUC).

3.6.1 Christian Service University College (CSUC)

Christian Service University College (CSUC) was established in 1974 and started with four students. It is located at Odeneho-Kwadaso in Kumasi. It currently has student population of about 2000 and employee strength of 115 members.

3.6.2 Garden City University College (GCUC)

Garden City University College (GCUC) was established in 2001 and is located at Kenyase, Kumasi. It was initially known as College of Information Technology and Management Systems. It commenced in October 2002 with 4 main courses but now, has several other courses added on.

3.6.3 Ghana Baptist University College (GBUC)

The Ghana Baptist University College is an initiative of the Ghana Baptist Convention. It is incorporated and operated as a tertiary institution with the status of a University College offering degree and diploma programmes with authorization of the National Accreditation Board (NAB).

3.7 Data Collection Instruments

Qualitative data was collected and used for the study. According to Keyton (2006), a qualitative interview should preserve the form and content of human interaction and explore the complexity of human behaviour. In-depth Interviews was therefore, used in obtaining the qualitative data. Date and time for the interview, was scheduled with each of the participants.

3.8 Data Collection Process

The researchers made three (3) visits to each of the selected university colleges under study. The first visit was done to officially inform the University Colleges' authorities, and permission was sought to engage their employees in the study. The second and third visits were made to interview the selected participants on the topic

under study. During the interview sessions, audio recorders were used for recording information from the participants.

The table below is a summary of the data collection activities.

Table 1: Summary of data collection activities

CATEGORIES OF STATUS	DATA COLLECTION STRATEGY	LEVELS OF DATA COLLECTION	PERIOD OF DATA COLLECTION
Management • President • Registrar	In-depth interview In-depth interview	First First	April, 2015
Public Relations Officers	In-depth interview	First	
Senior members	In-depth interview	Second	
Senior staff	In-depth interview	Second	
Junior staff	In-depth interview	Second	

3.9   Data Processing and Analysis

In this study, qualitative data was processed and analyzed. The data was manually analyzed using inductive and deductive approaches. The recorded information was transcribed. Data collected and emerging themes were then grouped and presented according to the objectives of the study and questions asked. Comparisons were done to identify the similarities and dissimilarities in the responses given.

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3.10   Ethical Considerations

The researchers sent official letters to the management of the various Private University Colleges under study, for permission to carry out the study. Preliminary meetings with the participants were held to disclose the purpose of the study to them and their consent was sought. The researchers also sought permission from the participants to use audio recorders during the interviews. Anonymity and confidentiality of the respondents was protected as they were assured of non-disclosure of their names and personal details. More so, target participants who wanted to be excused from the study, were permitted. Final report on the study was then submitted to the studied Private University Colleges.

CHAPTER FOUR

PRESENTATION OF INTERVIEW FINDINGS

4.1   Introduction

This section presents the findings of the interviews conducted during data collection. Participants were purposively selected and interviewed, from three Private University Colleges in the Ashanti Region. These include: Christian Service University College (CSUC), Garden City University College (GCUC) and Ghana Baptist University College (GBUC). The findings are presented in accordance with the set objectives of the study. It also discusses the demographics of the participants (interviewees) used for the study.

4.2   The Demographics of the Participants (Interviewees)

The participants in this study comprised the President, Registrar, Public Relations Officer, Senior Members, Senior Staff and Junior Staff of each of the three selected Private University Colleges.

In the case of the Public Relations Officers, two of the University Colleges namely, Christian Service University College (CSUC) and Garden City University College (GCUC), have distinct Public Relations Offices. At CSUC, the Public Relations Office is referred to as Partnership Development Office. However, at Ghana Baptist University College (GBUC), it is the Marketing Department that performs Public Relations roles.

The Senior Members included Head of Accounts of CSUC, Human Resource Manager of GCUC and Senior Administrative Assistant of GBUC. At GCUC

however, it is the Public Relations Officer who also acts as the Human Resource Manager.

The Senior Staff comprised the Head of Admissions at CSUC, the Librarian at GCUC and a Lecturer at GBUC.

The Junior Staff included the Heads of Security at both CSUC and GCUC, and Head Cleaner at GBUC.

In all, seventeen participants made up of six each from CSUC and GBUC, and five from GCUC, were interviewed. These participants were made up of eleven males and six females.

4.3   Category of Employees to be Part of the Employee Publicity Integration (EPI)

In order to establish the category of employees to be integrated in the publicity activities of the University Colleges, two questions were asked.

What are some of the publicity activities undertaken by the University College?

In response to this question, all the three Presidents mentioned radio and television adverts, schools and church outreaches. For example, one of the presidents said "We have teams that go to senior high schools also to speak to them about the programmes we are running. Since we are a church-based institution, we also go to churches at times". Also, one of the presidents noted that, apart from adverts, people are sometimes sent to radio stations to speak to the public about the school.

In their response, the registrars also stated radio, television and newspaper adverts, church and school outreaches. One of them further indicated that they involve

community radios and also insert fliers into the dailies of the Daily Graphics. Another also mentioned banners, billboards and sponsorship of activities such as fanfare programmes. One of them also noted media interviews and documentaries as other publicity activities they undertake.

According to the Public Relations Officers, some of the publicity activities that are undertaken included advertisements, and schools and church outreaches.

The Senior Members identified advertisements, and schools and church outreaches. One of them further mentioned the use of the University College's website. Another also mentioned graduation, matriculation and distribution of fliers to people, as additional publicity activities that the University College undertakes.

The senior staff among the interviewees also indicated radio talks, documentaries and advertisements as the publicity activities that are undertaken. However, in addition to these, one of them said "Sometimes, we also have teams that go round to various Senior High Schools and other places to do some kind of presentations about the University".

On the part of the Junior Staff, some of the publicity activities undertaken include distribution of pamphlets, advertisements and church outreaches.

What is your view on involving all employees of the University College in publicity activities?

All the presidents deemed it very important to involve all employees in publicity activities of the University Colleges. This notwithstanding, one of them noted that, involvement also depends on what the individual's gifts are. One of them also stated as follows:

> Everybody is a stakeholder so, for me, wherever a person is, you are a stakeholder and you have a responsibility to hold up the banner of that institution.

For the Registrars, two of them are of the view that all employees are stakeholders and need to be involved in publicity activities. Meanwhile one of these two believes that "The effective roles limit it primarily to those who have the capacity" to convince people. However, one Registrar is of the view that not all employees could be part of publicity activities. She noted "It's difficult involving everyone; … they wouldn't have the knowledge to be able to do".

In the response of the Public Relations Officers, they all view it necessary to involve all employees in publicity activities. One of them however stated that "Everybody is supposed to partake in it but in most cases, we have teams that work hand-in-hand".

All the Senior Members interviewed were of the view that all employees should be involved in publicity activities of the University Colleges. One of them stated as follows:

> If we involve staff, it will be tremendous because we are the embodiment of the university, apart from students because we work hand-in-hand with students. I think it will be tremendous if we sell the school together with students.

In their response, the Senior Staff also view it essential to involve employees in publicity activities. One of them noted that "If we involve all of them it will act positively because when people come, then the university generates revenue to pay these employees".

In the view of all the Junior Staff interviewed, it is good to involve all employees in publicity activities. According to one of them, "Involving all staff will help the school to grow".

4.4   Level of Employee Publicity Integration

In their quest to establish the level of integration of employees in publicity activities of the University Colleges, three questions were asked.

What role(s) do employees play at the preparation and implementation stages of the publicity activities?

In their responses, one of the presidents indicated that employees who have connections in schools and their churches, link the University College with the schools and churches and make arrangements for them to go and deliver their messages. Another president stated that they have schedule officers "so the schedule officers will do their schedule stuff". On the contrary, one of the presidents categorically noted that "For that, we don't do here. But we focus on senior staff, management staff and the lecturers".

For the registrars, one of them mentioned that plans are drawn at the committee level and the committee members seek the views of other employees on the things they can do to advertise the University College. Another registrar said that management looks for employees who can arrange meetings with schools for them to go and share time with the students. Another registrar also stated that the employees assist in directing people to the right offices for enquiries.

In responding to this question, one of the Public Relations Officers indicated that employees play intermediary roles between the University College and potential students or clients for the school. One of them also said that ad hoc bodies are always set up depending on the task for which the publicity is geared towards. Another Public Relations Officer however stated that, they don't involve everyone at the preparation and implementation stages. He noted "Publicity is communication, and

communication is a strategy, so, you just can't involve everybody at every point in time. It depends on who you want to use and what purpose".

The Senior Members, in their response, mentioned that committees and ad hoc teams are set to handle publicity programmes.

In their response, one of the Senior Staff said that contribute ideas for the contents of adverts and also suggest which geographical areas are best for the publicity activities. The others also mentioned that, some of the employees go to churches and second cycle institutions to speak about the University College and distribute handouts to people.

For the Junior Staff, they indicated that employees are asked to invite visitors during publicity activities such as matriculation ceremonies, graduation ceremonies and anniversaries, and to give them special treatments in order to make the visitors happy. However, they are not involved in the planning stages of publicity activities.

After implementing the publicity activities, how is evaluation done?

(This question was directed to the presidents, Registrars, and Public Relations Officers of the three University Colleges.)

According to the presidents, one way of evaluating the publicity activities is by asking students to indicate on admission forms, where they heard about the University College. Another way is by looking at the number of people who have applied to the University College. One of the presidents further mentioned that they do evaluation based on the report presented by the publicity teams.

In responding to this question, two of the registrars indicated that, evaluation is done by asking students how they heard about, or who referred them to the University College. One of them also said that the University College has evaluation forms for students to indicate how they heard about the University College. One registrar further mentioned that, there is a column on their admission forms for students to indicate the source of the information that prompted them to come to the University College.

For the Public Relations Officers, they all mentioned that, they have a portion on the admission forms for students to indicate where they heard about the school. One of them added that, they conduct researches periodically to find out where most of the students are coming from. She further stated that "We have an enquiry office and a logbook which takes data of enquiries to know which region an enquiry is coming from".

What roles do you think employees can play during the evaluation of the undertaken publicity activities?

(This question was directed to the Senior Members, Senior Staff, and Junior Staff of the three University Colleges.)

According to the Senior Members, employees do not play any role in evaluating the publicity activities since researches are conducted periodically by management to find out where most of the students are coming from. Also, evaluation is done by management, based on the intake of students that comes at the end of the academic year.

In their response, one of the Senior Staff said that, "At that point, it is not the employee per say, that matters in the evaluation, but the committee and the management that sit down together to analyze".

Another also noted that, since there is a portion on the admission forms for evaluating students' intake, employees cannot play any major role in evaluating the publicity activities. In contrast, one Senior Staff stated the following:

> After each academic year, we have to sit down and look through various admissions to see if the adverts, contacts, interviews, and presentations rather translated into bringing students to beef up the enrolment.

The Junior Staff, in their response to this question, indicated that they cannot play any role since they are not involved in evaluating publicity activities. One of the noted, "So far, there is nothing like that".

4.5   Manner of Implementation of the Employee Publicity Integration

To find out the manner of implementation of the integration of employees in publicity activities, the interviewees were asked five questions.

What is your opinion on consciously and aggressively involving employees in publicity activities to drive growth and increase population of students?
(This question was directed to the Presidents, and Registrars of the three University Colleges.)

Responding to this question, two of the Presidents are of the opinion that employees should be consciously and aggressively involved, however, this should not be done by compulsion. One of the two made the following statement:

> Why not? Because every employee depends on the resources of the institution and the greater funding comes from students. The more you have students, the more you have money. So, it is in every employee's interest for us to get the students we need.

On the contrary, one president is of the view that "Not everybody can be equally involved".

For the Registrars, they are all of the view that, employees should be consciously and aggressively involved in publicity activities. According to one of them, "It is a do or die affair". Meanwhile, another thinks, it is not a core function of the employees to publicize the University College, and therefore management needs to look for employees who are committed to the effort and have something positive to contribute.

Currently, what is the level of involvement of the employees in the implementation of publicity activities?
(This question was directed to the Public Relations Officers, Senior Members, Senior Staff, and Junior Staff of the three University Colleges.)

In their responses, two of the Public Relations Officers are of the view that there is a high level of employee involvement in publicity activities. One of them noted; "We work at night and even on Sundays because of commitment". However, one Public Relations Officer lamented that some of the employees are not committed to publicity activities. He stated, "Honestly, some are not willing. I don't think they even talk about it".

Among the Senior Members interviewed, two of them said that, employee involvement in publicity activities is high. In contrast, one lamented that "People don't know what is even going on. The involvement of everybody is low. Those who are working are the committee and the publicity office".

In responding to this question, two of the Senior Staff mentioned that employees are highly involved in publicity activities. However, one said that, only a few employees are involved and that, other employees do not know about the publicity activities.

The Junior Staff also indicated that they are not much involved in publicity activities and that they only act on the instructions of the authorities.

What criteria do you think should be used to monitor employees' participation in publicity activities? For example, should it be done on individual, departmental or institutional basis?

(This question was directed to the Presidents, Registrars, and Public Relations Officers of the three University Colleges.)

In the view of the Presidents, employees' participation in publicity activities should be monitored on institutional basis. Even one of them thinks that the lower level employees cannot be monitored in publicity activities. He gave the following instance:

> You can't just get all labourers, cleaners and sweepers and say that you are going to monitor how much they bring in terms of admissions.

Among the interviewed Registrars, two of them think that monitoring should be done on institutional basis whiles one thinks that "If you want to do effective monitoring, then it should be departmental".

The Public Relations Officers were of divergent views on the criteria that should be used to monitor employees' participation in publicity activities. Whiles one of them thinks that monitoring should be done on institutional basis, the other thinks it should be on departmental basis, and another also thinks it should be done on individual basis.

What do you think should be done to increase employees' participation in implementing publicity activities?

(This question was directed to the Public Relations Officers, Senior Members, Senior Staff, and Junior Staff of the three University Colleges.)

According to the Public Relations Officers, recognizing and acknowledging employees' efforts and contributions to publicity activities as well as giving them some incentives will increase employees' participation in publicity activities.

On the part of the Senior Members, two of them were of the opinion that management needs to appreciate and recognize the contributions made by employees in publicity activities. One of them also indicated that management should clearly define the roles employees should play in publicity activities in order to increase their participation.

The Senior Staff mentioned that, to increase employees' participation in implementing publicity activities, management needs to increase information flow, give incentives to the employees and show trust in their capabilities to deliver.

For the Junior Staff, one of them said that there must be a free flow of information on publicity. Two others also voiced out that the institution must take good care of the employees in order for them to be proud of talking about the school to others.

What is your view on making participation in publicity activities a duty of the employees?

(This question was directed to the Presidents, Registrars, Senior Members, Senior Staff, and Junior Staff of the three University Colleges.)

In response to this question, two of the Presidents were of the view that it is not wrong to make it a duty of employees. However, it will be unfair for management to base their judgment of non-performance of employees on publicity activities. More so, one

of the two indicated that the employees' participation should be made voluntary. On the contrary, one of the Presidents stated that he did not see the junior staff as essential aspect when it comes to admissions even though he would not discount them.

For the Registrars, two of them were of the opinion that participation in publicity activities should be made a duty of the employees. One of these two made the following statement:

> You can't sit in your office as a registrar without having students. When we meet them, we tell them we have budgeted for this number of students. If we don't get, we are all leaving. So, they all have to do their best.

In a different view, one of the Registrars indicated that it is not everybody that holds the duty to perform publicity activities. Rather, it must be done willingly.

In their view, the Senior Members believed that the participation should not be compulsory but voluntary. One of them categorically stated that "if you make it compulsory, it will not work".

The Senior Staff, also in their opinion, said that, even though it is good to make participation in publicity activities a duty of employees, it should not be by compulsion. Rather, it should be made voluntary.

For the Junior Staff, one of them said that, it will be best if management makes it a duty and give each and everybody a role to play in publicity activities. The other two were of the view that participation should be voluntary.

4.6 Motivational Considerations for Employee Publicity Integration

To find out the motivational considerations for employees who participate in publicity activities, three questions were asked.

In which ways do you think employees who participate in publicity activities should be rewarded?

In the responses of the Presidents, one of them stated that employees could be given T-shirts with the inscription 'Publicity Champion' and also put their names on the notice board as 'best employees in publicity'. Another President mentioned the giving of money, letters of appreciation and promotion as a way to motivate the employee. However, one of the Presidents stated that, "Since I don't do it here, I will not like to conjecture".

For the Registrars, recognizing the importance of employees in publicity activities, encouragement, appreciating the employees in the presence of others, giving letters of appreciation, financial supports, and promotions are some of the ways to motivate employees who take part in publicity activities.

According to the Public Relations Officers, management's recognition of employees' participation of publicity activities is what is needed to motivate employees. One of them stated: "The most influential way to motivate is to let them know that they were there. And if there is any cake to be shared, they take part". One of them also mentioned resource availability as another source of motivation.

In their view, the Senior Members, mentioned money, citations, recognition at staff meetings, and appreciating one's efforts as sources of motivation for employees.

The Senior Staff also indicated that T-shirts, souvenirs, handshakes, commendations, promotion, allowances, commissions and salary increments as some of the ways to motivate the employees who participate in publicity activities.

According to the Junior Staff, commissions, salary increments and promotions should be given to employees to motivate them.

What is your view on organizing training programmes and activities on publicity strategies as a way of motivating employees to effectively deliver?

In their response, two of the Presidents are of the view that it is important to give employees training on publicity activities in order to effectively deliver. On the contrary, one of them did not see the need to have such programmes since it is not done in their institution.

All the Registrars also considered it very essential to organize training programmes on publicity activities for the employees. One of them emphasized that "Such programmes should be organized for them not just on how to advertise but also on our requirements, they must understand".

For the Public Relations Officers, they all see the training programmes as necessary for equipping the employees. However, one of them did not see it as a motivation factor.

In their view, all the Senior Members indicated that training could be helpful and motivate employees to deliver effectively on publicity activities. One of them noted the following:

> We need to learn. All of us are learning. If they want to take us through some sort of training on publicity, I think it will help us.

The Senior Staff also indicated the need to have such programmes as a way of motivating employees to effectively deliver. One of them stated:

> Yes, we need to do that, because, business environment is constantly changing. The things we did in the past cannot be done in present and therefore when we have training programmes then we'll be able to be abreast of time.

According to all the Junior Staff, it is good to have training programmes for employees in order to effectively deliver on publicity activities.

In your opinion, what should be done to make employees more confident and empowered to participate in publicity activities?

For the opinions of the Presidents, one of them mentioned that, knowledge on admission requirements and other information about the University College would make employees confident and empowered to embark on publicity activities. Another mentioned money as an incentive to empower employees. One President also mentioned training and giving employees the necessary resources as a way of empowering them to effectively deliver. The registrars identified delegation of powers and giving the needed information to the employees will make them more empowered and confident. One of them stated that:

> Asking them to speak to students when I am around will make them feel accomplished. It's a sort of affirmation that you are good. You can do it. When you do it and the results come, you are strengthened that you have some qualities that can help the school move forward.

Two of the Public Relations Officers are of the opinion that making employees know that their contributions are appreciated by the University College will make them confident. One of them also mentioned resource availability and knowledge acquisition as necessary tools for empowering the employees.

In the view of the Senior Members, one of them indicated that management should identify the potentials in each person and assign duties accordingly. Another also mentioned that making everybody feel that they have contributed to the success of the institution will make them confident. More so, one of them said that both management and employees must have shared vision.

According to one of the Senior Staff, it is recognition and showing gratitude that will make employees confident. One also suggested that employees needed to be trained and oriented at their own levels to make them empowered. More so, another Senior Staff said the needed resources have to be given to employees in order to make them empowered.

For the Junior Staff, one of them stated that management should involve employees in order to make them feel important and confident. The other two also mentioned motivation and training as ways of empowering employees to deliver publicity activities effectively.

4.7   **Oversight Responsibility and Coordination of Employee Publicity Integration**

The researchers asked four questions to find out which department takes oversight responsibility and coordinates publicity activities of the University Colleges.

Which department coordinates the integration and participation in publicity activities of the University College?
(This question was directed to the Presidents, and the Registrars.)

In response to this question, one of the Presidents said, it is the Partnership Development Office, one said; the President's office and another mentioned the Registrar's office.

For the Registrars, one of them said, it is the Registrar's office, one said, the marketing department, and another mentioned the Admissions office.

What is your view on the effectiveness of the coordination by the department?

(This question was directed to the Presidents, and the Registrars.)

The Presidents, in their responses, stated that, so far, it is okay and not that bad. One of them further noted that, there is always room for improvement.

On the part of the Registrars, they indicated that the coordination has been good. However, one of them stated that they face many challenges in coordinating the publicity activities.

What role does management play in coordinating the publicity activities of the University College?

(This question was directed to the Presidents, Registrars and the Public Relations Officers.)

All the Presidents mentioned that management holds meetings with the department in charge of publicity, where updates are given, reviews are done and suggestions and individual referrals are made for further activities. One of them also said that the Presidency is part of management and therefore, works with the team.

According to the Registrars, management approves programme activities, monitors the activities of the coordinating department and also receives report from the coordinating department.

For the Public Relations Officers, they indicated that, management plays a key role in the coordination of publicity activities. One of them stated that management sets up

the committees to work on publicity, make budgetary allocations and receives report from the committees. One of them further noted that management holds meetings and makes decisions on how adverts will run.

What is your opinion on making the various departments of the University College responsible for coordinating some of the publicity activities?

In the views of the Presidents, two of them indicated that the various departments need to coordinate some of the publicity activities. One of them however, noted:

> It depends on the kind of structure or format you have. I see this place
> a small place, so I see no need to do it on departmental basis.

The Registrars, in their views, two of them said that, it is difficult and might not be effective at the departmental level. One however thinks that, it is a joint effort and that, the role the departments play depends upon where the publicity target is.

In the responses of the Public Relations Officers, one of them is of the opinion that, "The various departments should be tasked not only about getting people but letting people know about the university". Two others however, did not see the need for the departments to be made responsible for coordinating some of the publicity activities. One of them stated that for now, the responsibilities are clear.

For the Senior Members, one of them sees no need to make the various departments responsible for coordinating some of the publicity activities. In contrast, two others deemed it necessary to make the various departments responsible for that. One of them noted the "I think it will be nice. We need more hands; so, it will help"

In their opinions, two of the Senior Staff interviewed, deemed it not necessary to make the various departments responsible for coordinating some of the publicity activities. One of them noted:

> That means you want to shift some of the responsibilities to the heads of departments. And, that is extra workload to the heads of departments. It's a herculean task; you will overstretch them.

One of the Senior Staff however thought that, the departments can do that but their efforts should be coordinated by a central team.

For the Junior Staff, two of them were of the view that it will be good to share some of the responsibilities among the various departments. In contrast, one of them is of the opinion that, everybody in the various departments, only needs to do their work well for the school to move forward.

4.8   Creating Ownership of the Employee Publicity Integration Model (EPIM)

In order to identify how Employee Publicity Integration Model (EPIM) can be created among employees, three questions were asked.

Do you think there is the need to create ownership of the Employee Publicity Integration Model (EPIM) among employees? Please explain your response.

(This question was directed to the Presidents, Registrars and Public Relations Officers.)

In their responses, all the Presidents interviewed, said there was the need to create ownership of the publicity activities since the existence of the employees in their institutions depends on the number of students that come in. one of them sated as "Ownership is key in every organization. Everybody must be made to feel that, this is for me".

According to all the Registrars, ownership of publicity activities of the University College is very important. One of them noted: "it's very necessary. Sense of ownership, if it's not there, why will you go out?"

Responding to this question, one of the Public Relations Officers said that, ownership is very important among the employees and that, there was the need for management to give orientation to employees for them to acquire that sense of ownership. Two of them indicated that, management must show openness, transparency and involvement in order to create ownership of the publicity activities among the employees.

What do you think should be done to make employees acquire the sense of ownership of the Employee Publicity Integration Model (EPIM)?

(This question was directed to the Senior Members, Senior Staff, and Junior Staff of the three University Colleges.)

One of the Senior Members, in his response, said there should be constant collaboration between the leadership of the institution and their subordinates in order to avoid apathy on the part of the employees. Another Senior Member said that, management should make employees have a feel of what they are doing, so that they will know that what they are doing is theirs. The other Senior Member interviewed, only said that ownership was good since they needed more hands.

For the Senior Staff, one of them mentioned durbar, in-service training and presentations as some of the ways ownership of publicity activities could be created among employees. Another also said that, management should let employees benefit from the growth of the institution, and that would create ownership among them. The other Senior Staff mentioned that management had to make employees aware of the publicity activities undertaken by the University College.

Responding to this question, two of the Junior Staff said that, management should encourage employees and also have confidence in them in order to make them have

the sense of ownership. The other Junior Staff said, management must bring some policies to let employees know that they are part of the ownership of the institution.

What level of involvement is needed to make employees acquire the sense of ownership of the EPIM?

One of the Presidents, in her response, said that, the level of involvement depended on an individual's position. However, she subsequently pointed out that it was not necessarily so, because somebody may be a junior staff but has a lot of connections. Another also stated that, the moment employees are employed, they are involved in all activities of the University College. Therefore, it should be something that is mental. One other President mentioned effective communication as what is needed to make employees acquire the sense of ownership of the EPIM.

In their responses, one of the Registrars admitted that, there was the need to involve employees in publicity activities of the University College, but the level of involvement should not affect their core duties.

One of them also said that, the level of involvement should be high. She emphasized that "it's our primary duty". Another Registrar, in his view said, there was no need to expect any level of involvement. According to him, "You only need to motivate and encourage them to do it".

For the Public Relations Officers, one of them was of the opinion that, the level of involvement needed for employees to acquire the sense of ownership of the EPIM should be maximum. He stated that, "once you are appointed on a committee, you are 100 percent involved. The remaining two of the Public Relations Officers mentioned effective communication between the management and the employees, as the needed level of involvement.

In their opinion, all the Senior Members interviewed indicated that, effective collaboration and communication should be the level of involvement to make employees acquire the sense of ownership of the EPIM.

Responding to this question, one of the Senior Staff said that, there was no need to expect any level of involvement since the employees have their core duties to perform. The other two of them also said that there must be a high level of involvement of employees in publicity activities in order for them to develop that sense of ownership.

In their view, two of the Junior Staff indicated that, management could just involve employees in publicity activities, and that would be enough to make them acquire the sense of ownership. One of them however said, "This doesn't need any level. It depends on the training that one has had from somewhere before coming here".

4.9   Difficulties of the EPIM, and the Way Forward

In an attempt to identify the difficulties of the EPIM and the way forward, the researchers asked two questions.

What challenges do you foresee in the implementation of the EPIM?

Responding to this question, two of the Presidents interviewed, mentioned financial constraints and lack of other resources, as some of the challenges they could foresee in the implementation of the EPIM. The other President also mentioned apathy on the part of employees because of lack of recognition, as another challenge.

In their view, all the Registrars identified financial constraints, lack of commitment on the part of employees, and difficulty in having access to some second cycle institutions and churches, as challenges they could foresee.

In response, all the three Public Relations Officers mentioned high cost of expenditure, inadequate staff and non-availability of vehicles, as some of the challenges that the University Colleges may face in the years ahead. Again, one of them said the competition with the Public Universities also poses a challenge to them.

According to one of the Senior Members, the media stations where they do their adverts, timing, and kinds of billboards they have, are some of the basic challenges he could foresee in the implementation of the EPIM. The other two, also talked about high cost of publicity activities, as challenges they could foresee.

For the Senior Staff, high cost of expenditure, lack of commitment, and inadequate staff, are some of their foreseen challenges in implementing the EPIM. One of them also stated that, "The result is sometimes, not immediate after doing publicity".

In their view, two of the Junior Staff, mentioned apathy on the part of employees, financial problems, and lack of knowledge on admissions, as some of the challenges they could foresee. However, one of the Junior Staff indicated that, he did not see any challenge, and that, when you are asked to do a job, you only need to ask for the things you will need and they will be provided.

In relation to these challenges, what do you think should be the way forward?

Responding to this question, one of the Presidents said, they needed to continue the good things they were doing, and that, "Going forward, is persistence and

perseverance". Another also said, management should encourage employees to own the vision and the core values of the institution in order to be good ambassadors for the institution. One of the Presidents also said that, monitoring and supervision should be enhanced.

One of the Registrars, in response to this question, stated that, "The way forward is to provide good service". Another also said management should look for the potentially resourceful personnel who are committed. One also said, the University College should identify where they do well and do it better.

In response to this question, one of the Public Relations Officers mentioned that, the institution must educate, conscientize, and be open to employees. He added that, incentives should be given to employees who participate in publicity activities. Another stated that, management should motivate and also have "listening ears for employees". To the other Public Relations Officer, they need to be loud and consistent in their publicity activities and hope that things will improve.

One of the Senior Members, in his response, stated that "I think we should link up with mother Universities to push out their cut-offs to us".

The other two Senior Members said that, there should be motivation and openness to employees.

Responding to this question, one on the Senior Staff suggested that the University Colleges must have a long term strategy, and break the mission and vision into annual objectives. He added that, they should all sit down to brainstorm the way forward. The other two Senior Staff said that, management should motivate employees, going forward.

According to one of the Junior Staff, management should take some financial risk in order to benefit from the outcome of the publicity activities. Another said management should train employees on how to talk to people. To the other Junior Staff, the institution must concentrate on the media in conducting publicity activities.

4.10   Summary of Chapter

This chapter presented the findings and analysis of the interviews conducted for the study. The findings and analysis were presented according to the objectives of the study. It also mentioned the institutions used and presented the demographics of the interviewees for the study.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1   Introduction

The purpose of the study was to assess how employees could be effectively integrated in publicity activities of Private University Colleges in the Ashanti Region. In order to achieve this purpose, the following objectives were set: 1) to establish the category of employees to be part of the integration in publicity activities of Private University Colleges; 2) to establish the level of integration of employees in publicity activities of Private University Colleges; 3) to find out the manner of implementation of the integration of employees in publicity activities of Private University Colleges; 4) to find out the motivational considerations for employees who participate in publicity activities of Private University Colleges; 5) to find out which department takes oversight responsibility and coordinates publicity activities of Private University Colleges; 6) to identify how Employee Publicity Integration Model (EPIM) can be created among employees of Private University Colleges; and 7) to identify the difficulties of the EPIM and the way forward.

This chapter discusses the findings of the study in relation to the objectives of the study. It also presents the conclusions drawn out of the findings as well as the recommendations and suggestions made for further study.

5.2   Summary of Key Findings

The first objective of the study was to establish the category of employees to be part of the Employee Publicity Integration of Private University Colleges. Employees, according to the Stakeholder Theory, are stakeholders in every organization and play major roles in the affairs of the organizations. The employee public, according to Seitel (2007), is made up of numerous sub-groups: senior managers, first-line supervisors, staff and line employees, union labourers, per diem employees, contract workers and others. The study revealed that, it was very essential to involve all categories of employees in publicity activities of the Private University Colleges. Private University Colleges, like other organizations, need to survive in today's complex and competitive market. Therefore, in line with the establishment by the Stakeholder Theory, it was deemed necessary that all employees participate in the University Colleges' publicity activities. According to Egan (2007), Publicity is an essential part of event or organization. Without proper publicity, the organization's goals to raise money, to attract new members, or to provide a programme or service will not be met. The study thus, found the following as some of the publicity activities undertaken by the Private University Colleges: radio, television and newspaper adverts, documentaries, media interviews, schools and church outreaches, matriculation ceremonies, graduation ceremonies, distribution of fliers to people, sponsorship of programmes, and the use of the University College's websites.

The second objective was to establish the level of Employee Publicity Integration of Private University Colleges. In preparation for publicity activities, some of the employees assisted by connecting their churches and second cycle institutions to the University Colleges and arrange meetings for the University Colleges to go and

deliver their messages. Some also contributed by making suggestions on where and how publicity activities could be carried out. For the implementation of the publicity activities, it was noted that, only some employees were selected to form part of publicity teams to give talks, distribute fliers, and provide directions to people who would like to do more enquiries. When it came to evaluating the publicity activities, it was identified that, evaluation was mostly done by assessing the number of admission forms sold for each academic year, as well as the trends in student enrolments. In this regard, the findings showed that, an appreciable number of employees were involved in preparation for the publicity activities. However, majority of the employees did not play significant roles in the implementation of these activities, since the implementation was limited to publicity teams and committees. The study also found that, most of the employees were not involved in evaluating the publicity activities since it was done at management level.

The third objective was to find out the manner of implementation of the Employee Publicity Integration of Private University Colleges. The study found that employees needed to aggressively and consciously participate in publicity activities of the University colleges. That notwithstanding, the participation was to be more of volition than coercion. Even though the Private University Colleges depended mostly on student enrolments and thereby considered publicity as essential to that course, they deemed it better to make employees' participation in the publicity activities, voluntary than compulsory. In this regard, the study revealed that, monitoring of employees' participation in publicity activities was more on institutional basis than departmental or individual. Management of the Private University Colleges considered it unfair to

make publicity activities a duty of employees because of the fact that the employees already had their core duties to perform.

The fourth objective sought to find out the motivational considerations for Employee Publicity Integration of Private University Colleges. Palmer (2008) states that, "Motivation, consent, participation and communication form essential focal points for an organization's strategy for bringing about the sense of engagement that underlies empowerment" (p. 384). It was noted in the study that, money was the main motivational factor for most employees who participated in publicity activities of the University Colleges. Other motivational considerations found in the study included, giving employees letters of appreciation, promotion, encouragement, giving of T-shirts and souvenirs, handshakes at staff meetings and salary increment.

More so, the study revealed that, employees needed to be trained on publicity activities of the University Colleges in order to make them more confident and empowered to embark upon these activities. It was noticed that, most of the employees were not abreast of information regarding admissions, programmes and other activities of the University Colleges. In support of the need for staff training on publicity activities, Palmer (2008) states that "if an organization wishes to make its employees involved in publicity, it must include such an objective within its overall corporate plan and identify the required training and development needs (p. 394).

The fifth objective was to find out which department takes oversight responsibility and coordinates Employee Publicity Integration of Private University Colleges. In the Private University Colleges studied, it was realized that, publicity teams had been set up by management to carry out publicity activities. In the light of this, the study found

that management took the oversight responsibility of the Employee Publicity Integration. The publicity teams set up by the Private University Colleges, comprised employees from the Registrar's Office, Marketing Department, Public Relations Office, and other committed employees from other departments.

With the sixth objective, the study sought to identify how Employee Publicity Integration Model (EPIM) could be created among employees of Private University Colleges. The study found that, as ownership is key in every organization, it was necessary that employees had a sense of ownership of the EPIM among themselves. In order to realize this, management would have to educate employees on the vision and the core values of the University Colleges. Again, management had to be transparent to employees and also involve them in publicity activities of the University Colleges. Palmer (2008) indicates that employees must also be given the opportunity to make their own views known and to air any concerns they may have. Palmer (2008) further states that "organizations must be prepared to allow employees the freedom to act and to make decisions based on their own judgment" (p. 381). The level of involvement of employees, in this regard, should be high in order to create the sense of ownership of the EPIM among them.

The seventh objective of the study was to identify the difficulties of the EPIM and the way forward. The study revealed that the main difficulties that could affect the effective implementation of the EPIM are financial constraints and lack of commitment on the part of employees. Other difficulties identified in the study include high cost of expenditure, inadequate staff and lack of access to most churches and second cycle institutions.

In light of this, the study disclosed that, in order to remain competitive among other universities, Private University Colleges were to motivate and educate employees to be more committed to the publicity activities. They should also provide quality services to all people, eject more funds into publicity activities and as well, link up with their mother universities to push out their cut-offs to the Private University Colleges.

5.3   Conclusions

The study established that all categories of employees form an integral part of the Private University Colleges and therefore needed to be integrated in the publicity activities of the University Colleges. Majority of them were involved at the preparation stages of the publicity activities. However, a significant number of them were not involved in the implementation and evaluation of the publicity activities.

The study further found that every employee needed to be consciously and aggressively involved in publicity activities of the University Colleges. However, their involvement was to be more of volition than coercion or a duty.

More so, on the issue of motivational considerations, the study established that employees would be more willing to participate in publicity activities when they are given some form of incentive. More rampant among the incentives mentioned in the study were the giving of allowances, commissions, letters of appreciation, promotion, T-shirts and souvenirs, and salary increments.

 The study also found that even though there were publicity teams and committees, management takes the oversight responsibility in the coordination of the publicity

activities. It was therefore noted that it would be more appropriate to monitor employees' participation in the publicity activities, on institutional basis.

The study showed that it was very necessary for employees to acquire a sense of ownership of the publicity activities of the University Colleges. They therefore needed to be highly involved in the publicity activities.

It was identified in the study that, financial constraints and lack of commitment on the part of employees were the main difficulties that could affect the effective implementation of the EPIM. The way forward however, was that the management of the Private University Colleges should motivate and educate their employees to be more committed to the publicity activities, eject more funds into publicity activities and as well, link up with their mother universities to push out their cut-offs to them. It was also noted as essential that the Private University Colleges continue to provide quality services in order to attract more people.

5.4   Recommendations

The following are recommendations for Private University Colleges to effectively integrate their employees in publicity activities:

It was noted in the study that employees were mostly involved only at the preparation stage of the publicity activities. It is therefore recommended that, management should highly involve all employees not only at the preparation stage but also the implementation and evaluation stages.

It was also identified in the study that the Private University Colleges do not organize training programmes on publicity activities for their employees. This makes the

employees lack the necessary knowledge and skills in participation in publicity activities. It is therefore recommended that the Private University Colleges periodically organize such programmes to equip their employees.

Moreover, it was revealed in the study that even though the Private University Colleges mentioned some motivational considerations such as allowances, commissions, salary increments, letters of appreciation, promotions, giving of T-shirts and souvenirs, to motivate their employees to participate in publicity activities, they do not implement those considerations. The study thus, recommends that the Private University Colleges use these motivational considerations to attract more employees to voluntarily participate in the publicity activities.

The study further disclosed that there was apathy, lack of commitment and lack sense of ownership among the employees. This was due to lack of transparency and openness on the part of management, low involvement of employees, lack of recognition of employees' efforts and lack of shared vision between management and the employees. It is therefore recommended that the management of the University colleges be transparent and open to the employees. They should also involve the employees in the activities of the University College and as well, appreciate employees' contributions to the growth of the University College.

5.5   Suggestions for Further Research

The study recommends that a similar research be conducted using a larger study population and a different study method in order to compare and contrast with the findings of this study.

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APPENDICES

APPENDIX 1: Interview Guide for The Presidents And The Registrars Of The Private University Colleges

Category of Employees to be Part of the Employee Publicity Integration

1. What are some of the publicity activities undertaken by the University College?

2. What is your view on involving all employees of the University College in publicity activities?

Level of Employee Publicity Integration

3. What role(s) do employees play at the preparation and implementation stages of the publicity activities?

4. After implementing the publicity activities, how is evaluation done?

Manner of Implementation of the Employee Publicity Integration

5. What is your opinion on consciously and aggressively involving employees in publicity activities to drive growth and increase population of students?

6. What criteria do you think should be used to monitor employees' participation in publicity activities? For example, should it be done on individual, departmental or institutional basis?

7. What is your view on making participation in publicity activities a duty of the employees?

Motivational Considerations for Employee Publicity Integration

8. In which ways do you think employees who participate in publicity activities should be rewarded?

9. What is your view on organizing training programmes and activities on publicity strategies as a way of motivating employees to effectively deliver?

10. In your opinion, what should be done to make employees more confident and empowered to participate in publicity activities?

Oversight Responsibility and Coordination of the Employee Publicity Integration

11. Which department coordinates the integration and participation in publicity activities of the University College?

12. What is your view on the effectiveness of the coordination by the department?

13. What role does management play in coordinating the publicity activities of the University College?

14. What is your opinion on making the various departments of the University College responsible for coordinating some of the publicity activities?

Creating Ownership of the Employee Publicity Integration Model (EPIM)

15. Do you think there is the need to create ownership of the Employee Publicity Integration Model (EPIM) among employees? Please explain your response.

16. What level of involvement is needed to make employees acquire the sense of ownership of the EPIM?

Difficulties of the EPIM, and the Way Forward

17. What challenges do you foresee in the implementation of the EPIM?

18. In relation to these challenges, what do you think should be the way forward?

APPENDIX 2: Interview Guide for the Public Relations Officers of the Private University Colleges

Category of Employees to be Part of the Employee Publicity Integration

1. What are some of the publicity activities undertaken by the University College?

2. Which categories of employees mostly participate actively in publicity activities of the University College?

3. What is your view on involving all employees of the University College in publicity activities?

Level of Employee Publicity Integration

4. What role(s) do employees play at the preparation and implementation stages of the publicity activities?

5. After implementing the publicity activities, how is evaluation done?

Manner of Implementation of the Employee Publicity Integration

6. Currently, what is the level of involvement of the employees in the implementation of publicity activities?

7. What do you think should be done to increase employees' participation in implementing publicity activities?

8. What criteria do you think should be used to monitor employees' participation in publicity activities? For example, should it be done on individual, departmental or institutional basis?

Motivational Considerations for Employee Publicity Integration

9. In which ways do you think employees who participate in publicity activities should be rewarded?

10. What is your view on organizing training programmes and activities on publicity strategies as a way of motivating employees to effectively deliver?

11. In your opinion, what should be done to make employees more confident and empowered to participate in publicity activities?

Oversight Responsibility and Coordination of the Employee Publicity Integration

12. What role does management play in coordinating the publicity activities of the University College?

13. What is your opinion on making the various departments of the University College responsible for coordinating some of the publicity activities?

Creating Ownership of the Employee Publicity Integration Model (EPIM)

14. Do you think there is the need to create ownership of the Employee Publicity Integration Model (EPIM) among employees? Please explain your response.

15. What level of involvement is needed to make employees acquire the sense of ownership of the EPIM?

Difficulties of the EPIM, and the Way Forward

16. What technical challenges do you foresee in the implementation of the EPIM?

17. What operational challenges do you foresee in the implementation of the EPIM?

18. In relation to these challenges, what do you think should be the way forward?

APPENDIX 3: Interview Guide for Senior Members, Senior Staff and Junior Staff of the Private University Colleges

Category of Employees to be Part of the Employee Publicity Integration

1. What are some of the publicity activities undertaken by the University College?

2. What is your view on involving all employees of the University College in publicity activities?

Level of Employee Publicity Integration

3. What role(s) do employees play at the preparation and implementation stages of the publicity activities?

4. What roles do you think employees can play during the evaluation of the undertaken publicity activities?

Manner of Implementation of the Employee Publicity Integration

5. Currently, what is the level of involvement of the employees in the implementation of publicity activities?

6. What do you think should be done to increase employees' participation in implementing publicity activities?

7. What is your view on making participation in publicity activities a duty of the employees?

Motivational Considerations for Employee Publicity Integration

8. In which ways do you think employees who participate in publicity activities should be rewarded?

9. What is your view on organizing training programmes and activities on publicity strategies as a way of motivation for employees to effectively deliver?

10. In your opinion, what should be done to make employees more confident and empowered to participate in publicity activities?

Oversight Responsibility and Coordination of the Employee Publicity Integration

11. What is your opinion on making the various departments of the University College responsible for coordinating some of the publicity activities?

Creating Ownership of the Employee Publicity Integration Model (EPIM)

12. What do you think should be done to make employees acquire the sense of ownership of the Employee Publicity Integration Model (EPIM)?

13. What level of involvement do you think is needed to make employees acquire the sense of ownership of the EPIM?

Difficulties of the EPIM, and the Way Forward

14. What challenges do you foresee in the implementation of the EPIM?

15. In relation to these challenges, what do you think should be the way forward?