

TOPIC: THE ROLE OF PUBLIC RELATIONS IN THE  
MANAGEMENT OF ELECTRONIC MEDIA

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## DECLARATION


I Agaba Alphred Rhyman, do declare that this is entirely my original piece of work under the supervision of Prof. Simon Peter Ongodia.

All references have been legally adopted.

This research work has never been submitted to this university or any other higher academic institution.

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## **Chapter One**

### **1. Introduction:**

#### **1.1 Background to the problem:**

This section contains an explanation of the roots of the problem (public relations) and how it affects the people.

##### **1.1.1 Roots of the problem:**

First and foremost, we need to emphasize the fact that what we call public relations today is a very recent development.

However, there are certain activities similar to public relations today that started a long time ago.

When we do make a visit to the literature of the Roman era (empire), we do find that these people were governed by the saying "Vox Populi Vox Dei" meaning the voice of the people is the voice of God.

These Romans believed in what evolved from the people because they knew it came from God and since the people represented God, their ideas and beliefs were respected thus public opinion.

In the ancient days in Greece, for the philosophers to seek a way forward for society's goals, they called upon the people and these gathered in the streets exchanging (debating on) ideas and later on the philosophers made the final decision.

In this, too, we see an element of public opinion.

The Bible also portrays some elements of public relations in the old days.

In Paul's letter to the Romans, Paul revealed to the people how God puts them with himself. This he did as he prepared them for salvation.

This is in chapter 1 verse 17. Paul was relating with the Romans convincably to accept salvation.

In the book of John 19:29, it is stated clearly that Pilate asked the Jewish authorities, "What do you accuse this man of?" [Good News Bible-Second Edition © 1994] as a way of getting assurance of what wrong exactly Jesus had done.

This is as of today, relating with people before decision-making.

In the book of Ester, King Xerxes had his life saved by a servant called Mordecia. This man learnt of a plot to kill the king and notified him.

The king ordered an investigation on the matter and it was discovered that the report was true, so both men were hanged on the gallows. The king ordered an account of this to be written down in the official records of the empire (Ester 2:19-23).

However, one night the king could not get to sleep, so he ordered the official records of the empire to be brought and read to him.

The part they read included the account of how Mordecia had uncovered a plot to assassinate the king- the plot made by Bigthana and Teresh, the two palace eunuchs who had guarded the king's rooms.

The king asked "How have we honoured and rewarded Mordecia for this?"

As you go along down chapter 6 verse 6, the king asks his prime minister, "There is someone I wish very much to honour. What should I do for this man?"

These questions alone show you how leaders like kings did their work; by consultation of their people.

The biblical examples are endless but we cannot go away from them minus looking at the fact that God sent his son Jesus Christ to teach his ways and bring people to salvation.

The sending of Jesus Christ down to this world is typical of organizations, going through public relations personnel to perform certain particular activities.

Away from the biblical era, we go to look at the period of the American Revolution. Men like Samuel Adams, Thomas Paine and Benjamin Franklin wrote about the situation at the time demanding, insightful and trying to change public opinion. By writing, (making use of the press) they spread their ideas of revolt. They also made speeches-public speaking and these were very effective.

In Europe, during the industrial revolution, there existed the pamphleteers like Jonathan Swift, Daniel Defoe and Charles Dickens and the books they wrote depicted the life the people of those days led.

People died in industries because they did not know how to use the machines in the industries.

As a result, some action was taken to improve the situation and mainly the working conditions. This is purely public relations practice.

### **When did the term public relations as we know it today begin?**

Public Relations as we know it today started in the United States of America. The president then was Thomas Jefferson and he was writing his famous "seventh address" to the US Congress when eventually he replaced the phrase "state of thought" with "public relations". The draft originally had "state of thoughts" somewhere. From then, to date the word public relations exists.

To boost the existence of public relations further, around 1903 a male reporter Iby Lee left his work and started a press agency. By starting the agency, he became a press agent and became a personal advisor to the then famous John Rockefeller.

Rockefeller was a millionaire; employed many people and made a lot of money. Many people talked about Rockefeller as a man who exploited the public.

However, by Iby Lee becoming an agent of Rockefeller he had to change the latter's image by writing and giving good speeches about him.

As a result, of Iby Lee's work, peoples' perception of Rocker fellow's image was turned around. People then started to look at Rocker fellow as a kind old man who helped the poor and gave them charity.

This resulted into people realizing the importance of relating with the people or public.

Around 1914 in the period of the First World War, there was strong criticism about countries' involvement in the war. Nationals were not happy about their countries' involvement.

In America, there arose the need to explain to the Americans why their country was getting involved in the war.

Americans were being recruited into the army and resources were being called for to be contributed.

This therefore meant that there was need to set up a public relations department in the ministry of defence to explain the need for resources and the American involvement.

Records have it that the success of the war was due to the good public relations.

Britain also copied and embraced the practice. An insurance company, **Lloyd George insurance company** was set up with a public relations department so as to enlight the Britons on the reasons for which it was necessary to get insured-initially people had no idea on insurance.

It is from this point and time that it (public relations) spread to the rest of the world.

### **1.1.2 How public relations affects the people**

#### **Matches audience and media**

With such an array of printed, spoken, visual and computer communication methods available, practitioners must make choices in order to use their time and budgets efficiently.



Print media are the most effective for delivering a message that requires absorption of details and contemplation by the receiver. Printed material can be read repeatedly and kept for reference.

Newspapers are the fastest with the most wide spread impact.

Magazines, while slower are better directed to special interest audiences. Books take even longer but can generate strong impact.

Television has the strongest emotional impact of all media. It is visual power makes situations seem close to the viewer. The personality of the TV communicator creates an influence that print media cannot match.

Radio's greatest advantages are flexibility and the ability to reach specific target audiences. Messages can be prepared for and broadcast on radio more rapidly than on television, at much lower cost.

In some campaigns, the most cost-effective results come from use of a single medium.

Other campaigns work best when several types of media are used. Wise selection of media by practitioners based on audience sought and money available is an important skill to develop.

### **Flow of opinion**

Many public relations campaigns, particularly those in the public affairs area, concentrate on identifying and reaching key opinion leaders who are pivotal to the success or failure of an idea or subject. Sociologists Elihu Katz and Paul Lazarsfeld in the 1940s discovered the importance of opinion leaders during a study of how people chose candidates in an election.

They found that the mass media had minimal influence on electoral choices, but voters did rely on person-to-person communication with formal and informal opinion leaders.

Public opinion is really formed by the views of people who have taken the time to sift information, evaluate it, and form an opinion that is expressed to others.

### **Propaganda making**

No discussion in public relations would be complete without mentioning "propaganda"

According to Garth S Jowett and Victoria O'Donnell in their book **propaganda and persuasion**, propaganda is the deliberate and systematic attempt to shape perceptions, manipulate cognitions and direct behavior to achieve a response that furthers the desired intent of the propagandist"

In World War I and II, propaganda was associated with the information activities of the enemy. Germany and Japan were sending out "propaganda" while the United States and its allies were disseminating "truth"

Today, propaganda connotes falsehood, lies, deceit, disinformation, and duplicity-practices that opposing groups and governments accuse each other of employing. A rightful public relations practitioner should know how to set or pre-set a suitable propaganda for a particular cause.

### **Audience analysis**

By having knowledge of audience characteristics such as beliefs, attitudes, concerns and lifestyle-one has an essential part of public relations. Such knowledge helps the practitioner tailor messages that are salient, answer a felt need, and provide a logical course of action.

For instance, basic demographic information, readily available through census data can help determine an audience's gender, income level, education, ethnic background, and age groupings. Other data, often prepared for marketing departments, give information on a group's buying habits, disposable income, and ways of spending leisure time.

### **Clarity of messages**

Many messages fail because the audience finds the message complex in content or language. Messages well tackled by

public relations practitioners are direct, and simply expressed. Public relations personnel should always ask two questions; "what do I want audience to do with the message?" and "will the audience understand the message?"

## **1.2 Statement of the problem**

I looked at the role of public relations in the management of organizations/firms. Thus media firms or radio stations. I also tackled applications of public relations, but as you may have read public relations presently as it is, started a long time ago.

In contemporary times, it was mainly boosted by the era of the American and industrial revolutions.

## **1.3 Hypothesis**

A hypothesis is a statement pending investigation and yet at the same time evidence to test it is potentially available.

The following were my hypotheses:

1. Media firms practicing public relations are likely to have large audiences than those which do not practice it.
2. The greater companies invest in public relations, the greater the success they register.
3. Firms that lack public relations have relatively poor standards

## **1.4 Literature review**

Annette clear and Linda weidewan in their book "Dynamics of public relations and journalism" say the following are the roles of public relations.

### **▪ Image building**

To "promote an organization's image" the public relations practitioner must ensure that an organization's policies, products and services are acceptable to the public and that the public is aware of them.

Public relations creates an understanding of and good will towards the organization.

This leads to greater confidence in the organization. What the public knows or thinks of the organization

determines whether the organization has a positive or negative image.

- **Communication**

Two-way communication implies sending a message, receiving feedback from its receiver, and establishing a mutual understanding of the message. The sender can use various channels to send a message to the receiver.

Public relations uses different channels for internal and external communication.

- **Internal communication**

Internal communication is communication between management and employees. The public relations practitioner acts as a link between management and employees by channeling information to the employees. The newsletter is such a channel of communication.

The newsletter's "letters to the Editor" column serves as a feedback conduit through which employees can raise issues with management. Public relations practitioner should always communicate with employees through appropriate internal communication channels and not through mass communication media directed at a large, diverse audience.

If the public relations practitioner is to establish internal communication channels through newsletters or various other publication directed at employees, he/she will need good writing skills and a knowledge of photography, graphics e.t.c. He or she will need to over see the layout and design of these publications, whether by hand or with the help of desktop publication programs and hardware.

- **External communication**

Factors including the type of organization and the organization's objectives will determine with whom the organization communicates.

The public relations practitioner conveys messages to specific people outside the organization through, for example, an external house publication. The people targeted could include the immediate community, shareholders, opinion leaders and other organizations.

The public relations practitioner might want to bring an issue to the attention of the general public, which forms part of the external target group.

To do this effectively, the public relations practitioner should use the media (newspaper magazines, radio, television e.t.c.) as communication channels.

The media are probably the public relations practitioner's most important channels of external communication. Since public relations seek positive publicity for the organization, public relations practitioners often use the mass communication media to achieve their goal.

Because of the media's importance, the public relations practitioner must know their structures, functions and activities.

The public relations practitioner must also know how to deal with the various media and be aware of their expectations.

The book "Dynamics of Public Relations and Journalism" continues to give the role of the public relations practitioner as a management and technical aspect.

### **What does this imply?**

The management role refers to the advice and guidance the public relations practitioner gives management on certain issues. For example, the public relations practitioner is best qualified to identify the most appropriate media for an important public announcement.

To fulfill this role satisfactorily, it is imperative that the public relations practitioner has sufficient knowledge of the different media available and knows how to approach them.

Opportunities for the organization to get positive publicity often arise.

The public relations practitioner's technical role implies a responsibility for writing articles and news releases, collecting, editing and writing reports and articles for internal and external house magazines and annual reports, page layout preparing audiovisual presentations, photography media liaison and so on. The British Institute of Public relations defined public relations practice as "deliberate planned and sustained effort to establish and maintain mutual understanding between an organization and public.

The Dutch Association defined public relations as the systematic promotion of mutual understanding between an organization and its public.

The practical Public Relations, Pitman defined Public relations as the establishment of two-way communication to solve conflicts of interest and the establishment of understanding based on truth, knowledge and full information.

The Denny Griswold, Public Relations News, NewYork defined Public Relations as the management function which evaluates public attitudes, identifies the policies of an organization and plans and executes a programme of action to earn public understanding and acceptance.

According to Edward L. Berneys, Public Relations is the attempt by information, persuasion and adjustment to engineer public support for an activity, cause, movement or institution.

Herbet M. Bay defines Public Relations as a combination of philosophy, sociology, economics, language, psychology, journalism, communications and other knowledge into a system of human understanding.

Authors of the book “ **Effective Public Relations**” Scot M Cutlip and Allen H Center observed that the communications and interpretation from an institution to its publics and the communication of information, ideas and opinions from those publics to the institution, in a sincere effort to establish a mutuality of interest and this achieves the harmonious adjustment of an institution to its community.

Frank Jefkins, in his book “**Public Relations in World Marketing**” said that Public Relations means what it says- relations with the public.

It is practically a self-defining term.

It aims to create and maintain confidence.

It is a system of communication to create good will. It produces that intangible quality or asset; good will and earns credit for achievements.

One of the most experienced and best known of market researches Marks K Adler, pointed out that public relations object is not to sell a product, but to produce a favorable image of a company and improve it.

The international public relations association (IPRA), in their declaration mentioned that public relations is a management function of a continuing and planned character, through which the public and private organizations seek to win and retain the understanding, sympathy, and support of those with whom they are- or maybe concerned by evaluating public opinion about themselves, in order to correlate, as far as possible, their own policies and procedures to achieve by planned and widespread information more productive co-operation and more efficient fulfillment of their common interests.

The Ministry of Information, French Government Official Text, which appeared in the Journal Officiel de la République Française, the Official Gazette of the French Government declared that the duties of public relations practitioner whether he or she belongs to the staff of a firm or is an independent consultant are to devise and submit to the firms or organizations employing his or her service, the means of establishing and maintaining good relations based on mutual confidence with the public and keeping it informed of their achievements and more generally of all matters relating to their operations. These duties may also be extended to include the relations of firms with their own staff.

The public relations practitioner is responsible for implementing the recommended policy and for measuring results.

In 1969, the British definition was accepted by a select committee of the House of Commons set up to consider the declaration of members interest when a deputation of the British Institute of public Relations headed by Herbert Lloyd gave evidence before it.

Baldeo Sahai mentioned that Public relations in Public sector helps to create an awareness of the difficulties which have bedeviled the public sector, thus accelerating the process of decision making at the authoritative level. Once awareness is created, problems are pinpointed and solutions are suggested at various forums, there is greater likelihood to introducing improvement, sooner than later.

G.K Pari, pointed out that there is great need for public relations in public sector enterprises as they always remain in the public eyes.

The good things of enterprises are thus unable to win public admiration, where as it is a weakness always invite a lot of public criticism.



Public relations can enlighten the people regarding the many problems faced by the public sector and its contribution towards the national economy.

Allen H. Center, defined public relations as creating belongingness and winning employees cooperation, building goodwill, furthering mutual interest and overcoming public misconceptions.

Sushil Bahl defined public relations as a systematic approach to solve problems.

It is creating understanding between the organization and the target audience, with the objective of building goodwill and good image.

Bahl added that public relations is no longer a gin and tonic brigade, it is an investment towards good communications and good relationship.

Rita Bhiwani says that public relations practice is the art and social science of analyzing trends, predicting their consequences, counseling organization leaders, and implementing planned programmes of action which will serve both the organizations and the public.

J.M. Kaul says that public relations as an applied social and behavioral science which measures, evaluates and interprets the attitudes of the various relevant public, assists management in defining objectives for increasing public understanding and acceptance of the organizations products, plans, policies and personnel, equates these objectives with the interest, needs and goals of the various relevant publics and develops, executes and evaluates a programme to earn public understanding and acceptance.

Samar Basn stated that public relations is the attempt by information, persuasion and adjustment to engineer public support for an activity, cause, movement or institution.

Frank Jefkins defined public relation as consisting of all forms of planned communication, out wards and inwards between an organization and its public for the purpose of achieving specific objectives concerning mutual understanding.

The first conference of public relations in public sector was organized by the Bureau of Public Enterprises (BPE) in June 1967 to discuss the role and responsibility of public relations organizations.

At that conference, it was brought out that top management was "not fully alive to the need and importance of public relations and the public relations personnel did not have access to the chief executive officers of their company nor did public relations get proper response and fair treatment from management. Soon after, the parliamentary Committee On Public Undertakings (COPU) showed interest in public relations and publicity and its 47<sup>th</sup> report to the 6<sup>th</sup> Lok Sabha presented a report on the subject to parliament. That shows that the conference did create some awareness about the importance of public relations and even a parliamentary committee was seized to the subject. Among many other recommendations, the COPU report recommended the appointment of an expert committee to go into the whole question of what should be the function and responsibilities of public relations practitioners in a public sector.

The second conference on "importance of public relations in public sector" was organized by the Bureau of Public Enterprises in June 1969.

This conference emphasized the importance of public relations and wanted the PSUs to define the duties of the public relations personnel.

At that time public relations was considered a fire fighting service. Wherever there was some problem like an accident or an impending strike, public relations

was summoned and given a hand out and asked to have it printed in newspapers and magazines. In many cases the public relations, organizations were given charge of guesthouses and transport, among other miscellaneous activities not connected with public relations. That was the period when it was struggling to define what is public relations, what should be its objectives, what functions it should perform and what relationship it should have with the management.

### **1.5 Objectives of the study**

The study identified strategies used in public relations in relation to public opinion and persuasion. The study also identified public relations 'audience and how to reach it

The study shall also identified some techniques(tactics) used in public relations.

### **1.6 Justification of the study**

I undertook the study so as to help reveal to myself and other public relations practitioners, the role played by public relations in the management of organizations and how these organizations relate with the publics around them.

The study results will constantly guide practicing public relations practitioners in becoming good identity gives to firms or organizations for which they work or will be working.

From this study, practicing students and already oriented public relations personnel shall gain extra ability to predict social, political and economic spheres of life and thus be able to set the trend for the future.

The study provides sensitive sections that all those involved in public relations should always be well vast with as they do research in their work. These are areas on which research should have a basis.

The study reveals situations that a public relations personnel should put in mind while at work. Situations that do not require public revealance are espoused.

#### 1.7 **Definition of terms**

Convince- the processes of making a person accept a cause they've known for the very first time.

Public opinion- expression of opinion about an issue of interest or an issue affecting some persons.

Practitioner- a person who is doing or practicing public relations activities by training or by profession.

Campaigns- the activities or practices of public relations practitioners and they are mainly "planned activities"

Propaganda- systematic way used to shape attitudes, perceptions and actions so as to achieve the desired intent.

## **Chapter Two:**

### **2.1 Population used/ Area of study**

The elements used for the study were Capital F.M, Voice of Africa, Kampala African Radio, and Beat F.M all of course frequency modulation (FM) radio stations.

### **2.2 Sampling procedure(s)**

Because of the sensitivity that my study carried, I decided to use the purposive sampling method, which falls under the non-probability sampling category. This type of sampling (purposive) meant that I had choice to pick on elements eligible to being typical and representative of the whole population. That is the population of radio media.

### **2.3 Instruments used:**

I used the library to fill the gap that I discovered in my results. To be specific I used the library for my review of relevant literature.

However, that alone was not enough so I consulted the respective public relations practitioners and officers of the elements I used to gather other important facts on the study.

As you may all realize, for effectiveness, questionnaires cannot give at most information minus the interview guides. In that aspect, I made use of the unstructured interview guides. Remember these all help one to ask frequently what wasn't made clear and as well elaborate to the interviewee.

### **2.4 Field work:**

My work was mainly comprised of appointments, movements and meetings.

### **What did I achieve though?**

My results were diverse and they are as follows:

Public relations officers, managers and practitioners have so many ways of effecting their work. Taking you back to our literature review, public relations defined, is the deliberate, planned and sustained effort to establish and maintain, mutual

understanding between an organization and its publics (internal and external) – British Institute of Public Relations.

This means to me that; public relations are an organized campaign or programme and are a continuous activity. Its purpose is to establish and maintain mutual understanding i.e. to ensure that the organization is understood by others. In other words, a public relations personnel here performs the mediation role for contact and effective communication.

More to that, I also realized that public relations involves the application of research techniques before planning a public relations programme.

Through public relations, a public relations officer acts as a press agency or mediator for the internal and external publics through the release of publications, notices for effective communication, contact and relationship between organization publics.

On realizing that public relations deals with categories of people called publics I also realized the need to distinguish the various publics of public relations.

As you may be aware, publics are those groups of people internally or externally to whom an organization communicates. Public relations actions are not directed to general public but to carefully selected groups of people who are subdivisions of the great general publics. That therefore means that public relations activities are aimed at the different publics in different ways.

Public relations is less wasteful and more successful in communicating certain kinds of messages. That is, it is discriminative.

For this reason, therefore, the media firms or organizations I studied were proof that each one of them has its own special publics with whom it communicates externally and internally.

Publics are important because they are the backbone to the organization/media firm. They have an important part to play in the successful existence of any organization. There are not just

two publics such as employees (internal) and customers (external) and that is why I mentioned that publics of an organization may differ from that of another.

### **What are those publics then?**

Potential employees in other organizations or members hoping to be recruited into a media house.

They are not willing to seek employment without knowledge of the media firm unless they understand what the media firm does.

They include students, graduands and experts. e.t.c.

### **Employees:-**

These range from top management to the lower workers. In some firms, they differ from others.

### **Community:-**

The media firms I studied share locations but to my surprise, each one of them has its own communication fulfillments to the publics' needs and problems.

Some people/publics enjoy music, others talk shows and some science fiction.

### **Financers:-**

These are the name goes, deal with the sponsorship aspect, minus such publics a firm cannot effectively perform.

### **Opinion leaders:**

People whose expressed opinions can harm or help an organization are many. They can be patients, politicians and priests.

### **Media:**

The media firms too need the media, which in this aspect is the newspaper and magazines (print media) and television.

Usually radio media do not relay on other radio firms for their successful effectiveness.

Bringing you back to the many ways public relations practitioners use, to effect their work, lets call those ways strategies; they also vary greatly.

The key strategy all public relations personnel revealed to me is the aspect of paying attention to public opinion in order to achieve success. They, the public relations personnel, claim it is the people that we call opinion leaders who exert pressure on the people influencing their attitudes and mentalities. They do include, celebrities like musicians, political aces like MPs, the Kabaka and even the very own employees who emerge as Superstars.

I realized that opinion leaders are given attention just because they are members who get highly interested in the subject or issue, are better informed on the issue than the average person, avid customers of mass media, early adopters of new ideas and good organizers who can get other people to take action.

One public relations personnel revealed to me that opinion leaders take two forms; formal opinion leaders, so called because of their positions as elected officials, presidents of companies, or heads of membership groups.

Informal opinion leaders on the other hand have influence with peers because of some special characteristics. They may be role models who are admired and emulated, or opinion leaders because they can exert peer pressure on others to go along with something.

When I looked typically at public opinion, I discovered that it begins with definition of an issue and after this definition; opinion leaders involve themselves in the defined issue, which makes it then a public awareness.

Public awareness stimulates government or regulatory involvement and finally the process of finding a solution or resolution.

At one firm, I was told, persuasion is the strategy used to effect public relations.

That persuasion changes and neutralizes hostile opinions. This according to one personnel is the hardest task of public relations.

Persuasion also performs the task of conserving favourable opinions.



However, I realized that persuasion is much easier if the message is compatible with a person's general disposition toward a subject.

More to the above, the easiest form of persuasion is communication that reinforces favourable opinions and by providing a steady stream of reinforcing messages, goodwill is likely to be realized/ achieved.

On second thought, I wondered whether persuasion can be an independent factor/strategy.

Well, persuasion depends on a number of factors .These are:

### **Audience analysis:**

Having knowledge on audience characteristics, such as beliefs, attitudes, concern and lifestyles makes persuasion easy.

For instance, basic demographic information, readily available through census data, can help determine publics' gender, income level, education, and ethnic background and age groupings.

Such audience analysis, coupled with suitably tailored messages in the appropriate media firms is the best way to achieve persuasion.

### **Message clarity**

Many campaigns fail because the audience finds the message unnecessarily complex in context or language. One of the firms in my study strives on using direct messages, simply expressed, and containing only one primary idea.

### **Audience participation**

A media firm, for example, may have employees discussing programme production in a particular period of time. Management may already have figured out what is needed, but if workers are involved in the problem solving, they often come up with the same solution or even a better one.

From a persuasion stand point, the employees are more committed to making the solution work because it came from them- not as a policy or order handed down by higher management.

**Timing and Context:**

A message is more persuasive if environmental factors support the message or if the message is received within the context of other messages and situations, with which the individual is familiar. Such factors are called timing and context.

**Context and structure of messages**

A number of devices are used to make persuasion effective. They include drama, examples, emotional appeals and statistics.

The first task of a communicator is to get audience attention.

This is accomplished by illustrating an event or situation.

A statement of opinion can be more persuasive if some examples are given. Fundraising- calls from non-profit groups in particular are a good persuasive device too.

For example. A child calling on public to help her out of her heart disease problem. Of course, people are impressed by statistics.

The other strategy used by public relations personnel is propaganda implementation.

Under propaganda, a well-known expert, popular celebrity, for example Gaetano Jjuuko Kagwa, or an average citizen gives testimony about the goodness of a media firm or even performs or works for it.

There is also the implication or direct statement that everyone wants the media firm or that the firm is overwhelmingly supported. This you have also noted in newspapers, magazines and on television. A firm claims it is the best or has the greatest number of publics.

There also exists the selection of names slogans and logos to build an overwhelming case on one side of the issue, while concealing the other.

An example is less talk, more music, or Ekiggunda kya Kampala.

Propaganda also involves associating a firm with something that has high status, visibility or credibility. For example, one of the firms is owned by a renown tycoon, Mr. William Pike.

The above-mentioned strategies as used by public relations personnel have limitations. These limitations actually determine the possibility of success.

When messages are competing, it's hard for some people to make certain decisions.

For example, most people conform to the standards of the their families and as a result do not believe or act on messages that are contrary to such norms.

Others are selective, attending to some messages and neglecting others.

People perceive the same information differently depending on predispositions and already formulated opinions. That is, self-perception, the channel through which messages are interpreted.

To sum up the limitations, a message can lack penetration. The diffusion of messages, despite modern technologies in radio production, is not persuasive.

I also discovered through my study, that the media firms reach their publics through some other ways such as posters, billboards, newspapers.

This section would seem incomplete if the way the strategies above are implemented was not tackled.

The first and foremost thing to do (by public relations personnel) before any campaign is to comprehend or be aware of the publics characteristics. In this way, their strategies can be well effected.

I came across some of key characteristics of radio publics. The first one being, publics are increasingly audiolly oriented. The enormous impact of radio on daily life is largely responsible for an increased audio orientation.

Many people obtain much of their news from the radio.

Because television is still poor in the country, people have resolved to radio for their credible and frequent news source.

Radio serves as a potent communicator of manners and morals.

Many individuals get so involved in promoting or opposing a single favourite issue that they lose the social and political balance so needed in our country. That is, fervent support is generated for single issues e.g politics (referendum) or sports. Therefore, a public relations practitioner should be well vast with such characteristics.

People have turned to having beliefs (strong) in personality and celebrity. These include television, theatre stars and music (local) performers.

These to some extent are worshipped by some fans.

When stars embrace causes, many people blindly follow them.

Making good use of such individuals as spokespersons, fundraisers, public relations practitioners or employees serves a great job in effecting policy strategies.

By getting observant-on the public's characteristics, one then matches them to his or her radio policy. Remember, messages contained in radio programmes are usually delivered by individuals whose personality, expressed through voice, adds emphasis to the words.

Speed and mobility are the special attributes that make radio unique among communication as media. If urgency, justifies such actions, messages can be placed on the air by radio almost instantly upon their receipt at a radio station.

Radio benefits, too from its ability to go almost anywhere.

Reporters working from mobile trucks can be broadcasting from the scene of a large fire within minutes after it has been discovered.

They can hurry from a press conference to a luncheon speech, carrying only a small amount of equipment.

A radio station operates under license, renewable after a certain period.

A station may encounter license renewal trouble only if it commits serious violations of the media council rules. (Broadcasting Council to be specific)

In the following section, we shall look at how the public relations practitioners make use of radio to achieve good management of the entire firm.

## **2.5 Data Analysis:**

First, I analysed the study results in relation to opportunities the different public relations personnel availed. Remember, PR people have particular aspects called opportunities that they make use of in firms.

### **Newscasts**

Some news carried by affiliated radio has national content. This is because local news sells greatly to existing publics.

The news produced follows identical rule of accuracy and timeliness.

Brevity is fundamental on radio.

Length news for radio stations are unnecessary, indeed unwise. They bore the publics.

### **Agenda Charts:**

Stations broadcast a daily program-“programme line up”

This listing of coming events in an excellent place to circulate information about a programme is very effective unlike an agenda less station

### **Actualities**

Radio, to be credible, makes use of actualities. These are reports from scene of action. They can be live or on tape.

These are great sources of credibility unlike the reported by not at the scene news events.

### **Talk shows**

Placement of a client on a talk show provides exposure for the individual and for the cause being espoused. Talk shows may be news-oriented, such as a discussion of a controversial issue. Or they may be entertainment oriented.

Call in talk shows on current events are an important factor in forming public opinion, although the verbal excesses of certain hosts and their callers weaken their influence with other people.

### **Social events**

Some stations sponsor societal events such as outdoor concerts.

Repeated mention of such an event on the air for days or weeks usually turns on crowds.

Note the phrase "repeated mention"

This is also an opportunity for the public relations person to convince a station either to sponsor an event or to develop co-operativeness with it.

### **Public Service Announcements**

e.g. blood donations, corruption campaigns, seminars, commercials promoting public causes are usually run free of charge, in commercial break slots.

The use of a celebrity voice makes it even more easily perceived.

Secondly, I looked at public relations, what it does in management as a whole and how it does that role in relation to the existing law (media laws)

Because the public relations departments deals with information from the publics, too, it (department) has to have a legal responsibility to practice diligence in the type of information and documentation supplied by the publics.

It is likely that firms, which distribute false and misleading information, can have charges filed against them for such conduct by the Media Council.

Practitioners should be familiar with concepts, libel and slander. In simple language, libel is printed falsehood yet on the other hand slander is an oral statement that is /was false.

However, people have addressed the two as defamation, which they do define as any falsehood made about a person or organization creating hatred, contempt, ridicule and inflicts injury on the person or organization's reputation or good will.

Radio firms are so found of committing slander. This happens through:

- Employee Newsletters  
Employee stories are not supposed to be organization oriented. Publics, serviced by the organizations or firms do need to know about the

actual *servicemen* letting the clients/publics know the happenings in the firm usually embarrasses and subjects employees to ridicule by fellow employee

- Photo releases  
This is not common but where it exists, it includes the use of old photos, use of photographs of members who are no longer employees at the firm.

These too, are forms of embarrassment and ridicule to employees.

- At times, mention of employees' salaries, ages, homes, addresses and marital status is included on to defamation lists by complainants.

All of the radio stations (media firms) in the Kamwokya locality do at least possess a slogan, if not a logo. These slogans and logos are created by the public relations team. A public relations crew cannot produce for their organization the same slogan/logo.

They do not have a right to do so.

However, they do create the atmost winning slogan/logo. Another firm slogan/logo, being used, means breaking copyright laws.

### **What then are Copyrights laws?**

Copyright means protection of own created work on craft from un-authorized use or claim.

Own-created work can as be well be called original or for our study (work) ranges from music, adverts, audios, and other sound recordings.

A copyright does not protect ideas. It only protects the specific ways in which those ideas are expressed. An idea for educating children, for example, can not be copy-righted but learning aids, uniforms provision, application of the same idea to identical client, recordings, corporate symbols like badges, slogans/mottos, are ideas that can be copy righted. Ideas, slogans and letterhead logos are copyrighted as a way to prevent other firms from using them.

Some of the slogans availed are Ekkigunda kya Kampala, Edobozi ly Africa, Better Music Mix and Radio ya Kampala. All different from one another set simply clear and explaining the mission statement of the stations.

The process of name giving to the firm is well studied by the public relations practitioners who make use of non-existing names elsewhere.

This they do as they do respect the trademark laws.

Such names can be words or symbols used singly or in combination so as to identify a firm. A registered trademark is a small capital "R" in a circle

R

But "TM" in small capital letters indicates non-registration of a trademark.

This kind of order is the same as the American style and application of trademark laws.

Thirdly, as a general analysis of my data, this is what I came across during my study. Without sustained efforts to maintain mutual relationship, public relations activities can't go on successful for long. People relies you do not sympathize with them. As if that is is not enough, research less work takes a public relations practitioner nowhere. It is always good to do research because it helps to proportionate a budget/expenditure and treatment that is suitable to a programme.

The public relations department should distinguish the many existing publics if at any one moments; there is need to satisfy their needs.

Employees are different from opinion leaders and as such, their needs differ greatly.

Specialization in services or categorization of services (what Katz called segmentation) is very important.

Offering an open ear is a key role to play because it draws into the PR department, public opinion – the master foundation in doing public relations.

Remember public opinion identifies issues and defines them.



With such public opinion, persuasion is easily absorbed. And as you may already have known, persuasion changes and neutralizes opinions.

That is, persuasion should never be "thrown away" because it plays a great part.

However, one should work towards making all their programmes or activities perceptible because many people perceive the same thing but in different ways. So at least one should work towards message penetration.

Good relationship between a firm and other media creates good grounds of mutual interaction. This is very vital because media firms are interdependent on each other, for example newspapers, posters, billboards and television and of recent some even are interdependent with the Internet.

The product of the media firm should be the best. How can this be established? Give an activity your best efforts. Publics are increasingly getting audibly oriented. And many people get most of their news from the radio.

So, therefore, the best product should be the one aired out to capture the greatest listenership.

Making use of known personalities is a great technique, as it increases listenership numbers.

## **2.6 Limitations to the study:**

Some public relations practitioners were cooperative, otherwise the rest were a problem because they denied me proper accessibility to whatever I wanted to get knowledge about.

Can you imagine waking up to follow/pursue your plan of an appointment with a PRO and eventually call his number finding it is off, reaching the work place (office) finding it closed or barely empty.

I got most of my data from their respective websites (data sources) and being a jobless student, surfing for this information was costly.

However, I was sponsored by an NGO, which does not wish to have its name exposed as per now.

In fact, electricity has been a key factor in keeping my working speed low.

Electricity would be shed at an awkward moment even before you save your work, for example.

Therefore, in such aspects, I would have to re-do the whole activity.

The fact that surfing was a problem automatically proves the bigger problem of transport as "mother-problem". The trips I made to the respective offices at the stations were really costly.

However, a youth saving scheme helped me in overcoming this problem with the hope that my work will one time help and boost their activities.

## Chapter Three

### Discussion of findings

Radio firms (Kamwokya) have achieved successful management through their public relations teams.

Employees, employers and the general clientele are all tackled and served by the public relations crew.

Remember, successful management does not only encounter the firm (station) and its employees, but also the public it serves or reaches out to.

Public relations departments have done their management and technical roles (major roles) on a continuously organized agenda.

This continuity involves establishing mutual relationships between their firms and the public. They (public relations personnel) go ahead to maintain these mutual relationships.

As discussed in chapter two, to establish and maintain mutual relationships, takes into account learning about the various categories of publics, knowing their likes and dislikes and telling how best one can serve a particular public to satisfaction.

This kind of information / knowledge helps to make the role of public relations a less wasteful and yet more successful model of management in firms.

You may have discovered that each firm has its own special publics with whom it communicates both externally and internally.

For this aspect, therefore, employees should be given special treatment, potential employees should be treated special too and the rest of the existing publics.

This is because, at the end of it all the treatment one gives to those publics affects the whole firm and to be specific, the management of the firm.

The above aspects are only made available after good research. Good research is that type that yields causes to problems, gives solutions and as well resolves matters.

With out good research techniques, a public relations programme can never be successful or effective.

Therefore, research, as a department should be given great attention both financially and labour wise. Great amounts of

money should be incurred in research; the research labour (researchers) too, should be those with good research qualities and experience.

Good research qualities help the researchers to inquire greatly and critically about an issue, for instance, it could be research on public' reactions to a certain programme or just the programme agenda as a whole.

Experience on the other hand, is a key aspect because it (experience) cannot leave out key aspects in a study.

Key aspects are those bits a less experienced researcher would pay little attention with the expectation of them being less or least vital in a research study.

Experience is therefore a great aspect and it can be achieved, through formal education, training, and practice of research.

It is upon the work of a public relations department that management of a firm depends.

It is also upon the public relations' work that administrators liaise with employees or the public that is served by their firm. Public relations departments do prepare the material (content) of radio programmes depending on what their research provides about their publics' needs.

They also prepare the communications that are passed on between administrators and employees creating mutuality between the two parties and passing on to either sides, what they are expected to do for either party, i.e. organization/employers and employees.

This kind of relation helps a firm to realize harmony since the needs of each party are looked into and given the appropriate treatment as required.

In fact, it is better in this aspect to say, the public relations department/practitioner play the role of mediator between the organization's work force and even between the organization and it is out side public.

Radio firms deal with a variety of individuals.

These individuals have the same characteristics, same issues of interest and are usually affected by the same issues or aspects.

They can best be described as publics in a more elaborate way; publics are defined as those groups of

individuals/people internally or externally to whom an organization communicates.

To achieve success from public relations campaigns, it is advisable to attend to the sub divisions of the great general public.

Attending to the general public as a whole may leave out the rest, since not all of the general public entities enjoy the same/common interests. Some may be youth, others elders. Others ethnic groups and sectors like politicians, teachers, lawyers and many others.

Therefore, finding a way to tackle one by one is the greatest step to take since it caters for nearly all the existing sub divisions in the general public.

*"Strategies"* is the collective term used to refer to the ways public relations practitioners use to effect their campaigns and activities.

They pay attention to public opinion i.e. expression of opinion about an issue of interest. These expressions are usually by opinion leaders i.e. people who exert pressure on the people influencing their attitudes and mentalities.

These opinion leaders are given great credit by the people who believe in them. The people listen to them, follow their ideas and generally have great respect for them.

This means that these people (opinion leaders) play a great part in shaping what the public relations department prepares for the publics. This is because the public receives what the public relations department will have reflected from the minds of the opinion leaders.

These categories of people are usually a dangerous entity because at times they do make the public relations department perceive as truth what is actually not the true representative nature and character of the publics that confide in opinion leaders. Therefore gauging of such opinion leaders is a great step and key role if success is to be registered.

The factor of paying attention to public opinion-though opinion leaders is greatly affected by the type of opinion leaders.

The two major forms of opinion leaders are the formal opinion leaders and informal opinion leaders. Formal opinion

leaders are the best to relay on simply because by definition, they hold positions as elected officials, company executives/ leaders, and at times heads of membership groups. They are seen as more credible by the general public that they influence and impart pressure on. As you may recall, they do have great knowledge on issues, have great interest in subjects and issues and are better informed on issues as compared to the average person.

The informal opinion leaders, are so, because they have great attachment with peers simply because they hold special characteristics.

This characteristic may be sports, comedy, drama and so on.

Therefore their kind of opinion leadership, is a result of them being role models somehow and therefore people admire and emulate them, in the end getting influenced to go along with what they say, support or propose.

These kinds of opinion leaders are not as credible as formal opinion leaders because the reasons as to why they are called opinion leaders are actually, what I would describe as petty reasons.

Therefore as a public relations practitioners with great research knowledge it is always good, if success is your anticipated goal, to pay least attention to informal leaders, but, at most attention to formal opinion leaders, for these are strong impact on the population because of the credibility and charisma seem in their positions of responsibility.

And of course that therefore makings campaigns planned on a basis of formal opinion leaders' groups a success as compared to those made basing on informal opinion leaders' opinion.

One other characteristic about formal opinion leaders is that; they better define an issue as it arises, define the issue and try to get solutions to it as compared to their informal opinion leader counterparts. Who usually guide or influence opinion with little concern of defining the issues at hand.

Therefore, PR programmes should base more on formal opinion leaders' opinions than opinions from informal opinion leaders.

Persuasion is a layer of foundation to successful anticipation of public relations activities or practices.

It is either changing or neutralizing. That is, it (persuasion), changes or neutralizes hostile opinions.

A programme may be looked at as educative, but affecting the existing cultural entities for instance.

Therefore, persuasion should be employed to make grounds favourable for the good sowing of the programme.

However, as public relations persons, one should be aware of the fact that changing or neutralizing opinions is a very hard task.

That is, great attention should be given to this aspect of persuasion.

This kind of attention makes conservation of favourable opinion, possible too.

To make, the persuasion a much easier task, a public relations practitioner should work towards message compatibility with the receivers' dispositions towards such subjects.

How does one achieve that?

Work towards achieving messages that reinforce favourable opinions- this then creates a steady stream of comprehension, attitude change and good will/ reputation alignment with your firm. These kind of practice is realized through spots, spots being spontaneous attitude changing pieces of information that are run in the middle of a programme (which could be the programme the ethnic public is having controversy about), but at times they are run beginnings and ends of programmes. Of recent spots, are called advertisements of spontaneous but attitude changing nature.

However, I prefer the word spots for ease and less confusion.

Do you recall the NEMA spot, about how people should care about their environment? That was a good line of defense on matters like developing wetlands. (Wet lands are not supposed to be settlement areas but time came when their value if settled in, was seen as great)

Therefore, the running of the NEMA spot was a good spot by the NEMA public relations personnel. One should remember not to be controversial in whatever he or she does.

For a public relations campaign to be successful through persuasion, analysis of the audience should be thorough.

This thorough knowledge provides information on for example beliefs; attitudes, concerns and lifestyles making the public relations campaign easier since all activities will be directed at a strong cause.

The type of message too, sent should have the clarity aspect embedded in it. Take for instance, a poorly designed circular from management to employees or even an unclear message from firm to the public, these disorganize both organization/firm and the public because whatever is perceived as a result of lack of clarity automatically not what the public relations intention was.

Once your message is clear, it then attracts feedback-what I would call audience participation/ or publics' participation.

In chapter two, I mentioned that, employees discussing programme production in a particular period may have a problem with the agenda (programme).

Therefore, they (employees) formulate solutions.

However, management may have foreseen their own solutions, but because employees are the ones behind running the programmes, their cries are attended to greatly relations practitioner should pay attention to both management and employees.

In the aspect of the firm and its external publics, too the public relations personnel should pay attention to both sides to bridge the co-existing demands and wishes.

This kind of technique yields a lot of success.

However, there are times when paying attention to both parties ends up causing havoc and no solution to demands raised.

In this case, a public relations person should do reactive public relations, preventing further damage from happening to either side. At the same time, a public relations practitioner should weigh outcomes of outbursts so as to solve the ones with great likely impact first before the least impacting side.



This should all be done basing on the timing and context of the happenings, a message is more persuasive if environmental factors support the message or if the message is received within the context of other messages and situations, with which the publics are familiar.

### **Example**

A public relations department release could be of great impact if issued just after a strike at the firm. This could inform the public about the cause, general situation and amendments made. The language should be clear, simple and explanatory- explaining the situation.

This kind of timing can change the attitudes of the public towards the firm.

The change of management of Beat F.M letting the people know that it was just a simple change/ restructure for the good of Beat F.M.

The public (Beat F.Ms clientele) did actually have negative thoughts about the idea but eventually liased on the public relations department.

Making good use of drama, statistic, emotional appeals, examples and at times testimonials is a great way to pave success for any persuasion campaign.

The above are attention capturing devices simply because they illustrate an event or a situation.

From childhood to date, I have seen no education technique that lacks an example in it.

Examples are the foundation of communicating a message so as to have it last in the mind of the receiver. Examples too are attention-capturing devices.

Not all of the time, do, techniques or devices like examples, testimonials, statistics, emotional appeals, drama get the attention mentioned above. Sometimes because of the boring aspect in them, they attract little or no attention at all. Therefore, a public relations personnel should work towards achieving attention-capturing devices, because by doing so, the public he/she serves get his/her message, react to it and provide solutions.

There is no success an organization achieves, as that of successful relationship or running of business with the publics (external).

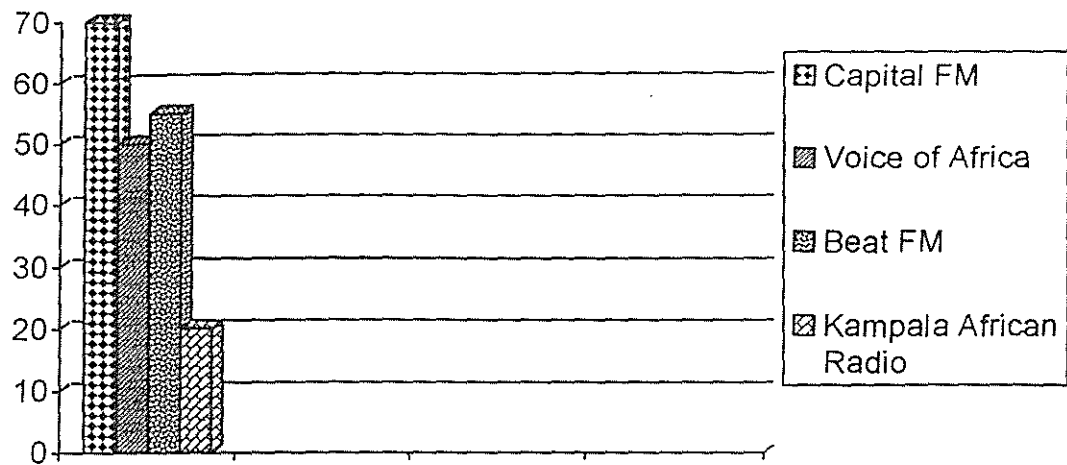
Many firms have achieved their success through the publication of research related data-that their organizations/ firms are the best in relation to the other counterpart.

This is usually evidenced in newspapers, and on television.

A public relations department together with the advertising department of a firm do publish a top priority claim, that their firm is the best according to research conducted.

A graph of the kind below can appear in a newspaper.

Listenership in Kamwokya.



This kind of claim is good but costly. Therefore, a public relations department should be well vast with budget making, so as to liaise with the advertising department, to run such an advertisement in the newspaper and on a particular page.

Well, this could be real or true but in most cases, firms make use of money to assimilate themselves with good or best.

This is a very effective technique at attracting listenership because the publics around Kamwokya are more of "we go with the majority" publics.

All the above information was availed to me by the public relations department of Kampala African Radio.

This kind of claim is associated to propaganda where a direct claim or implication is made that everyone wants the firm and also supports it overwhelmingly.

To boost further these claims, name slogan and logo selection are given great attention.

This is so because such slogans, logos and names do reinforce the claims greatly.

Edobozi Iya Africa is used by Voice of Africa Radio imply it is really the channel for the African articulation of issues at their heart. Beat FM has claimed to be the music hitting station of Kampala and for that reason it's referred to as Ekiggunda kya Kampala.

On the other hand, Capital FM has claimed, being the provider of today's' best music and uses Better Music Mix on all its stickers, posters.

This practice of associating a firm with something that has high status, visibility or credibility is a propaganda technique.

And like I did make mention of in chapter two, Capital Radio is owned by tycoon William Pike yet word - of- mouth has it that Beat F.M has renown singer Halima Namakula in its administration.

Public relations departments and their practitioners should become keen about the fact that most people conform to the standards of their families and as a result, they do not believe or act on messages that are contrary to such norms.

As you may all recall, the BBA thing (Big Brother Africa) in South Africa 2004 had our Ugandan counterpart, Gaetano Jjuuko Kagwa in it.

It is alleged that he had sex with South Africa Abby and no wonder under live coverage.

People who had that Gaetano was given a job at Capital Fm had so many contradictions claiming he was not fit to work at a national radio like Capital Fm Radio.

In this aspect the public relations department at Capital Fm had done research and discovered that for profit making because of great listenership being equaled to the BBA viewer ship, making use of Gaetano would attract the viewer ship majority that wasn't a Capital audience/ public just because of the existence of their popularity linked attitudes towards Gaetano.

This worked, and to boost it further, Roger Mugisha, formerly DJ' shadow was greatly loved and adhered while at Sanyu, Fm Radio and because of his great works too, outside Sanyu, people liked him so much.

Therefore, he was given a job at Capital Fm Radio. What happened! He transferred his audience although not completely with him from Sanyu Fm.

However, that is not always the case with such moves so public relations personnel should watch out with a keen eye for the outcomes of linking names with firms. Some names are good and others are bad so depending on goodness and badness, results will differ for instance, listeners might increase in number or actually decline in number.

Basing on the key characteristics of radio publics one can formulate the appropriate public relations plan(s) that can yield good management of a firm of station as well as serving or managing the publics.

The enormous impact of radio on daily life is largely responsible for increased audio orientation.

### **What does this imply?**

It implies that there are many people out there having great access to radio.

Therefore, with the many radio stations available to them, the best programme should be produced so as to attract the greatest number of listeners.

Otherwise, without good programmes, listeners are likely to find alternatives on other stations.

People (many) are greatly relaying on radio for their credible and frequent news source.

Therefore, always as a public relations practitioner, you should always provide factual news and avoid affiliated news i.e. News from other sources because such sources could be carrying false information.

A public relations department can improve news production or programme production by creating a logistics department well funded or catered for by the firms budget.

Success of a firm can greatly be hindered by the fact that your firm gets so involved in promoting or opposing single favourite issues.

This is because, they on the other hand, lose the social and political balance so needed in the country.

Some way somehow, the country has been transferred into an inquisitive population i.e people are more into inquiring current affairs, events and issues and not listening to music. That is the key reason why many of the radios have started talk shows.

Capital radio has family Saturday, Capital Gang with host Kabushenga and some politics in the morning crew with Alex, Olanya and Karitas.

Voice of Africa radio has international current affairs every morning at 5.30 a.m with Najib Kivumbi.

Beat Fm has a talk show on family or marital life usually handled by "Sengas"

Therefore, looking at that kind of trend, publics are turning more into information inquisitive fellow than music lovers.

Radio gets its success from carefully planned agenda by the public relations department.

Speed and mobility are the special attitudes that radio has over other mass media.

Good use of such attitudes by the public relations department make realistic the need for good working relations for those employees who work from mobile trucks.

This is because such employees are away from the firm and therefore they need the extra boost to perform well. They

need to be liased on or trusted by the administrators and employees of the firms they work for and at the same time such workers need good financing.

This actually boosts their work.

It is the role of a public relations officer or practitioner to make their firm acceptable not only before their publics but also before the existing laws. In Uganda, there exists a Media Council (Broadcasting Council). To be in place, a firm has to be licensed and met requirements of the broadcasting council.

Take an example of, a firm having scandals with the broadcasting council, putting in mind the fact that people greatly credit the firm, a public relations practitioner should affirm and confirm the existing situation to its public so as to conserve favourable opinions and attitudes about the station. Back in the year 2000, radios were getting conflicts and grudges over programme setup with the Broadcasting Council. Such grudges threatened existence and operation of those radios, but then the public relations practitioners always had to come up and explain to the people behind them what exactly was going on.

Not only do public relations practitioners respond to their publics but also to the Council, because actually without response they can end up having their license (work permits) confiscated.

Therefore, public relations practitioners should learn and do intense research on all existing parties so as to come out with a clear cut solution whenever it is needed.

Public relations personnel do have opportunities that they do make use of in doing their work at or in firms.

Newscasts, agenda charts, actualities, talk shows social events, public service announcements are some of those opportunities through which public relations departments do their work/ make use of the radio firms.

Public relations departments see to it that news has credible content of factualities or actualities.

There should always be the aspect of proximity because people always believe more or attend more in news about their vicinity and not far from their homes.

However, one should not concentrate on only local news because even the international news or events or far from home issues are very vital too.

As public relations personnel, you should avoid lengthy news since it bores the public.

Having an agenda sets pace for a station/firm because people get knowledge about the firms plan for them right on time and also organize and get ready for the "agenda-issues" such agendas are called line-ups.

An example is the 2002, get a chance of a lifetime to watch Chelsea play either even for or westham Football Clubs as a result of listening to radio Capital, entering the competition, and the winners of the grand draw setting selves for the trip.

Voice of Africa has very much included actualities in its set up, i.e. they broadcast lively from scenes of action. This is all set by the public relations personnel. They have achieved credit mainly through their live broadcasts of football in Uganda and around East Africa. (Mainly when our very own clubs or country are/is involved).

Capital Radio too has made use of actualities in news reporting, where reporter are sent to the scenes of events and report directly from there.

These actualities are very expensive in terms of logistics i.e. transport, transmission and accommodation but of course the budgetary planning of the public relations department provides solution for that problem.

Making use of /organizing talk show programmes is also a form of actuality programming. More to that talk shows provide exposure for the individuals involved together with the issues being espoused.

Talk shows may be news talk shows or entertainment talk shows. They can also be supplemented by phone calls.

A public relations department through its research should be able to investigate societal patterns so as to organize outdoor events.

They do boost such functions/occasions by making use of repeated mention of the functions in form of advertising.



The most frequent problem-affecting firms is the practice of defamation libel and slander to be specific. But of course radio firms are so found of slander, oral statements is that usually it creates hatred, contempt, ridicule and infliction of injury on the publics' reputation or good will.

Therefore, public relations personnel, since their work is to handle relations with different publics, should look into material broadcast, audiotapes, recordings, drama and statistics to check for likeliness of slander/ defamation.

You should always remember that defamation is likely to overthrow an organization/ firm or even lead to a loss of your clientele or publics.

More on this is covered in section 2.5 of chapter two.

For effectiveness and protection of the work of a firm ie. Protection of originality. a public relations worker should see to it that own-created work is protected from un authorized use or claim.

A public relations person should be aware of the copyright and the laws that govern it.

It is always good to work with others without conflict i.e. firms can co-exist but not with conflicts or grudges.

At the same time, while giving identity to firms or projects run by the firm you should be well vast with trademark and the laws that govern it. The name you use to identify a firm shouldn't be already in existence or in use by another firm. It should be original or authentic.

One outstanding and often neglected factor is the aspect of logo assimilation with good will.

The logo you use, its colour, illustrative representation should be attractive.

Check thoroughly the element of politics and religion. You could be working for a political/religious firm that needs to be identified as a significant.

Then on the other hand, your firm could be neither 1 above mentioned sects but of course having an affiliation with at least the civilians. Always try to create a name or make use of colours that do not raise alarm to groups authentically identifies with them.

The main source of data (in my study) was Beat Fm. Radio station, although, of course recorded literature did provide another mainstream source of data.

## Chapter four

### 4.1 Summary

Public relations departments are found in nearly all settings of life.

The major difference that exists is, how they perform and what they do. To this you can also add, where they work.

Public relations today greatly differs from that in the ancient days because people used to practice what they did not actually know or term as public relations.

Not until, the contemporary times, did public relations as a concept get into the vocabulary of the world.

Records provide that the late Thomas Jefferson who was president of United States, then, as the father of public relations. (Phraseology and usage) This was during his famous "Seventh Address" to the US Congress in which he replaced the phrase "State of thoughts" with "public relations".

Great men in the West started emulating and actually supporting public relations, Britain and America being the leading participants.

Today, public relations as a practice is applied when choosing the right channel to send a message, through to the publics that exist i.e matching audience and media.

It is also used to seek opinions of people who are looked at as pivotal to the success or failure of an idea/subject.

The systematic attempt and deliberateness to shape perceptions, manipulate cognitions and direct behaviour to achieve a response that furthers the desired intent of the communicator, is all done with the help of public relations knowledge.

Tailoring of messages that are salient, answer a felt need and provide a logical course of action is all done through public relations aspect of audience analysis.

Many messages fail because the audience finds therein complexity of content or language-public relations helps to tackle this aspect and therefore produce direct and simply expressed messages.

My study investigated the role played by public relations in the management of media firms. (Radio stations).

The study specifically covered four radio stations in the Kamwokya locality. Kamwokya is 7 kilometres from Kampala along the Ntinda, Bukoto road.

Before my study, I posed statements which then were pending investigation i.e hypotheses.

**These were:**

1. Media firms practicing public relations are likely to have large audiences than those, which do not practice it.
2. The greater companies invest in public relations practices, the greater the success they register, and
3. Firms that lack public relations have relatively poor standards.

I undertook the study so as to help reveal to myself and other public relations practitioners in the field, the work and role of public relations acquire guidelines in identity giving and become good predictors or foreseers of political, economic and social spheres of life.

Major roles (from literature review) of public relations cited are image building i.e promoting firms' policies, products and services, creating of two-way communication, boosting internal communication and external communication.

This is all summed up as the management and technical roles.

#### **4.2 Conclusion(s).**

Radio firms have achieved successful management through their public relations teams.

Management does not only encounter the firms and their employees but also the public that is served or reached by the firms.

This kind of role has been achieved, but on a continuously organized schedule.

It is through these continuously organized schedules that mutual relationships are established and maintained between the firms and their publics.

Knowledge about the various characteristics of firms' publics helps to make the work of public relations departments less wasteful and yet more successful in management.

This is because likes and dislikes are all tackled and strategies set aside to serve the bearers satisfactorily.

The treatment one gives to a particular public affects the firm and its overall management depending on what it results in.

All the aspects encountered by media firms, achieve thorough effectiveness from research that is carried out by the public relations department.

You may make mention of the research department, but no one can progress well- researching on publics if he / she is not directly involved or more of a public relations expert.

Good research techniques produce good results.

Therefore, without good research techniques, a public relations programme cannot be as successful or effective as that where there exists good research.

Without public relations, firms' liaison on employees or their publics would be a great blow.

This is because the public relations department prepares the material or content of firms' programmes and depending on records from research, they also see to it that the needs of the publics are met. This kind of liaison helps a firm to realize harmony since the needs of both its employees and outside publics are given appropriate treatment.

Public relations make it possible to cater for all categories of publics within the general public.

This is achieved through segmentation so as to encounter all entities and fulfill their commonalities or interests i.e. tackling subdivisions of topics is the greatest way since it caters nearly for all the existing publics within general public.

It is through successful implementation of management and technicality roles, that public relations as a department effects persuasion, propaganda, message-clarity penetration, perception, selection and time frame or firms management.

### **4.3 Recommendations**

The study suggested that radio stations or firms have achieved successful management in them through the practices of their public relations departments.

This is because these departments (public relations) are well informed about the general publics' lifestyles consumer practices, ages, incomes and norms or religious practice.

With this kind of knowledge, firms easily switch their work to fulfill or meets the needs of their clients.

The study also suggested that without public relations, interdependence or liaison of employees, employers and the general public would be a failure or a low profile achievement.

It seems to me, from the study, that if public resolutions lacked in firms, they would end up having few/ less or no specific publics at all.

This is because the existance of public relations helps to segment the general public, yielding sub publics that easily dealt with.

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