

## **An Evaluation of Public Relations Strategies in Relationships Management of Selected Government Hospitals in Jalingo Metropolis**

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### **Abstract**

This study investigated public relations strategies adopted in managing relationships by Federal Medical Centre and Specialist Hospital, Jalingo. The study was anchored on the systems theory. Survey design was adopted and data were collected through questionnaire. Questionnaire was administered on 400 respondents. Data were analysed both quantitatively and qualitatively. Findings revealed that both Hospitals, recognise and practise public relations in managing relationships with their publics. The public relations activities undertaken by the two hospitals were; information sharing with both internal and external publics, sensitization campaigns and free medical outreach. The study, therefore, concluded that despite the recognition and application of public relations strategies by the two hospitals, efforts have not been made to recognise it as a management function exacerbated by poor staff training and retraining. In light of the finding, the study recommended amongst others, the recognition of public relations as a management function, and the recruitment/appointment of more qualified personnel in the Public Relations unit of the hospitals. It also recommended appropriate public relations skills for hospital staff to enable them effectively perform well.

**Keywords:** Government Hospitals, Management, Public relations and Relationships.

### **Introduction**

Government organisations including ministries, agencies, boards and parastatals are established to cater for basic services that will enhance the smooth operation of government activities, programmes and policies. These organisations' key responsibility is to serve members of the general public through service delivery in the areas of security, education and healthcare amongst others. The essence of establishing schools and tertiary education boards, for example, is to ensure that the educational needs of society are met. In the case of hospitals and healthcare centres, the aim is to provide healthcare services such as diagnosis and treatment of diseases, sensitization on health measures to be taken by members of the public in case of an outbreak like Covid-19, Lassa fever, meningitis as well as administration of vaccines to members of the general public.

Since the activities of government organisations are directed at the publics of any given society, it is vital that the principles of public relations are religiously adhered to. This is because, for any activity to be effectively embarked upon by a government organisation, it must first be accepted by members of the public for whom the activity is meant. Hence, the likelihood of resistance to

change by the people gives rise to the recognition and application of public relations by government health organisations.

The need for a deliberate and sustained effort of government organizations to establish and maintain a favourable relationship with their various publics has made the practice of public relations imperative. This is because misunderstanding among the publics of any organisation can be risky to its success. Asemah (2011) in Tesfaye (2018, p. 27) agree that “having good public relations is the most important factor to build a good relationship with an organisation’s various publics.” Furthermore, Cutlip, Center, and Broom, (1985) in Boudreaux (2005) pointed out that as a communication tool that “establishes and maintains mutually beneficial relationships between an organization and the publics whom its success or failure depends” public relations function is generally recognized in every area of human activity such as business, health, politics, religion, education, government, social and civic welfare (Reilly, 1981). Cutlip, Centre and Broom (2006) state that organisations need public relations because public relations expect and respond to public perceptions and opinions, to new values and other changes in the environment. As a result, all government establishments need public relations to achieve success (Seitel, 1998). Nurcin (2007) states that organisations are affected by public opinion because today’s organisations make their management decisions based on public needs. The public are becoming involved in influencing management decisions, and public relations today plays key role in organisations success.

According to Chiakaan (2015) public relations is rooted in honest and true communication that is devoid of any form of propaganda. This means that for public relations to thrive and for government organisations to effectively practice it, it must be based on shared information that is true, honest and mutually beneficial to the organisations like health centres and their numerous publics. Any kind of communication that is inclined to propaganda does not represent what public relations portend.

Hospitals, as earlier noted, are in the business of providing health services such as counselling, treatment of diseases, routine check-ups, sensitisation on preventive measures in cases of outbreaks as well as the provision of health facilities such as drugs, mosquito nets, first aid kits and other personal hygiene equipment needed by members of the general public; they are in charge

of the health and well-being of people in their immediate environments and society. Hospital personnel deal with many people daily. Because they interact with all calibre of people, it is pertinent that the practice of public relations is also a part and parcel of their dealings.

Gege (2020) reports that the practice of public relations is seen by practitioners as part of an organization's problem-solving process. Hospitals, being public organisations, cannot be completely rid of problems. They confront myriads of health issues sometimes even novel ones. Therefore, if there are any public organisations, that need public relations services at all, they are hospitals. This is so because of the central positions hospitals occupy in any given society. As managers of lives, all eyes are always on them. They have a very wide publics, internally and externally inclined, that they are out to serve.

This implies that public relations must be adequately and effectively applied in managing them. Unfortunately, they have been marred with cases of rudeness on the part of hospital personnel, insensitivity to the plight of sick people, inability to attend to patients when due, negligence and generally poor service delivery. This has led to avoidable cases of deaths, escalation of health issues, litigations, and a series of petitions to the floor of the National Assembly regarding the state of hospital management and service delivery in the country. This has worsened the relationship between hospitals and the general public. By and large, the deplorable picture above points to a poor misconception and application of public relations as advanced by scholars such as Odo (2001), Nwosu (2003), Keghku (2005), Chiakaan (2016) and Gege (2020). This amongst other problems is the basis for this study which is aimed at investigating public relations and relationship management by public hospitals in Jalingo metropolis.

### **Objectives of the Study**

The following are the objectives of the study:

- i. To unravel public relations activities by the Federal Medical Centre and Specialist Hospital Jalingo in managing relationships with their publics;
- ii. To investigate the extent to which the selected hospitals in Jalingo apply public relations strategies in managing their publics;
- iii. To determine the effect of public relations strategies on the selected hospitals in Jalingo;
- iv. To identify difficulties, if any, in the application of public relations strategies by the selected hospitals in Jalingo in managing relationships with their publics.

### **Conceptual Clarification**

#### **Public Relations**

There are diverse perspectives in scholarly literature regarding definitions of public relations because; according to Bruning and Ledingham (2000, p. 10), it is a field more often characterized by what it does than what it is. The difficulty in defining public relations, therefore, is attributable to its being a complex subject which draws on theories and practices from many fields, such as management, media and communication. For instance, Grunig in Olawuyi (2018, p. 8) says "it is

the management of communication between an organisation and its publics.” According to Grunig, the “key element” in the definition “is the notion of management of communication.” This means that the mode of communication must be carefully devised in such a manner that it truly conveys the message that will cement mutual cooperation between an organization and its publics. One foremost definition of public relations was arrived at the World Assembly of Public Relations in 1978 in Mexico popularly styled the Mexican Statement which is captured by Keghku (2005, p. 6) thus: Public relations is the art and science of analyzing trends, predicting their consequences, counselling organization leaders, and implementing planned programmes of action which serve both the organization and the public interest.

### **Public Hospitals**

A public hospital, or government hospital, is a hospital which is government owned and fully funded by the government and operates solely on the money that is collected from taxpayers to fund healthcare initiatives. In some countries, this type of hospital provides medical care free of charge to patients, covering expenses and wages by government reimbursement. The level of government owning the hospital may be local, state, regional, or national, and eligibility for service, not just for emergencies, is available to all citizens and non-citizens of a given country. Stressing further, Bartlett (2005) observes that, the essence of establishing public organisations like hospitals is to ensure that the health and safety of the people are guaranteed. This can be achieved through the appointment of competent health personnel to deliver quality service aimed at the overall hygiene and well-being of the immediate community within her bounds.

### **Public Relations Strategies**

The principal idea behind the usage of public relations in organisations is to build and sustain a mutual relationship with the publics to enable them to achieve their set goals effectively. The Public Relations Society of America (PRSA) in Oyeneye (2013, p. 125) posits that “public relations is a strategic communication process that builds mutually beneficial relationships between organizations and their publics.” This entails that all activities of public relations in organizations are mainly facilitated by communication. To ensure that organizations achieve their objectives, certain strategies are deployed by public relations. Strategies, in this regard, are public relations techniques, approaches or gimmicks employed by organisations including government organisations and institutions to enable them to build and sustain very cordial relationships with their publics (Chiakaan & Chile, 2015). As a concept, Gregory (2010, p. 117) states that strategy “applies to total programmes as well as individual activities.” Gregory (2010, p. 118) further defines strategy thus:

It is the overall approach that is taken to a programme or campaign... It is not the same as objectives and it comes before tactics. It is not the foundation upon which a tactical programme is built. Strategy is the principle that will move you from where you are now to where you want to be.

From the aforesaid conceptual standpoint, strategies are the principles or techniques that can be harnessed by an organisation to enable it to attain its goals. Bennett (1996) in Oliver (2010, p. 2) appears to share this view when he refers to strategy as “the direction that the organisation chooses to follow to fulfil its mission.” By direction, it means the various plans and programmes designed by government organisations to be executed. Some of these directions are contained in annual budgets, reports, seminars and public hearings amongst others. Mintzberg, Ahlstrand, and Lampe (1998) offered five uses of the word ‘strategy’ as follows:

- i. A plan as a consciously intended course of action.
- ii. A ploy as a specific manoeuvre intended to outwit an opponent or competitors.
- iii. A pattern representing a stream of actions.
- iv. A position as a means of locating an organization in an environment.
- v. A perspective as an integrated way of perceiving the world.

Armed with the foregoing positions of what strategy entails, one can say that strategies are a set of activities or techniques government organisations employ to enable them to achieve their goals of establishing very cordial relationships with their publics. However, when the communication line is poor, the execution of government programmes through her organisations will be an exercise in futility. From the foregoing, the communication strategies identified and classified by Benson-Eluwa (1998, p. 214), Black (1990, p. 122) and Gregory (2010, p. 123) in Chiakaan (2015, p. 34-38) are discussed below:

- i. **Media Relations:** It is the interaction that exists between government organisations and members of the press. The aim is to enable government organisations such as FMC, Jalingo and Specialist Hospital to gain effective and positive coverage from the press and presentation to its publics.
- ii. **Press Conferences:** A press conference is a planned and organised meeting between the management and representatives of government institutions and media practitioners (Chiakaan, 2015).
- iii. **Newsletters:** Through newsletters, relevant information about the activities or services of a government organisation can directly reach the public. This can create and maintain strong relationships.
- iv. **Press Release:** It is also referred to as a news release. It is usually a piece of information written in form of news concerning a topical issue or subject that has to do with organisations generally or its reputation sent to the press for publication or broadcast.
- v. **Attendance of Public Events:** By attending events such as religious, social, and activism-related gatherings that occur in the societies or environments in which an organisation operates, company or organisation officials have opportunities to have direct contact with their publics, know their grievances and how they want such organisations to operate.
- vi. **Invitations to Events:** From time to time, events take place within government organisations. These events include sensitization workshops, end-of-year party,

- commissioning of projects, meetings, and flag-off of programmes like; polio vaccination, sanitation projects, and awareness programmes amongst others.
- vii. **Sponsorship:** Government organisations attract more love from the citizenry when they give sponsorship to projects and programmes that have a direct bearing on the lives of the masses. Social welfare programmes and charity foundations can get support and sponsorship from government organisations and donor agencies with a direct impact on the people.
  - viii. **Employee Relations:** Employees of government establishments constitute the internal publics. Black (1990, p. 139) states that the field of employee relations overlaps with personnel welfare, labour relations, and the training of workers.
  - ix. **Research:** The instrument of research is applied to enable government organisations to determine the feelings or opinions of the masses about their policies or services to maintain them or improve on them or do away with them.
  - x. **Crises management:** Managing crises is another very important public relations technique of ensuring that government organisations are in harmony with their publics. Oyebade (2011, p. 118) defines crisis as a “critical point of conflict when the situation poses danger and the existence of an entity, organisation or community is under a serious threat.”
  - xi. **Reputation Management:** One of the public relations strategies is the management of the reputation or image of government organisations. This becomes necessary as it is based on organisational goodwill and image that the public can take them seriously.
  - xii. **Relationships Management:** Relationship Management means that the publics have a close tie with the organisation. Having a close interface with the publics is very prospective for an organisation in terms of growth and development. Social media are the right tools in this direction.

### **Theoretical Framework**

This study is anchored on the Systems Theory propounded by Ludwig von Bertalanffy. The theory is a scientific approach and not a theory, which originated between the two World Wars. This theory was found to apply to many different disciplines. The eclectic nature of the theory led to a disparity in the constructs attributed to this theory because these theories originated in applied science; the theories emphasized the importance of equilibrium, balance and interdependence that construct society.

A system is defined as an established arrangement of parts that are interrelated and interdependent to accomplish particular or predetermined objectives (Jones & George, 2003). A typical organization as a system will usually have such sub-systems (departments) as production, marketing, finance, sales, accounts and operations or customer service. Three main systems perspectives usually apply in a business context mechanistic (closed), organic and adaptive (open systems). All three provide Public Relations with valuable insights (Gregory, 1999). One of the

first distinctions made by systems theorists was between open and closed systems. Open systems exchange energy, material and information with systems in their environments. Closed systems seal their boundaries and do not exchange energy with their environment (Spicer, 1997; Gregory, 1999). The exchange of inputs and outputs through boundaries, allowing energy and/or information to pass through, is an explanation of an open system. It adjusts and adapts to counteract or accommodate environmental variations. A closed system, however, does not allow any energy or information through to its environment. It, therefore, does not adapt to external change and eventually disintegrates. This type of system is concerned with the internal work of an organization. The ultimate goal of the system is to survive and therefore interaction with the environment is necessary to maintain balance (Gregory, 1999; Cutlip, Center & Broom, 2000).

### **Methodology**

The research design adopted by the study was survey. The population of the study comprised 1409 staff members of the Federal Medical Centre and Specialist Hospital, Jalingo. Information about the number of staff of the two hospitals was obtained from their personnel department. Furthermore, another set of the population of the study included patients that patronised the hospitals. Hence, the population of the study totalled 56, 011 persons. Looking at a large number of the study population, the study adopted Taro Yamane's (1974) sample size determination formula which reduced the population to 400 respondents. Different sampling approaches were applied in this regard. First, the study adopted purposive sampling to sample 100 staff, 50 each, from the hospitals under study.

The purposive sampling method was still adopted in selecting 300 patients, 150 each, from the hospitals. The number of patients was higher because they are the ones who are more directly affected by the services of the hospitals. Data for the study were collected through the instrument of a closed-ended questionnaire. The questionnaire on the staff and patients were purposively administered. Out of the 400 administered questionnaires, only 367 representing 92% were retrieved and found worthy of analysis. The analysis of the data was, therefore, based on the 367 copies of the questionnaire. The data collected were analysed using simple percentages presented in a tabular form.

## Result of the Findings

**Table 1: Respondents' Views on the public relations activities carried out by Federal Medical Centre, and Specialist Hospital, Jalingo in managing relationships with their publics**

Response	Frequency	Percentage
They attend to patients as expected	36	9.8
Their staff are neat and friendly with patients and others	34	9.2
Their charges are not very high	71	19.3
They give information to their patients and others on their activities effectively	39	10.6
They hardly go on strike	10	2.7
Their staff always appear to well taken care of and motivated	12	3.2
They have good, adequate and modern facilities to take care of the needs of patients	16	4.3
All of the above	149	40.5
None of the above	0	0
<b>Total</b>	<b>367</b>	<b>100</b>

*Source: Field Survey, 2021*

Data in Table 1 have shown that 36(9.8%) of the sampled respondents have indentified attending to patients as expected as one of the activities carriedout by the selected hospitals, 34(9.2%) respondents opined that their staff are neat and friendly with patients. Furthermore, 71 (19.3%) respondents pointed out that the charges of the two hospitals are not very high. Another group of respondents amounting to 39 (10.6%) noted that the two hospitals give information to their patients and others on their activities effectively. Some other respondents of up to 10 (2.7%) opined that they hardly go on strike. Also, 12 (3.2%) respondents averred that the staff of the two hospitals always appear to be well taken care of and motivated, those respondents who pointed out that they have good, adequate and modern facilities to take care of the needs of patients were 16 (4.3%). Lastly, 149 (40.5%) respondents believed that all the aforementioned public relations strategies are being applied by Federal Medical Centre and Specialist Hospital Jalingo. This shows that the hospital apply different public relations tools in managing relationships with their publics.

**Table 2: Respondents' Views on the way Federal Medical Centre and the Specialist Hospital, Jalingo apply public relations in managing their publics.**

Responses	Frequency	Percentage
They Apply Public Relations Properly	304	82.8
They do not Apply Public Relations Properly	50	13.6
I do not know how to apply it	13	3.5
<b>Total</b>	<b>367</b>	<b>100</b>

*Source: Field Survey, 2021*



The above question sought to find out the way Federal Medical Centre and Specialist Hospital Jalingo recognise and apply public relations in managing their publics. Hence, Table 2 above indicates that 304 (82.8%) respondents were of the view that the two hospitals apply public relations properly, while, 50 (13.6%) of the respondents pointed out that they do not apply public relations properly. To the remaining 13 (3.5%) respondents the two hospitals do not even know how to apply public relations.

**Table 3: Respondents' views on the extent to which Federal Medical Centre and Specialist Hospital, Jalingo apply public relations strategies in managing their publics**

Response	Frequency	Percentage
To a large extent	198	54
To a low extent	160	44
To no extent	9	2
No comment	0	0
<b>Total</b>	<b>367</b>	<b>100</b>

*Source: Field Survey, 2021*

Table 3 above aimed to find out the extent to which Federal Medical Centre and Specialist Hospital, Jalingo apply public relations strategies in managing their publics. From the table, 198 (54%) respondents were of the view that the two hospitals apply public relations strategies in managing their publics to a large extent, the respondents who said the application is to a low extent were 160 (44%), while those who said the application is to no extent were 9 (2%) respondents.

**Table 4: Respondents' views on the effect of the public relations strategies on Federal Medical Centre and Specialist Hospital, Jalingo**

Response	Frequency	Percentage
People Speak well of them	62	16.8
People do not speak well about them	31	8.4
Their staff do not seem to be happy when at work or even outside	49	13.3
They have a very poor relationship with their publics	24	6.5
The hospitals have a good relationship with their publics	152	41.4
News in the media about them is always negative	49	13.3
All of the above	0	0
None of the above	0	0
<b>Total</b>	<b>367</b>	<b>100</b>

*Source: Field Survey, 2021*

Table 4 above indicates that 62 (16.8%) respondents were of the view that the effect of the application of public relations strategies by Federal Medical Centre and Specialist Hospital, Jalingo is that people speak well about them. Conversely, 31 (8.4%) respondents noted that the effect of the application of public relations strategies by Federal Medical Centre and Specialist Hospital, Jalingo is that people do not speak well about them, furthermore, 49 (13.3%) respondents

had their views tilted towards the fact that their staff do not seem to be happy when at work or even outside, another group of respondents amounting to 24 (6.5%) opined that the two hospitals have a very poor relationship with their publics. Also, 152 (41.4%) respondents said that the hospitals have a good relationship with their publics while some 49 (13.3%) respondents averred that news in the media about them is always negative.

**Table 5: Respondents' views on the likely difficulties faced by Federal Medical Centre and Specialist Hospital, Jalingo in the application of public relations**

Response	Frequency	Percentage
Lack of adequate attention or supervision from government	125	34
Unprofessional attitude by some staff	93	25.3
Management of the hospitals do not seem to bother or listen to what people say about them sometimes	44	12
Public relations appears not to be perfectly understood by the hospitals	15	4
All of the above	90	24.5
None of the above	0	0
<b>Total</b>	<b>367</b>	<b>100</b>

*Source: Field Survey, 2021*

Table 5 above sought to identify the likely difficulties faced by the Federal Medical Centre and Specialist Hospital, Jalingo in the application of public relations. Hence, the table revealed that 125 (34%) respondents believed that Lack of adequate attention or supervision from government is the challenge bedevilling the effective application of public relations in the hospitals, also 93 (25.3%) respondents pointed out unprofessional attitude by some staff or personnel of the hospitals. Some 44 (12%) respondents pointed out that the managements of the hospitals do not seem to bother or listen to what people say about them sometimes which has tremendously affected the application of public relations in the hospitals and 15 (4%) respondents believed that public relations appears not to be perfectly understood by the hospitals while 90 (24.5%) respondents concurred with all the above alternatives.

### Discussion of Findings

Public relations is generally aimed at good deeds that can be felt, seen and touched. It is grounded on not just mutual understanding, but mutual understanding and cordiality that is sustainable. In a sense, public relations is not press agency, nor is it propaganda that can sometimes be shrouded in falsehood and half-truths. Hence, organisations whose sole intent is to blossom and thrive cannot ignore the pivotal place or role public relations plays in the advancement of organisations globally. They are therefore expected to religiously use its elements to advance their cause. Public relations, based on this, is considered a tool of relationship management (Chiakaan, 2016).

This study, incidentally, was based on public relations and relationship management. It evaluates public relations strategies and relationships management by Federal Medical Centre and Specialist Hospital, Jalingo.

In light of the above, the study revealed that the public relations activities that are mostly undertaken by Federal Medical Centre and Specialist Hospital Jalingo as contained in Table 1

were: attending to patients as expected, effective information sharing with their publics, moderate charge on their services, staff motivation, good and adequate facilities for patients and staff and been nice and friendly to patients where the publics (respondents) of the two hospitals categorically gave a response rate of 149 (40.5%).

The study sought to further find out whether hospitals under study apply public relations properly. This is because, according to Nwosu (2005) in Chiakaan and Chile (2015) public relations appears to be one of the misconstrued areas of human endeavour. Keghku (2005) has agreed with the submission by Nwosu and added further that many people and organisations misconstrue public relations for advertising and propaganda. According to Keghku, organisations with this misconceptions do not apply public relations properly. Incidentally, based on data collected in Table 2, the selected hospitals in Jalingo apply public relations properly.

Given the above, the extent of application of public relations by the selected hospitals was questioned. Data in Table 3 therefore revealed that the selected hospitals apply public relations to a large extent. This is confirmed by 198 (54%) respondents in the table.

Of course, if the hospitals apply public relations properly and to a large extent as claimed by data in the previous tables, it becomes necessary to find out the effect of the application of the public relations approaches on them as far as relationship management is concerned. This therefore, is the concern of data in Table 4. Incidentally, according to 152 (41.4%) of the sampled respondents, one major effect of public relations by the selected hospitals in Jalingo is that they have a good relationship with their publics. The data also revealed that the hospitals are well spoken of by their publics (16.8%) with only 49 (13.3%) claiming that news in the media about the hospitals is always negative.

The finding in Table 4 is very crucial as far as this study is concerned. By way of reminder, the major aim of the study is to find out the kind of relationship the selected hospitals have with their publics as a result of their application of public relations. Scholars of public relations including Chiakaan and Chile (2015), Chiakaan (2016), Nwosu (2005), Keghku (2005), Ajala (2001) and many others have attested to the fact that organisations apply public relations as a strategy of achieving harmonious coexistence with their publics. It is believed that when an organisation does not have a cordial relationship with its publics, it is bound to have problems in attaining success smoothly.

The selected hospitals seem not to be in the dark about the importance of public relations. This explains why they apply it properly to a large extent. This shows that the hospitals are aware of the system theory. Their awareness arises from their proper usage of the profession in building and sustaining relationships with publics.

As usual with organisations established by human beings, however, the hospitals appear to be faced with some challenges that are making them not be perfect in their application of public relations. This is proved by the fact that 49 (13.3%) sampled respondents in Table 4 said that news about the hospitals is not always positive, few felt that the staff of the hospitals are always very

happy. Incidentally, data in Table 5 have revealed a number of challenges being faced by the hospitals. They include: lack of adequate attention or supervision from government, unprofessional attitude by some staff of the hospitals, managements of the hospitals not being bothered about what people say about them, sometimes and many others.

## **Conclusion**

The study was carried out to attain certain objectives. Fundamentally, it was carried out to determine public relations strategies applied by the managements of Federal Medical Centre and Specialist Hospital, Jalingo in managing relationships with their publics. The study was anchored on the system theory which places premium on the interdependence of the various sub-sets of a system for it to thrive. This entails that all parts of any given organisation must be functional for its overall success. In this case, public relations in hospital management is essential in its overall activities and cannot be dispensed with. The study discovered that the managements of the selected hospitals do not only recognise the importance of public relations, but they also apply it to a large extent in managing relationship with their publics.

The hospitals make use of different public relations approaches and communication channels in reaching their public with information about their activities. Some of the channels include; press conferences, face-to-face communication, newsletters, in-house newspapers and magazines, mass media and social media. Due to the way the selected hospitals apply public relations, they have a good relationship with their publics even though some stories about them are not always positive. As usual with government organisations, the hospitals are faced with some challenges ranging from the non-recognition of public relations as a management function, lack of training and retraining of staff manning Public Relations Departments to placement of unqualified persons in Public Relations Units/departments. These challenges are responsible for the liability of the selected hospitals in applying public relations perfectly.

## **Recommendations**

Based on the findings of the study, the following recommendations are hereby made:

- i. Regular Staff training: One of the findings revealed that both Federal Medical Centre and Specialist hospital, Jalingo recognize and apply public relations. Hence, there is a need for the staff of the two hospitals in the public relations unit to attend seminars/workshops regularly to gain more insight into public relations and how to effectively apply it.
- ii. Exploration of more options for effective application of public relations: Since Federal Medical Centre and Specialist hospital, Jalingo recognize and apply public relations strategies to a large extent, they should maintain the status quo or even strive to be.
- iii. More qualified public relations professionals should be employed for effective and efficient service delivery in line with global best practices.

- iv. Public relations seeks to promote the corporate image of an organization. Incidentally, for the corporate image of an organization to be attained, all hands must be on deck. Provision should, therefore, be made towards providing public relations knowledge to all staff of the hospitals.

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