

TRAJECTORY To INDUSTRIAL DEVELOPMENT In Nigeria



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PERSONNEL MANAGEMENT VIA PUBLIC RELATIONS IN GT BANK: A CATALYST FOR INDUSTRIAL DEVELOPMENT IN NIGERIA

Igbinoba, A. O. and Olukunle, J. O.

Chapter Synopsis

The need for public relations (PR) professionals to facilitate industrial growth and development through programmes and/or strategies that create mutual benefits between the management of an organisation and its personnel calls for investigation into the role of public relations in an organisation's personnel management. This study on *Personnel Management via Public Relations in GT Bank: A Catalyst for Industrial Development* was undertaken for specific reasons such as establishing the main communication pattern between the organisation and its personnel; knowing the extent to which public relations influences the organisation's operations within its internal environment; ascertaining the major form of employee motivation in the organisation; determining workers' satisfaction with the organisation's management policies; and ascertaining the perception of personnel on GT Bank's public relations activities. Three branches of GT Bank Plc. located in Lagos State, with a sample size of 120 personnel, were randomly selected for the study. The study design was composed of a survey which involved the use of interview and a questionnaire as research instruments for data collection. One hundred out of 120 copies of the questionnaire administered to the population sample were completed and returned. The interview participants were three top management personnel in GT Bank. The findings of this study revealed that most GT Bank workers were cognizant of the PR role in GT Bank's management of personnel. It was deduced, from most of GT Bank workers, that the communication patterns practised in GT Bank were the upward and downward flow of communication. About 99% of GT Bank workers affirmed that the PR role was evident in GT Bank management's policies. Based on the conclusion that public relations is a management function that cannot be ignored, it was recommended that the organisation, in this case the banks in the Nigerian State, should employ the service of public relations professionals to enhance successful management of their personnel thus culminating in the overall success of the organisation concerned (i.e. the banking sector).

Introduction

The United Nations Industrial Development Organisation (UNIDO) Director General LI Yong put forward an argument in the 2013 Industrial Report that manufacturing is central to attaining

Industrial development or structural change in that it consistently creates higher levels of employment which lead to unprecedented income growth (UNIDO, 2013). He notes, in UNIDO (2013, p.xii) that sustainable industrial development calls for "an expansion of productive activities and a growth of responsible value addition to encourage increased job creation and employment, while respecting planetary boundaries and ensuring an efficient use of scarce resources."

It is pertinent to note that the personnel or human resources of organisations in any national economy constitute basic key drivers of structural change which help to alleviate poverty and stimulate desired industrial growth and development. The personnel or human resources are part of an organisation's key publics given that they make up the labour force whose productivity is dependent on several factors among which are business policies, management tactics and welfare issues. It takes the management function of public relations to harmonise the interests of an organisation with those of its internal publics, of which the personnel are key.

Management, according to Bedeian (1993) in Wilcox and Cameron (2009) is a process by which desired results are achieved through the efficient utilisation of human and material resources. Personnel management entails catering for the welfare of workers in an organisation (Decenzo & Poppo, 2008). Managing people is vital to the success of every organisation as people constitute assets and/or liabilities in an organisation. Management is an area of life that cannot be ruled out because a people not appropriately managed is a society or nation void of order and organisation. The primary motive of management is for the achievements of set goals and objectives.

and Taylor (2004, p.659) in Botan and Hazleton (2006, p.6) aver that:

Over the last 20 years public relations has evolved into a major area of applied communication based in research of significant quantity and quality. Public relations has become much more than just a corporate communication practice. Rather, it is a theoretically grounded and research based area that has the potential to unify a variety of applied communication areas.

Public relations (PR) enables the portrayal of a good image of an organisation to the external environment, which is beneficiary to the organisation and the society in which it operates (Ajala, 2005). Public relations, as Moore (1996, p.6) notes, "springs from the natural and ancient desire to communicate, especially among human-made organisations that are growing in the complexity and scope of their relationships with other organisations or individuals." Communication is required to establish connections between and among individuals; it is the bedrock for relationships (Seiler & Smith, 2011). Organisations neither function effectively nor suitably attain their goals without an established mutual relationship between the management and personnel, on the platform of communication.

The publics of an organisation are internal and external. This study focuses on the internal publics (i.e. personnel) of Guaranty Trust Bank. The personnel of Guaranty Trust Bank can determine their well-being and also depend on Guaranty Trust Bank for the accomplishment of their goal(s). Communication (i.e. interaction) is essential between an organisation and its publics, a unique management function such as public relations is necessary so as to facilitate proper communication.

Guaranty Trust Bank

Guaranty Trust Bank started operations in 1991 but was incorporated as a limited liability company in 1990. They got a universal banking license by the central bank of Nigeria in February 2002 and were allotted a settlement bank in 2003 (www.Gtbank.com). As GT Bank (2012, p.3) allude:

Guaranty Trust Bank is known for having the best information communication technologies (ICT) in Nigeria's banking sector. Guaranty Trust Bank made 11 billion naira from Nigeria investors to further expand its operations and compete with other global financial institution, by means of this, they were able to meet the 25 billion naira minimum capital base for banks introduced by the Central Bank of Nigeria in 2005, as part of the regulating effort to sanitise and fortify Nigeria Banks. The bank has over 5,000 employees all over Nigeria, Cote d'Ivoire, Gambia, Ghana, Liberia, Sierra Leone and the United Kingdom. Their core values are called the orange rules which are: simplicity, professionalism, service, friendliness, excellence, trustworthiness, social responsibility and innovation. Orange colour is also the bank's corporate colour.

Guaranty Trust Bank has over 200 branches across Nigeria and 60 branches in Lagos state (www.gtb.com). According to Alawiye (2013, p.31) "GT Bank was established in 1990 and it operates from over 200 branches within the country."

Statement of The Problem

People make or mar any given institution. The success or failure of any business enterprise, firm, company, industry or organisation is determined by the human resources in such establishment. It thus, means that every organisation's success is tied to the satisfaction of its employees based on the kind management approach adopted and/or the routine activities engaged in per time. The need, therefore, arises for organisations (such as Guaranty Trust Bank) to achieve positive industrial growth and development by creating goodwill with their various publics (especially their personnel) via public relations. Since public relations aims at creating mutual understanding between parties, it becomes imperative to ask the following questions at this juncture: What role(s) does public relations play in an organisation's management of personnel? Does public relations create mutual understanding between the organisation and its personnel? If yes, how? These form part of the questions this study attempts to provide answers to.

Objectives of The Study

This study seeks to:

1. Establish the main communication pattern between the organisation and its personnel.
2. Know the extent to which public relations influences the organisation's operations within its internal environment.
3. Ascertain the major form of employee motivation in the organisation.
4. Determine workers' satisfaction with the organisations management policies.
5. Ascertain the perception of personnel on GT Bank's public relations activities.

Research Questions

Based from the objectives of this study, the research questions are as follows:

1. What is the main communication pattern between the organisation and its personnel?
2. How does public relations influence the organisation's operations within its internal environment?
3. What is the major form of employee motivation in the organisation?
4. Are workers satisfied with the organisation's management policies?
5. What is the perception of personnel on GT Bank's public relations activities?

Literature Review

Management is a problem-solving concept (Yalokwu, 2006). It is "a process of designing and maintaining an internal environment in which individuals working together in groups can effectively and efficiently contribute to the achievement or accomplishment of preselected group missions and objectives" (Onwuchuruba, 2003, p.5). Yalokwu (2006), inferring from Gulick (1965), opines that management seeks to systematically understand the reason and manner in which men cooperate to accomplish objectives and to make the outcome of such cooperation more useful to mankind. Cole (2002), citing the Institute of Personnel and Development (1963), describes personnel management as one concerned with efficiency and justice for those employed.

Organisations are nothing but only pieces of bricks and steel, were it not for the people in them (Yalokwu, 2006). The quality of an organisation is to a large degree determined by the quality of the people it employs (Robbins & Decenzo, 2008, p.17). An organisation should give its employees priority as it would its customers because employee dissatisfaction is closely tied to customer dissatisfaction.

Public relations, as a managerial function, attempts to create mutual relationships between organisations and their publics. A more comprehensive definition is that given by Harlow, cited in Wilcox and Cameron (2009, p.12), thus:

Public relations is a distinctive management function which helps establish and maintain mutual lines of communication, understanding, acceptance, and cooperation between an organisation and its publics; involves the management of problems or issues; helps keep management informed on and responsive to public opinion; defines and emphasises the responsibility of management to serve the public interest; helps management keep abreast of and effectively utilize change, serving as an early warning system to help anticipate trends; and uses research and sound ethical communication techniques as its principal tools.

Public relations recognises employees as the most important public in an organisation (Adedokun & Ekundayo, 2007). It is known for addressing communication in an organisation, influencing policy making, advising management, taking part in decision making and handling internal-employee relations. As Seitel (2011) opines, getting public relations officers to cooperate with human relations officers remains a challenge. No wonder, the need for coordination of PR activities alongside concerns of human resources in professionalism, accountability, and candour, arises.

Brown (2009, p.89) is of the view that "strategic management of human resources, organisational culture, and organisational change requires close cooperation and collaboration between public relations and human resources specialists." Events that occur within the internal environment of the

organisation extend to its external environment. When an organisation treats its personnel well, this will reflect in the way customers are being attended to. Thus, the role of public relations in an organisation's management of personnel cannot be overemphasised.

Lattimore, Baskin, Heiman, Toth, and Van Leuven (2004) observe that the work of public relations is about developing successful relationships between organisations and groups which include the employees that are significant to them. Personnel contribute to the success of an organisation. Berger and Reber (2006) note that public relations help the organisation move forward via developing relationships between the organisation and its internal personnel. Seitel (2003) observes that companies that communicate successfully with their personnel financially outperform those that do not.

Public Relations in Nigeria

The public relations practice in Nigeria began with the colonial government that emerged during the Second World War (Oyekola, 2003). Nwosu (2007) points out that the colonial government established an information office in 1940 which was used to broadcast the war and also to persuade and mobilise youths to join in the war. It was said that after the war in 1945, this information office later became the public relations office which employed public relations techniques in the governance of the people by the colonial masters.

Oso and Ayankojo (2001) note that the private sector of the economy was also involved in public relations practice in Nigeria. The private companies saw a need to disseminate information about their activities to their internal publics. The United African Company (UAC) Nigeria Plc was noted as the first private company to establish a public relations unit. Okereke (1983) cited in Oso and Ayanjoko (2001) note two primary functions of the PR/information department as those of disseminating company news to those who were mainly involved in produce buying and communicating with the organisation's internal publics.

UAC pioneered public relations practice in Nigeria's private sector and ensured that qualified Nigerians were trained and absorbed into management positions. These Nigerians became pioneer members of the Nigerian Institute of Public relations (NIPR) (Ajala, 2001). Oyekola (2003) contends that a public relations decree emerged in the millennium.

The term *public relations* is sometimes used interchangeably with *organisational communication* or *corporate communication* (Tench & Yeomans, 2009). Broom (2009) observes that public relations comes in different forms and titles in different organisations such as: public information, investor relations, public affairs, corporate communication, marketing or customer relations. Dilenschneider (2000) believes that public relations is all about influencing perception. "Influence in public relations is the power to persuade and convince others to get things done without necessarily having the authority to do it" (Berger & Reber, 2006, p.19). A climate of favourable acceptance for an organisation depends upon the relations existing between management and its various audiences. We live and work in an age of specialisation and the public relations responsibilities are multiple (Ajai, 2005, p.163). Ajala (2005) states that public relations, unlike other management processes, hammers on setting clear objectives, planning strategies, detailing out suitable procedure and techniques, the effects are later reflected in an organisation standing and earnings.

Keghku (2005, p.17) observes that "a great deal of hesitancy on the part of management regarding public relations is caused by lack of conscious, stated policy. The practical consequence of working with a set of stated policies is the development of good judgment." Management decisions

neither to be taken nor policies formulated without PR playing an influential role of coordinating where and how an organisation should move (Oso & Ayankojo, 2001).

Communication and Management of Personnel/Human Resources

Communication connects people to the past, present and future because it affects human life and the world (Gamble & Gamble, 2005). It covers activities like talking, reading, writing which are done formally and without any form of training (Ruben, 1984). Stanton (2004) asserts that the purpose of communication, irrespective of its technique, is embedded in four general objectives which include being: received, heard or read; understood; accepted and action-driven (in terms of changing behaviour or attitude). He believes that failure to achieve any of the four general objectives is failure to communicate. Onasanya (1999) believes that uninterrupted communication flow in industry should be downwards, upwards or horizontal.

Blundel and Ippolito (2008) view organisations as complex phenomena and stress the need for effective communicators skilled in handling challenges that basically do not occur in ordinary day-to-day communication such as the one that occurs in one's immediate circle of friends. They believe effective communication addresses challenges covering:

- Formal organisation structures, reporting arrangement and procedures;
- Cultural diversity, across countries, organisations, departments, employees and other organisational stakeholders;
- Intense political, financial and time pressures, competing managerial priorities and demands.

With reference to March and Simon (1958), Scott (2003, p.26), avers that "organisations are assemblages of interacting human beings and they are the largest assemblages in our society that have anything resembling a central coordinative system." Bakare (2008) emphasises that the success of every organisation wholly depends on creating significant interpersonal relationships internally or externally and the ability of an organisation's workforce to communicate effectively. He sees a need for every employee, of an organisation, to possess inter-personal and communication skills when building up a relationship with internal and external publics.

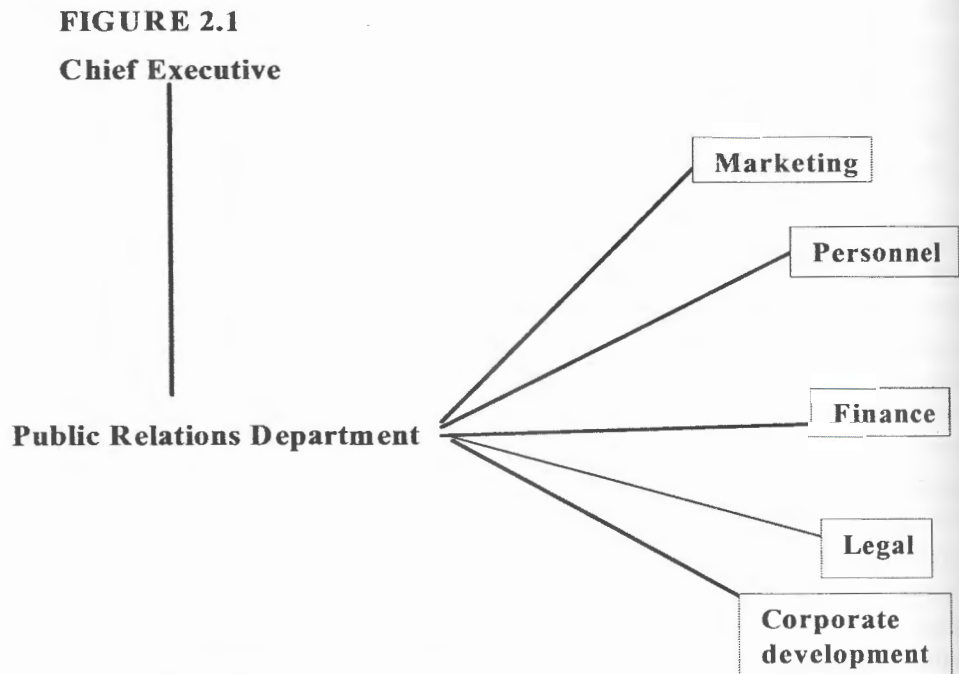
McKee and Lamb (2009) observe that the first day of a new job includes an employee's initial contact with the public relations department. Lattimore, Baskin, Heiman and Toth (2009) agree employee communication deals with how public relations professionals in diverse organisations help promote effective communication amid employees and between line management and top management. Employee communication, also called internal communication, creates and sustains internal systems of communication between employers and employees. Two-way communication lines enable employees participate freely in an exchange of information. Haywood (1991) opines that the objective of genuine employee communication is that of creating understanding among employees to help the organisation operate effectively and efficiently.

According to Bello-Imam, Oshionebo, and Ojeifo (2007, p.68):

Managers irrespective of their coloration utilize a variety of resources in the process of striving to achieve organisational goals. All the resources in an organisation—man, money, materials, methods and technology are all equally important; and therefore cannot be omitted in any productive activity. It is necessary to posit that

human resources occupy a unique position. It is people that provide the necessary talents, skills, and other effects upon which the successful performance of any organisation critically depends. Substantial evidence now however exist indicating that most successful organisations are those in which people forms the central focus of management.

Managing people is an extremely important part of making organisations work well. Managing people in an organisation means acknowledging that the people are very important in the smooth running and operations in an enterprise. Weightman (1999) observes that the human resource approach assumes that no amount of clever work with figures, or of expenditure on the latest technical equipment, will deliver anything unless people agree to work in co-ordination with each other. Adamolekun and Ekundayo (2007) argue that conflict resolution, a core aspect of public relations in human resources management, is largely dependent on communication. Ajala (2005) recognises that for an organisation to win favourably, there should be public relations input in all departments of the organisation as depicted below:



Source: Extracted from Ajala (2005, p.17)

Adamolekun and Ekundayo (2007, p.115) state that the performance of employees on their duties would depend largely on the effectiveness of the management's public relations tactics in:

- Facilitating free flow of downward, horizontal and upward communication
- Encouraging dialogue, counselling, discussion and consultation as a means of solving problems
- Promoting formal and informal interaction between all categories of staff, while still ensuring the hierarchical structure;

- d. Specifically ensuring regular meetings at unit and departmental levels, and occasional general meeting; and
- e. Providing adequate motivation for staff through ensuring job satisfaction, training commensurate with job schedules generous remuneration and welfare provisions.

Financial Public Relations

The financial market begins with one's local bank manager, and extends through building societies and insurance companies to shareholders and investors and those who advise them. Financial and corporate public relations have become a very important part of most companies' public relations programme thus leading to the development of a number of consultancies that specialise in financial public relations (Baines, Egan & Jefkins, 2004). Financial public relations facilitates industrial growth and development of various sectors in the nation's economy via communicating relevant messages and information that spur business activities and address monetary issues within such sectors. It serves as an impetus for promoting the mutual exchange of financial information between an organisation and its diverse publics thus culminating in the positive advancement of that organisation.

Moore (1996) says that the concern of modern bankers is that of sending the right message to their audiences. Management of financial publics, especially the personnel of an organisation, as suggested by Udeze, Okoro, and Agbo (2010), demands that public relations practitioners: act as main sources of financial information and be official communication channels between an organisation and its publics; use appropriate media to make public significant facts, opinions and interpretations to create awareness of organisational financial policies and actions; coordinate the organisation's financial activities that affect its publics; research on changed attitudes of an organisation's (financial) publics; and develop as well as implement programmes capable of achieving organisational objectives most effectively.

Theoretical Framework

One theory and one model known as the Excellence theory and the Abraham Maslow's Hierarchy of Needs model, respectively, are used here. However, the Excellence theory is the underpinning of the study.

Excellence Theory

Excellence Theory is a general theory based on a general premise that emphasises the importance of public relations to organisations and to the society and uses that premise to integrate a number of wide-range theories about the organisation of the public relations function, the conduct of its programmes, and the environmental and organisational context of excellent PR (Grunig, Grunig & Dozier, 2006). It emerged in 1995 from the research of David M. Dozier, Larissa A. Grunig, and James E. Grunig on excellence in public relations and communication management. The trio, in conjunction with the International Association of Business Communicators (IABC), continued the quest to understand and improve PR with a three-country, long-term study of PR practice, to establish excellence in PR (Grunig, Grunig & Dozier, 2006). The 10-year study of the Excellent Theory, as Dozier and Yeomans (2009, p.150) claim, produced a four-level framework for that termed 'excellent PR' to comprise of:

- Programme level: (why, when and how individual communications programmes are implemented);

- *Departmental level* (how the PR department operates and fits in with other departments and the organisation as a whole);
- *Organisational level* (understanding of, and respect given to, communications processes and audience feedback by the organisation and its staff);
- *Economic level* (the tangible value provided by excellent PR to the organisation in terms of happy external and internal publics).

The Excellence Theory, as said by Grunig, Grunig and Dozier (2006), portrays public relations as a management function that is unique because of the interaction it aids within the environment of an organisation; the organisation's environment consists of publics that both determine the organisation's goals accomplishment and depend on the same for their goals accomplishment. Major factors or elements from the excellence study (funded by the IABC research) that make PR an effective management function, as given by Broom (2009), include:

Empowerment of the Public relations function

- The senior public relations executive participates in the organisation's strategic management and communication programmes are developed for strategic publics identified as a part of strategic management.
- The senior public relations executive is a member of the dominant coalition of the organisation or has a direct reporting relationship to senior managers, who are part of the dominant coalition.
- Diversity is embodied in all public relation roles.

Roles

- The public relations unit is headed by a manager rather than a technician.
- The senior public relations executive or others in the public relations unit must have the knowledge needed for the manager role, or the communication function will not become a managerial function.
- Both men and women must have equal opportunity to occupy the managerial role.

Organisation, Relationship to Other Functions, and use of Consulting Firms

- An excellent public relations function integrates all public relations programmes into a single department or provides a mechanism for coordinating programmes managed by different departments.
- Public relations should be a management function separate from others.

Models of public Relations

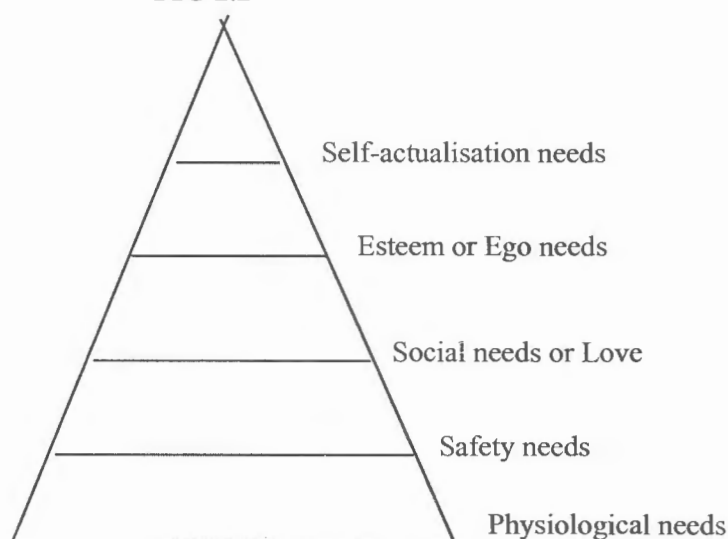
- The public relations department and the dominant coalition share the worldview that the department should reflect the two-way symmetrical model of public relations.
- Communication programmes developed for specific publics (including employees) are based on two-way symmetrical model.
- The senior public relations executive or others in the public relations unit must have the knowledge and skill needed to implement the two-way symmetrical model (pp.79-80).

The Excellence Theory provides guidelines for how public relations should be conducted, structured and implemented in order to contribute to overall organisational excellence. The excellence theory also produced evidence demonstrating how the organisational context nurtures or impedes the effectiveness of public relations department. Botan and Hazleton (2006, pp.38-39) allege that an excellent public relations department communicates with these publics to bring their voices to strategic management, thus making it possible for stakeholder publics to participate in organisational decisions that affect them." Excellence Theory emphasises on the PR role in managing the relationship with an organisation's publics. Personnel, who form the core public of an organisation, require adequate attention and welfare for an organisation to be successful.

Abraham Maslow's Hierarchy of Needs Model

Abraham Maslow's hierarchy of needs model is a motivation model under management (Fadeyi, 1999). Abraham Maslow and Douglas McGregor recognise the need for better human relations to increase worker productivity (Kinicki & Williams, 2009). Abraham Maslow was part of researchers who pioneered studies on motivation; his proposition is based on five human needs –physiological, safety, love, esteem and self-actualisation – that motivate people. The five human needs are, therefore, arranged in a pyramidal order as shown in figure 2.2.

FIG 2.2



Source: Onwuchuruba (2003, p.140)

The hierarchy concept, as Onwuchuruba (2003) notes, is used to indicate that once one level of need has been reasonably satisfied to the maximum, an individual can only be motivated by giving attention to the next level. The physiological needs are the most basic human needs such as clothing, shelter, water, sleep and others; the safety needs have to do with emotional security and physical safety; the social needs or love needs have to do with persons wanting to have a sense of belonging, friendship, affection and love; the self-esteem needs or ego needs include the need for recognition, reputation, status, self-confidence and self-respect; and the self-actualisation needs consist of the need for self-fulfilment, accomplishment of one's goals and becoming the best one is capable of achieving.

Abraham Maslow made a significant contribution to management by illustrating that persons within a given work environment, have needs beyond that of pecuniary considerations. In addition, Kinicki and Williams (2009), pontificate that as an organisation permits, managers should first try to meet employees' level 1 and level 2 needs so that employees would be preoccupied with them. Then, however, managers need to give employees a chance to fulfil their higher-level needs in ways that also advance the goals of the organisation.

Abraham Maslow's Hierarchy of Needs model stresses that full satisfaction for all needs is unattainable rather the satisfaction of a need gives rise to a fresh need.

Method of Study

The research design for this study was survey and the instruments of data collection were the questionnaire and interview guide. The selection of respondents was done through purposive sampling. The population comprised of all personnel in Guaranty Trust Bank (GT Bank Plc.) Lagos. The choice of GT Bank Lagos was purposive while the selection of three branches from 60 branches of GT Bank in Lagos was arrived at through simple random sampling. GT Bank Plc. was chosen because of its customer loyalty as Alawiye (2013) purports. It is identified with excellent rating in the Central Bank of Nigeria (CBN) and is among the best banks in Nigeria having good employee and customer relations. GT Bank has also won many awards and made a good name for itself since its inception; it has proven to be one of the most attractive banks by the Nigerian banking public (Famutimi, 2013).

The face validity of the questionnaire and interview guide for this study was tested to ascertain that questions raised were clear to and well understood by the respondents and that the research instruments adequately addressed the research objectives. Data were analysed using the Statistical Package for Social Sciences (SPSS) and simple percentages.

Data Analysis and Discussion

In this study, five research questions were analysed and discussed.

Research question 1: What is the main communication pattern between the organisation and its personnel?

Sixty-three per cent of the respondents, as shown in Table 4.1, were of the opinion that vertical communication pattern – a combination of upward and downward communication pattern – characterised the communication pattern in the organisation.

Table 4.1: Communication pattern the bank uses mainly with the respondents

Responses	Percentages %
i only (downward communication)	7
ii only (upward communication)	7
iii only (horizontal communication)	2
i & ii only (vertical communication)	63
i, ii, & iii only	20
Other	1
N	100 %

Research question 2: How does public relations influence the organisation's operations within its internal environment?

Below Table 4.4, figures 4.2 and 4.3, directly address the second research question above. In table 4.4, the majority of respondents (i.e. 29%) believed that information dissemination was the role of PR in GT Bank's operations; 5% believed PR played the role of customer relations; 3% believed PR played the role of rebranding the organisation; and 2% believed that PR advertised GT Bank.

Table 4.4: If yes, what role(s) are played by public relations department in the operations of the bank?

Responses	Percentages %
Embracing customer relations	5
Rebranding the organization	3
Passing/communicating of information	29
Advertising the brand	2
No response	58
Other	3
N	100%

Research question 3: What is the major form of employee motivation in the organisation?

It can be deduced from Table 4.5 that salary increase/promotion served as the major form of personnel motivation in GT Bank as indicated by 86% of 100 respondents.

Table 4.5: Major form of employee motivation in the bank?

Responses	Percentages %
Increase in salary/promotion	86
Awards/recognitions	12
Gifts/bonus	0
Other	2
N	100%

A manager of the bank, in an interview with one of the authors, noted that through the public relations unit, GT Bank conducted yearly promotion for its personnel which eventually culminates in an annual salary increase. He believed salary increase/promotion was a major motivation for GT Bank employees.

Research question 4: Are workers satisfied with the organisation's management policies?

Figure 4.7 below captures 81% of 100 respondents that claimed they were satisfied with the bank's activities and performance.

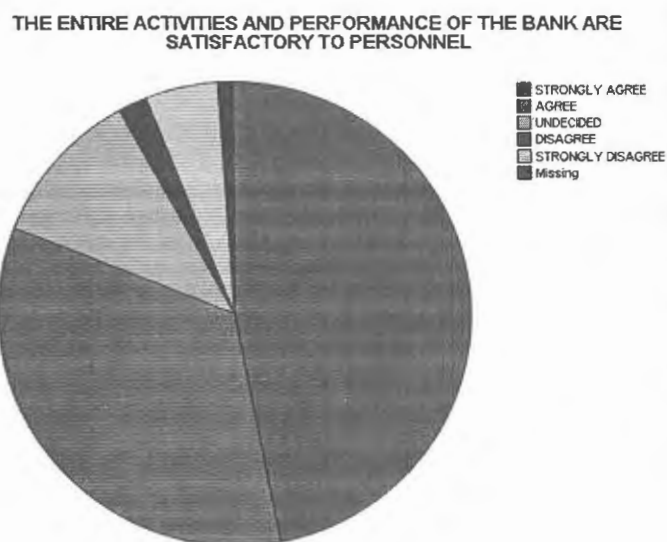
The GT Bank Manager, in an interview with one of the researchers, noted that through the public relations unit, GT Bank conducted yearly promotion for its personnel which eventually culminates

in annual salary increase. He believed salary increase/promotion was a major motivation for GT Bank employees.

Research question 4: Are workers satisfied with the organisation's management policies?

Figure 4.7 below captures 81% of 100 respondents that claim satisfaction with the entire activities and performance of GTB. 34% agreed while 47% strongly agreed that GTB activities and performance were satisfactory to them.

Fig.4.7: A Pie Chart Distribution on the Bank's Entire Activities and Performance are Satisfactory to its Personnel



As shown in table 4.6 below, GT Bank's management policies border on areas such as dress code, honesty, orange rules, integrity, hard work and punctuality. Table 4.6 makes it obvious that a major (i.e. 33%) of GT Bank personnel are satisfied with management policies on the area of orange rules (which is the dominant colour associated with the company's brand).

Table 4.6: Satisfaction with GT Bank's Management Policies

Responses	Percentages %
Dress code	6
Honesty	2
Orange rules	33
Integrity	6
Hard work	1
Punctuality	2
No response	43
Other	7
N	100%

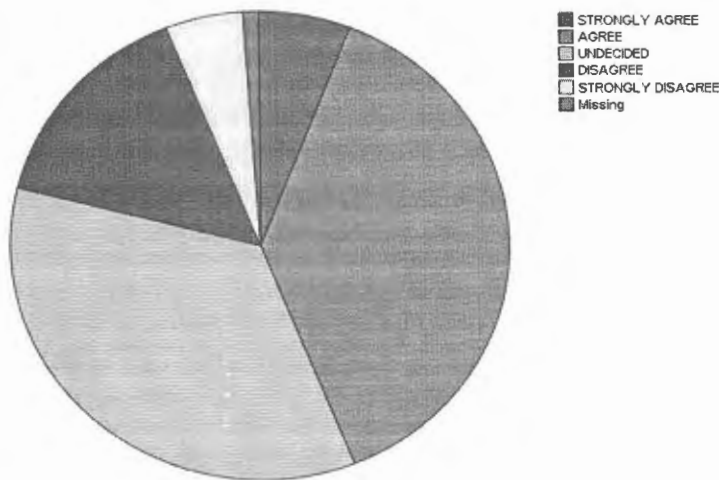
According to an Assistant Operations Manager of the bank, who participated in the interview, Bank's major management policy was on orange rules which entailed simplicity, professionalism, vice, friendliness, excellence, trustworthiness, social responsibility and innovation. He stated as the mouthpiece of GT Bank, the public relations unit reported the complaints of personnel to management and also published views of the personnel and customers about GT Bank's activities monthly basis for management. Another Assistant Manager stressed that GT Bank took its dress code policy seriously because it believed that the way its employees dressed portrayed its image.

Research question 5: What is the perception of personnel on GT Bank's public relations activities?

Figure 4.5 below illustrates that 38% of 100 respondents agreed that GT Bank met its personnel welfare needs via PR; 6% of 100 respondents strongly agreed.

Fig. 4.5: A Pie Chart Distribution on GT Bank Meets Needs of its Personnel through PR

THE BANK MEETS THE NEEDS OF ITS PERSONNEL WELFARE THROUGH THE PR DEPARTMENT



It can be inferred from fig 4.6 below that 37% of 100 respondents agreed that the PR aids GT Bank to create a conducive work environment for its personnel; 13% strongly agreed; 21% were undecided while the remaining 10% strongly disagreed.

Fig. 4.6: A Pie Chart Distribution on GT Bank Creates Conducive Environment for its Personnel through PR

PR DEPT AIDS THE BANK IN CREATING A CONDUSIVE ENVIROMENT FOR PERSONNEL TO WORK

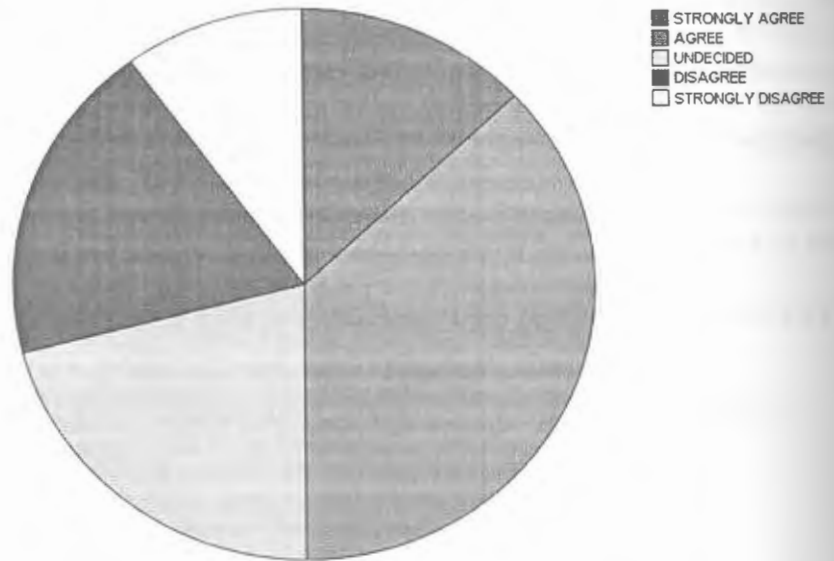


Table 4.7: GT Bank PR activities/actions that affect personnel positively

Responses	Percentages %
Training/seminars/work shops	24
End of the year party/awards	10
Increase in salary	2
Gift and bonus	1
Exceptional performance	1
No response	52
Others	4
N	100%

It is deduced from table 4.7 above that 24% of the 100 respondents are positively disposed to GT Bank's PR activity of organising training/seminars/workshops for its personnel. The second largest percentage of 100 respondents (i.e. 10%), were positively disposed to GT Bank's PR activity of organising end-of-the-year party/awards. As support for this finding, an assistant manager of the bank stressed during the interview that GT Bank held training programmes for its personnel once a year to empower them in the present and in the future.

Conclusion

In an attempt to find out the role of public relations (PR) in Guaranty Trust Bank's management of personnel as a catalyst for its industrial growth and development, the findings of this study revealed

most of the GT Bank personnel were aware of PR and its role in GT Bank's personnel management processes. The study revealed that public relations was of great importance to GT Bank. Going by the responses by a majority of the sample size for this study, it is no doubt that PR affects the operations as well as policies of GT Bank. The authors discovered that GT Bank's overall activities and actions were considered satisfactory by the personnel.

Industrial growth and development can be achieved in any nation provided certain factors such as organisational structures, financial policies, resource management, income level, social status, educational background, to name a few, are taken into consideration. Using GT Bank Plc. as a case in point, particular attention was paid to the factors of financial policies and resource management as they related to the management function of public relations.

The findings of this study revealed that most of the GT Bank personnel were aware of PR and its role in GTB's personnel management. It was gathered that public relations was of great importance to GTB. Going by the responses by a majority of the sample size for this study, it is no doubt that PR affects the operations as well as policies of GTB. The researcher discovered that GTB's overall activities and actions were considered satisfactory by the personnel.

Industrial growth and development can be achieved in any nation provided certain factors such as organizational structures, financial policies, resource management, income level, social status, educational background, to name a few, are taken into consideration. Personnel management (or what some may call human resource management) via public relations, is posed as the way forward for sustainable industrial development in this study.

Using Guaranty Trust Bank (GTB) as a case in point, particular attention was paid to the factors of financial policies and resource management as they related to the management function of public relations. GT Bank's personnel management via public relations is a head start for emerging banks in and dominating the banking sector of the nation; it rids our financial institutions of people-related crisis and hassles stemming from the neglect of personnel or human resources. It, however, yields increased staff loyalty as the need(s) of company personnel are gratified in the process thereby leading to widespread productivity and growth in the business as well as in the nation at large.

Recommendation(s)

Given public relations as a management function that cannot be ignored, it is recommended that every organisation should employ the services of public relations professionals to enhance successful personnel management. Business organisations, especially those in the banking industry, need not start at setting up an internal PR department but should consistently liaise with the external PR experts (also known as PR consultants) to jointly develop programmes that are in sync with company policies and objectives. The synergy among all departments and units, inclusive of the PR department, within the organisation (or a bank in this case), goes a long way in creating a conducive atmosphere in the workplace void of communication gaps, isolation, drudgery, factions, protests and crises. It would rather enhance networking, division of labour, esprit de corps and cohesion in the workplace thus bringing about productivity and efficiency of personnel in such organisation.

As PR experts go about their roles in a bid to facilitate accurate, timely and mutual interaction between and among key players involved in any aspect of a business organisation, such a business organisation obtains the required impetus for increased production culminating in business expansion. It takes being forewarned (by PR professionals) on current trends in any given area of industry as well as being well-informed on critical issues arising in the work environment in order to take preventive steps that would eventually bring about high profile business breakthrough in the short run and national (industrial) development in the long run.

It is worthy of mention here that organisations, that subscribe to and actually engage in network with PR experts – at the internal level and at the external level – on effective management of resources (in this case human resources) within the organisation, fare better in accomplishing their overall vision and mission asides set goals and tasks in the short run as well as in the long run. It is no surprise that GT Bank Plc. thrives in an unstable business environment and economy because findings of this study has proven it to be an organisation that does not take for granted, the role public relations plays in personnel management.

No business firm, company or organisation should underestimate its human resources neither should the needs of human resources be neglected because the success of every business set up is tied to the workforce. The public relations profession is one vital platform where proper attention can be given to the concerns of every organisation's workforce; it is in so doing that a strong workforce is built. It takes a strong workforce to contribute positively towards industrial growth and development in the country. Rather, each business firm, company or organisation should establish cordial relationships with its various publics especially its personnel via active and constant engagement of accredited PR officers such as experts associated with the Nigerian Institute of Public Relations (NIPR) and the Certified Marketing Communications Institute of Nigeria (CMCIN) asides other national and international public relations professional institutions.

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