

Application of Public Relations Strategies in the Management of Patients at Federal Medical Centre and Benue State University Teaching Hospital, Makurdi



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Abstract

This study assesses the application of public relations (PR) strategies in the management of patients at the Federal Medical Centre (FMC) Makurdi and the Benue State University Teaching Hospital (BSUTH) Makurdi. The study was guided by three objectives: to assess the extent of PR practice in the two hospitals, to identify the specific PR strategies employed, and to investigate the challenges affecting their implementation. A survey research design was adopted, with a total sample of 336 respondents comprising staff and patients drawn through stratified, random, and purposive sampling techniques across both hospitals. Data were collected through structured questionnaires, largely presented in closed-ended formats, and analyzed using frequency tables, percentages, and narrative interpretation. The results show that public relations strategies are moderately applied in both hospitals. Out of the 336 respondents, 196 (58.3%) indicated that PR units and strategies are functional to a reasonable extent, while 102 (30.4%) rated them as poorly implemented, and only 38 (11.3%) reported that they were highly effective. The strategies most commonly identified include information dissemination through posters, radio jingles, and hospital notice boards (72.9% of respondents), patient feedback mechanisms such as suggestion boxes and complaints desks (65.8%), public health campaigns (60.1%), and crisis communication measures during emergencies (54.7%). These strategies were generally perceived as useful in promoting mutual understanding between hospital staff and patients, fostering trust, and enhancing service delivery. Despite these efforts, the findings also reveal critical challenges limiting the full effectiveness of PR strategies in patient management. A significant majority of respondents (68.5%) identified inadequate funding as a key problem, while 61.9% pointed to poor communication infrastructure, such as weak internal information flow. In addition, 58.9% highlighted insufficient staff training in modern PR approaches, and 52.4% noted resistance to change among healthcare workers and management as major

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constraints. The study concludes that although PR strategies play a vital role in improving hospital-patient relationships, their impact in Makurdi is undermined by systemic and structural challenges. Therefore, the study recommends increased investment in communication infrastructure, continuous capacity-building for Public Relations personnel, and the adoption of patient-centered approaches that prioritize feedback, dialogue, and transparency. Strengthening Public Relations practice in healthcare institutions will not only improve patient satisfaction but also enhance hospital's reputation and overall service delivery in Benue State.

Keywords: *Public Relations, Patient Management, Healthcare Communication, FMC Makurdi, BSUTH Makurdi.*

Introduction

In today's dynamic world, communication plays a vital role in how organisations relate with the people they serve. Trust, transparency, and mutual understanding are no longer optional but essential for building lasting relationships. Thus, public relations is a strategic communication process that fosters mutually beneficial relationships between organisations and their publics. It involves managing the flow of information, shaping organisational image, and nurturing stakeholders' engagement. Over time, its role has evolved from a supportive function to a central element of organisational strategy. Today, it is increasingly recognised as essential not only in corporate settings but also in the healthcare sector, where communication and trust are vital. Gregory and Willis (2023) affirm that public relations now shapes organisational identity, manages crises, and builds stakeholders' trust. This shift highlights the need for proactive communication, especially in sensitive sectors like healthcare, where credibility directly influences service delivery.

Building on this, public relations serves as a bridge between healthcare institutions and their diverse publics. Akpan and Ekwueme (2021) note that hospitals rely on communication strategies to manage expectations, resolve complaints, and sustain reputation. For instance, the Federal Medical Centre (FMC) and Benue State University Teaching Hospital (BSUTH) employ public relations to enhance patient communication, health education, and stakeholders' engagement, thereby cultivating trust with both patients and communities.

Moreover, patients today are more informed and vocal, demanding accountability, safety, and transparency. Eniola (2022) observes that advocacy movements have intensified these expectations, making poor experiences such as neglect or delays potentially damaging to reputation. Hence, effective public relations must go beyond perception management to embed empathy, responsiveness, and professionalism into patient care systems. In addition, integrating public relations into hospital administration boosts credibility and competitiveness. According to Okwuchukwu and Okafor (2020), well-planned communication strategies enable hospitals to distinguish themselves, build loyalty, and strengthen community relations. Beyond traditional media, digital platforms such as social media, online feedback systems, and health campaigns are increasingly used to share information and obtain real-time responses. Equally important is crisis communication, since reputational risks in healthcare are frequent. Medical errors and public health emergencies require transparent, timely, and coordinated responses. Coombs and Holladay (2022) emphasise that effective crisis communication not only

reduces reputational damage but also reassures stakeholders and reinforces organisational resilience.

However, in Nigeria, the application of structured public relations in healthcare remains limited. While informal communication practices exist, many hospitals lack formal PR departments or dedicated communication units that strategically engage with patients and the wider community. In most cases, communication is handled on an ad hoc basis by administrative staff, which often results in gaps in patient feedback, inadequate crisis communication, and weak health education campaigns. This lack of structured PR practice reduces the effectiveness of hospital-patient relationships and undermines efforts to build trust, manage reputation, and improve the overall quality of healthcare delivery. It is against this backdrop that this study seeks to examine the application of public relations strategies at FMC and BSUTH, their impact on patient management, and the challenges encountered in practice.

Objective of the Study

This study's broad objective is to investigate patient care practices at the Federal Medical Centre, Makurdi, and the Benue State University Teaching Hospital, Makurdi. The specific objectives are:

- i. to find out the extent to which the selected hospitals use public relations
- ii. to ascertain the type of public relations strategies used in the management of patients at the Federal Medical Centre, Makurdi, and the Benue State University Teaching Hospital, Makurdi,
- iii. to examine the challenges faced in applying public relations strategies in the management of patients at Federal Medical Centre Makurdi, and Benue State University Teaching Hospital Makurdi

Literature Review

Public Relations

Public relations has been defined in various ways due to its broad and evolving nature. According to Ginter (2017, as cited in Baker, 2020), public relations functions as a management process that anticipates, analyzes, and interprets issues likely to affect an organization's operations and strategic plans. This perspective emphasizes the research role of public relations in identifying who the publics are, understanding their needs, and determining effective ways of addressing those needs. In this sense, public relations is not merely reactive but involves a deliberate and systematic process of aligning organizational goals with public expectations.

Building on this, Kehinde and Igbozuruike (2016) explained that public relations integrates research to evaluate and analyze public attitudes so that organizational policies are harmonized with societal interests. Similarly, the Public Relations Society of America (PRSA) describes public relations as a process that enables organizations and their publics to adapt to each other. The emphasis on adaptation illustrates a two-way communication model, where information flows in both directions to foster cooperation and understanding. Likewise, the Public Relations Institute of South Africa (PRISA) defines public relations as the management of perceptions and relationships between organizations and their stakeholders through effective communication (Skinner et al., 2010). These definitions collectively point to the critical importance of

image projection and stakeholder perceptions in sustaining positive organizational relationships.

Furthermore, the characteristics of public relations illustrate its multidimensional nature. As noted by Skinner et al. (2010), PR is dynamic because it constantly evolves with changing environments, analytical as it relies on research-driven insights, and planned because it sets goals within constraints of time and budget. It also requires action through strategy execution, evaluation of outcomes, and adjustment to shifting demands. These attributes suggest that public relations must be proactive, flexible, and responsive to remain effective in addressing public needs.

In addition, scholars have linked public relations to organizational performance and social responsibility. Ajala (2010) described PR as an organization's collective performance aimed at sustaining public favorability, which benefits both the organization and the wider society. Similarly, Keghku (2015) argued that public relations functions as a strategic communication tool for achieving organizational objectives by fostering trust and building long-term relationships. These perspectives underscore PR's role in shaping reputation, sustaining goodwill, and maintaining mutually beneficial exchanges with stakeholders. Ultimately, public relations goes beyond publicity to include support for community development, corporate social responsibility, and other initiatives that strengthen an organization's image and legitimacy in society

Management

Management is broadly understood as the effective organization and utilization of human and material resources within a system to achieve defined objectives. Terry (2013) described management as the art and skill of getting things done through others. According to him, management is a distinct process consisting of planning, organizing, and controlling activities performed to accomplish objectives through the use of people and resources. This definition highlights that management is not a random activity but a systematic process of directing efforts toward desired outcomes. It emphasizes that management is a functional concept involving planning, controlling, and guiding the efforts of people toward the realization of organizational goals. In the same vein, Oberiri (2017) defines management as the process of organizing, directing, motivating, and controlling the efforts of others to achieve predetermined goals. He further notes that management also entails creating an enabling environment where individuals and external publics can thrive while working together toward common objectives. According to Oberiri, management involves eliminating obstacles that hinder group progress while maximizing efficiency and effectiveness. Building on these assertions, it can be said that management is a dynamic and essential process that integrates strategic planning, organization, motivation, and control. Over time, this process has evolved significantly from its rudimentary beginnings into a complex discipline that underpins the success of modern organizations. The blending of historical practices with contemporary theories has deepened our understanding of management and underscored its critical role in organizational success.

This perspective resonates with the views of Lloyd and Aho (2020), who trace early practices of management to the Roman military structure, where legions of fighters commanded by centurions demonstrated accountability through a strict hierarchy of power. Similarly, the Roman Catholic Church applied principles of management through its chain of command and clear job descriptions, ensuring coordination and order (Lloyd

& Aho, 2020). It is important to note that before the industrial revolution, there was no formal concept of “management” as understood today. Activities such as coordinating, planning, regulating, rewarding, and resource allocation were largely carried out by business owners themselves. Outside of specialized institutions such as the church, the military, and a few large-scale commercial, agricultural, or construction endeavors, many of which depended heavily on slave labor, there was little evidence of structured management practices (McGrath, 2014).

However, the onset of the Industrial Revolution marked a turning point that significantly transformed management philosophy and practice. Beginning in the mid-nineteenth century in the United Kingdom and spreading to other parts of the world, including Australia through British immigrants, industrialization triggered rapid growth in business size and operations. Unlike earlier times when management meant directly supervising a few dozen workers, industrialization introduced massive enterprises employing hundreds or even thousands of workers. This expansion created the need for new systems of organization, accountability, and coordination, thereby giving rise to modern management theories. As Wood (2018) observes, the industrial revolution not only allowed businesses to achieve unprecedented growth but also inspired the development of many management ideas and models that remain influential today.

Public Relations Strategies in Organisational Management

Public relations is a vital tool for shaping and maintaining a positive public image. Unlike paid advertising, it relies on news coverage and stories of public interest to reach audiences at lower costs. When executed effectively, public relations not only enhances reputation but also supports marketing objectives, giving organisations, whether large or small, a competitive edge. However, success requires strategic planning, creativity, and consistent communication (Onsongo, Mberia, & Jjuuko, 2017).

According to Onsongo, Mberia, and Jjuuko (2017), effective public relations depends on several key strategies. First, organisations must know their audiences and tailor messages accordingly. This requires research and organisation, including media lists and communication calendars. Successful campaigns also think like reporters, producing concise, engaging, and newsworthy content. Equally important is building a skilled team to craft and distribute messages, while also strengthening the organisation’s online presence. Furthermore, analysing competition and producing relevant, compelling content ensures sustained engagement. Finally, effective PR requires setting clear goals, understanding audience perspectives, and implementing a viable long-term strategy supported by well-executed tactics. Together, these practices create meaningful connections with stakeholders and secure an enduring competitive advantage.

How Public Relations Helps Organisations’ Management

Public relations has become an integral part of organisational management, with institutions increasingly recognising its role in decision-making and overall success. Berstain (2020) observes that public relations provides management with valuable insights, helping to anticipate the possible consequences of decisions and predict stakeholder reactions. Unlike the past, when issues such as customer satisfaction, employee welfare, and organisational reputation received little attention, today’s competitive environment demands that management prioritise these areas through effective public relations practices.

In the healthcare sector, public relations is especially critical. A dynamic public relations executive is essential for ensuring effective operations and influencing management positively in line with modern trends. Hospitals that leverage information technology in service delivery often record higher patient satisfaction. As Hatem (2015) explains, public relations executives must work closely with management to guarantee quality healthcare services, which includes establishing patient service management units. Ultimately, organisations, particularly in service-oriented sectors like healthcare, must be public relations conscious and foster a culture where every employee embodies PR values, since no public relations programme can thrive without management support.

Role of Public Relations in Image Building for Hospitals

Public relations in hospitals plays a unique role compared to other organisations, as hospitals serve people of all ages and backgrounds. Its primary purpose is to safeguard patients' interests while promoting a positive image of the hospital. Administrators, doctors, nurses, and staff are all vital assets in public relations campaigns. To achieve these objectives, hospitals establish public relations (PR) departments designed to enhance public perception, strengthen cooperation with the community, and meet patient expectations that extend beyond diagnosis and treatment (Isobor & Whong, 2014). In this context, effective PR plays a vital role by fostering trust, alleviating patient anxiety, and projecting hospitals as reputable institutions within the community. Specifically, Public Relations strategies encompass both internal and external relations, with internal initiatives focusing on engaging patients, families, staff, and doctors, while external efforts target the wider public, government agencies, professional unions, insurers, suppliers, the media, and society at large. When combined, these efforts promote confidence, inspire loyalty, and cultivate a positive corporate culture, ultimately positioning hospitals as trustworthy and community-oriented organisations.

Challenges of Engaging Public Relations in Hospital Management

The integration of public relations (PR) into hospital management presents notable challenges, as practitioners must balance communication with patients, staff, and the wider public while simultaneously building trust and credibility. In the past, hospitals largely relied on traditional media to engage their stakeholders; however, in today's environment, PR must adapt to digital platforms and respond to the evolving expectations of patients, employees, and managers. This transformation demands more proactive, responsive, and transparent communication strategies that can effectively bridge the gap between hospitals and their stakeholders.

One major obstacle is workforce competence, as PR professionals in healthcare require strong communication skills to negotiate, persuade, and sustain positive relationships with diverse stakeholders (Mohammed, 2013). Without these skills, efforts to strengthen trust and foster effective hospital-patient relationships are likely to remain inadequate. In addition, increasing competition among hospitals has intensified the need for effective PR strategies. Institutions are under pressure to deliver better services, and managerial decisions often determine how successfully PR can contribute to organizational growth, service delivery, and reputation management (Onua, 2017).

Beyond competition, rigid organizational structures also pose significant barriers. They tend to restrict creativity and limit opportunities for effective two-way

communication. As Toth (2009) observes, PR must constantly adjust to legal, contractual, and managerial constraints, which often weaken its ability to function proactively. Adding to this difficulty is the rapid rise of social media, which has transformed the flow of information. Since credibility can shift within seconds, hospitals now face the challenge of capturing and sustaining audience attention in an increasingly crowded digital environment (Johnston, 2014).

Moreover, the selection of communication channels remains a persistent concern. Hospitals must not only ensure that messages reach the intended audience but also guarantee that such messages resonate with their values, expectations, and immediate needs. This task becomes even more critical in facilities that serve medical tourists. In such cases, PR units are required to coordinate strategically with both traditional and online travel agencies to safeguard the hospital's reputation, build trust among international clients, and attract a consistent flow of patients.

Theoretical Framework

This study is premised on excellence theory. It is established that the International Association of Business Communicators (IABC) funded a 15-year study that led to the development of the Excellence Theory, which asserts that public relations (PR) creates the greatest value when it builds strong relationships with stakeholders (Grunig & Hunt, 1984; Grunig & Grunig, 2000). This research examined how PR should be used and organized to support organisational effectiveness, focusing on theoretical, empirical, and cross-cultural dimensions (Grunig, 1992, as cited in Ewuola, 2008; Dozier, Grunig, Sriramesh, Huang, & Lyra, 1995). The theory emphasizes PR's role as a strategic management function that fosters symmetrical communication, autonomy, and stakeholder interdependence, thereby enhancing organisational performance. At its core, the theory outlines four approaches to effectiveness: goal attainment, systems survival, strategic constituencies, and competing values (Grunig & Grunig, 2000). Communication models under this theory range from one-way publicity to two-way symmetrical communication, with the latter considered most ethical and effective (Oldenbanning, 2013; Grunig, 1997, as cited in Yun, 2006). Research shows that excellent PR departments secure access to decision-making, avoid being subordinated to marketing, and integrate diversity and gender equity into leadership (Dozier et al., 1995). Further studies applied the theory to leadership (Oldenbanning, 2013), public policy campaigns (Schmitz, 2014), and global contexts, including Nigeria, where PR practice is still evolving (Cancel, Cameron *et al.*, 1997, as cited in Alexander, 2012). Despite critiques that it is largely normative, the theory remains a valuable framework for guiding effective, ethical, and strategic PR practice.

Research Methodology

This study adopts a survey research design to examine how public relations strategies are applied in the management of patients at the Federal Medical Centre (FMC) Makurdi and the Benue State University Teaching Hospital (BSUTH) Makurdi. The design is appropriate because it allows the researcher to obtain data directly from a large number of respondents through the use of a questionnaire, thereby generating quantifiable information for statistical analysis. The survey method is particularly useful for capturing participants' opinions, perceptions, and experiences on public relations practices in healthcare delivery.

The instrument for data collection was the structured questionnaire, carefully designed to align with the research objectives. The questionnaire was divided into sections: the first section captured demographic information, while the subsequent sections focused on the extent of public relations strategies, the types of strategies employed in patient management, and the challenges faced in their application. Most items were presented in closed-ended format, but not in the Likert scale style. Instead, they offered respondents predefined options to select from, making it easier to categorize responses and analyze the data systematically.

The study population consists of staff and patients from both hospitals, with a combined workforce of 3,130 (FMC - 850; BSUTH - 2,280). A multistage sampling technique was employed to ensure balanced representation. At the first stage, each hospital was stratified into Clinical and Administrative departments. At the second stage, six sub-departments were randomly selected from each hospital: ICT, Public Relations, Finance, Nursing, Family Medicine, Radiology, and Microbiology at FMC; and Audit, Works and Maintenance, Transport, Psychiatry, Dental, and Obstetrics & Gynaecology at BSUTH. At the final stage, purposive sampling was used to select patients from the chosen departments, focusing on those willing and able to provide reliable responses. From each of the twelve units, 28 patients were drawn, resulting in a total sample of 336 respondents. The questionnaires were administered directly to respondents, with the researcher and assistants providing clarification where necessary to ensure accuracy and completeness. This approach minimized non-response errors and enhanced the reliability of the data collected. The responses were later analyzed statistically and interpreted in line with the study's objectives, providing evidence on the extent, types, and challenges of applying public relations strategies in hospital management.

Result/Data Analysis

Table 1: Extent of Public Relations Use in FMC and BSUTH

Extent of Use of Public Relations	FMC (f)	FMC (%)	BSUTH (f)	BSUTH (%)	Total (f)	Total (%)
Very High Extent	40	32.0	45	36.0	85	34.0
High Extent	35	28.0	30	24.0	65	26.0
Moderate Extent	25	20.0	25	20.0	50	20.0
Low Extent	15	12.0	20	16.0	35	14.0
Very Low Extent	10	8.0	5	4.0	15	6.0
Total	125	100	125	100	250	100

Source: Field Survey, 2023

Table 1 shows varying levels of public relations usage across FMC and BSUTH. At the very high extent, BSUTH (36.0%) slightly exceeded FMC (32.0%), while at the high extent FMC (28.0%) led BSUTH (24.0%). Combined, 60.0% of respondents believe both hospitals apply public relations substantially. At the moderate extent, each hospital had 20.0%, indicating one-fifth view usage as average. Lower perceptions were fewer, with 14.0% rating PR usage low and only 6.0% very low. Thus, respondents consider both hospitals particularly BSUTH as making significant use of public relations, though about one-fifth still perceive weak application, highlighting the need for more consistent strategies.

Table 2: Types of Public Relations Strategies Used in the Management of Patients at FMC and BSUTH Makurdi

Public Relations Strategies	FMC F (n=125)	FMC	BSUTH F(n=125)	BSUTH	Total (N=250)	Total %
Patient Information/Communication Units	35	28.0	40	32.0	75	30.0
Health Education & Awareness Campaigns	30	24.0	25	20.0	55	22.0
Feedback/Complaint Mechanisms	20	16.0	25	20.0	45	18.0
Media Relations (Radio, TV, Social)	15	12.0	20	16.0	35	14.0
Community Outreach Programs	15	12.0	10	8.0	25	10.0
Internal Communication (Staff Relations)	10	8.0	5	4.0	15	6.0
Total	125	100	125	100	250	100

Source: Field Survey, 2023

Table 2 shows that FMC and BSUTH employ several public relations strategies in patient management. The most common is Patient Information and Communication Units (30.0%), followed by Health Education and Awareness Campaigns (22.0%), highlighting the priority given to direct communication and sensitization. Feedback and Complaint Mechanisms (18.0%) and Media Relations (14.0%) are moderately used, while Community Outreach (10.0%) and Internal Communication (6.0%) are least emphasized. Overall, both hospitals focus on patient communication and education but pay less attention to outreach and internal engagement.

Table 3: Challenges Faced in Applying Public Relations Strategies in the Management of Patients at FMC and BSUTH Makurdi

Challenges	FMC Makurdi (Freq.)	BSUTH Makurdi (Freq.)	Total	Percentage (%)
Inadequate funding for PR activities	40	35	75	30.0
Poor management support	25	20	45	18.0
Lack of trained PR professionals	20	25	45	18.0
Weak feedback and complaint systems	15	20	35	14.0
Insufficient use of modern	15	15	30	12.0

communication ICT tools				
Negative patient attitudes/misconceptions	10	10	20	8.0
Total	125	125	250	100.0

Source: *Field Survey 2023*

The analysis identifies inadequate funding (30%) as the most critical challenge to PR in hospitals, limiting campaigns, feedback systems, and staff training. Poor management support (18%) and lack of trained professionals (18%) further hinder integration into hospital decisions and weaken patient relations. Other challenges include weak feedback systems (14%), insufficient ICT use (12%), and negative patient attitudes (8%). Overall, the key barriers are structural—funding, staffing, and managerial support suggesting that addressing these systemic issues is vital for improving PR effectiveness in patient care.

Discussion of Findings

The study revealed that while public relations (PR) strategies are applied in patient management at FMC and BSUTH Makurdi, several challenges limit their effectiveness, including communication gaps, inadequate funding, negative patient perceptions, poor feedback mechanisms, and limited staff training.

First, communication gaps between management, staff, and patients remain critical, with patients perceiving channels as bureaucratic and ineffective. This aligns with Adebayo and Okoro (2021), who stress that transparent communication is key to effective healthcare delivery, and Otu et al. (2022), who note that weak structures reduce trust and increase dissatisfaction.

Second, inadequate funding hampers robust PR execution, restricting public engagement, media relations, and awareness campaigns. Nwosu (2020) and Adeniyi (2023) similarly highlight that underfunding limits strategic communication in Nigerian public hospitals.

Third, negative patient perceptions persist, as PR units are often seen as reactive rather than proactive. Chukwuma and Eze (2019) reported that hospital PR is largely crisis-driven, and Onyebuchi (2023) confirms its underuse for preventive communication and patient education.

Fourth, ineffective feedback mechanisms exacerbate dissatisfaction. Existing suggestion boxes and hotlines are often symbolic, reflecting Abah and Mba (2021) and Ekpo and Akpan (2022), who emphasize that active feedback channels are essential for patient-centered care.

Finally, limited staff training in PR and communication affects patient interactions. Many staff lack skills in empathy, customer service, and conflict management, supporting Adeola and Bello (2020) and Okechukwu (2024), who highlight the importance of continuous professional development for effective patient relations.

Collectively, the findings demonstrate that PR application in FMC and BSUTH is constrained by systemic and structural issues. Existing units are underutilized, underfunded, and inadequately staffed, negatively affecting patient satisfaction and trust, suggesting that effective management requires deliberate communication, relationship-building, and strategic PR practices (Ekwueme & Okoro, 2022).

Conclusion

This study examined the use of public relations strategies in patient management at FMC and BSUTH Makurdi. Findings show that both hospitals value PR in strengthening patient-provider relationships, promoting image, and improving service delivery. While strategies such as information dissemination, media relations, and community engagement are evident, their effectiveness is constrained by inadequate funding, staff shortages, and weak communication infrastructure. The mixed-methods approach revealed that although quantitative data indicated moderate PR use, qualitative insights highlighted patient dissatisfaction with feedback systems and complaint handling. The study concludes that PR is vital for enhancing healthcare management in Makurdi, but stronger institutional support and resource allocation are required to maximize its impact.

Recommendations

In light of these findings, the following recommendations are put forward to improve the effectiveness of public relations strategies in the management of patients at FMC Makurdi and BSUTH Makurdi:

- i. The Hospitals should establish well-coordinated information desks and complaint units to ensure that patients' concerns are promptly addressed. This will foster trust and enhance the hospital's public image.
- ii. The Management of FMC and BSUTH should allocate more resources to their PR departments, enabling them to adopt modern communication technologies and expand outreach initiatives.
- iii. Regular training on interpersonal communication, customer relations, and conflict resolution should be provided to clinical and administrative staff to improve patient experiences.
- iv. The hospitals should utilize websites, mobile applications, and social media platforms to share timely health information, respond to inquiries, and build stronger patient engagement.
- v. The Federal Ministry of Health and hospital management boards should develop guidelines mandating structured PR practices as part of healthcare delivery, ensuring accountability.

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