Ebonyi State University Journal of Mass Communication
Vol. 11, Issue 1, pp. 41-52, October 2024, ISSN: 2449-0369
https://doi.org/10.5281/zenodo.13984440

Applying Multicultural Public Relations in Managing Cultural Differences among Office Secretaries at the University of Benin Teaching Hospital (UBTH)

Ngozi. B. Okeibunor,
Department of Mass Communication, Benson Idahosa University, Edo State
https://orcid.org/0000-0003-1159-0846

Njoku Ignatus Achilike
Department of Mass Communication, Benson Idahosa University, Edo State
https://orcid.org/0000-0003-2864-3537

Corresponding author: ngozibokeibunor@gmail.com

ABSTRACT

Background: Multicultural public relations competence is essential for effective communication in diverse environments. Secretaries at the University of Benin Teaching Hospital (UBTH) play a crucial role in managing public relations but face challenges in multicultural settings.
Objective: This study investigated the level of multicultural public relations competence, challenges, and strategies employed by secretaries at UBTH.
Method: Utilizing an interview research design, the study examined the experiences of secretaries to uncover the level of their multicultural public relations competence, the challenges they encounter, and the strategies they implement to address these challenges. The population for this study consist all secretaries working in the thirty-five (35) departments at UBTH. A purposive sample of 10 secretaries was selected for this study, allowing for an in-depth exploration of their experiences and perspectives. Data was collected through in-depth interviews with the 10 selected secretaries, audio recorded with permission, and lasting approximately 45 minutes to 1 hour
Results: The findings revealed that secretaries at UBTH face significant challenges, including language barriers, cultural differences in values and beliefs, and a lack of cultural competence. In response, they employ various strategies such as using interpreters, being open-minded, and adapting communication styles to align with patients' cultural backgrounds.
Conclusion: The study concludes that while secretaries at UBTH face notable challenges in managing multicultural public relations, they also utilize effective strategies to navigate these challenges. However, there is a pressing need for training on cultural competence and effective communication skills.
Unique Contribution: This research contributes to the understanding of public relations competence in multicultural contexts, highlighting the specific needs of healthcare secretaries and the importance of cultural training.
Key Recommendation: It is recommended that UBTH secretaries receive training in cultural competence and communication skills. Additionally, hospital administrators should establish policies that promote effective communication and cultural competence in healthcare settings.

Keywords: Multicultural public relations, University of Benin Teaching Hospital (UBTH) Cultural competence, Effective communication, Healthcare settings

https://doi.org/10.5281/zenodo.13984440

INTRODUCTION

Public relations (PR) is a vital component of organizational communication that fosters mutual understanding, builds relationships, and enhances reputation. According to Egbulefu and Nwaoboli (2023), public relations refer to the strategic communication process that builds mutually beneficial relationships between organizations and their publics. It involves managing the spread of information between an individual or an organization and the public, with the goal of creating a positive image, reputation, and relationships. Similarly, multicultural public relations is a specialized field of PR that focuses on communicating with diverse cultural groups. As defined by Nwosu (2018), multicultural public relations is the process of building and maintaining positive relationships with diverse publics, taking into account their cultural differences, values, and beliefs. As such, in Nigeria's multicultural society, effective multicultural public relations is essential for organizations to succeed.

University of Benin Teaching Hospital (UBTH) is a tertiary healthcare institution that serves a diverse patient population from various cultural backgrounds. The hospital's multicultural setting presents both opportunities and challenges for effective communication and relationship-building. Healthcare organizations like UBTH need to prioritize multicultural public relations to address the unique needs of their diverse patients and stakeholders. Secretaries play a vital role in communication and relationship-building in healthcare settings, as such, they can be considered as secondary public relations officers According to Adetor (2022), secretaries are the first point of contact in healthcare settings, and their cultural competence is essential for building trust and rapport with diverse patients. However, secretaries in Nigerian healthcare institutions face challenges in managing multicultural public relations due to cultural differences, language barriers, and limited training.

Thus, the researchers aim to investigate the challenges and strategies of multicultural public relations among secretaries at UBTH while exploring the cultural competence of secretaries, their communication strategies, and the impact of multicultural public relations on patient satisfaction and healthcare outcomes. Communication breakdowns and cultural misunderstandings between secretaries and the publics at the University of Benin Teaching Hospital (UBTH) can lead to patient frustration, mistrust, and dissatisfaction, resulting in decreased patient retention and negative reviews. Furthermore, the hospital's reputation and accreditation may be compromised, ultimately affecting its viability and ability to attract and retain top talent. The economic implications of inadequate cultural competence are also significant, as unnecessary tests, procedures, and hospitalizations can result from misunderstandings and miscommunication.

As a tertiary healthcare institution serving a diverse patient population, UBTH faces the risk of communication breakdowns and patient dissatisfaction due to inadequate cultural competence and strategies among its secretaries. If left unaddressed, this problem may lead to misunderstandings, miscommunication, and inadequate care, ultimately affecting patient satisfaction and healthcare outcomes. This study, is therefore, carried out to explore the challenges and strategies of multicultural public relations among secretaries at UBTH, in order to identify potential solutions and improve healthcare services for patients from diverse cultural backgrounds.

https://doi.org/10.5281/zenodo.13984440

Objectives of the Study

The objectives of this study are to:

1. Determine the level of multicultural public relations competence among secretaries at the University of Benin Teaching Hospital (UBTH).
2. Identify the challenges faced by secretaries at the University of Benin Teaching Hospital (UBTH) in managing multicultural public relations.
3. Ascertain the strategies used by secretaries at UBTH to manage multicultural public relations

CONCEPTUAL REVIEW

Overview of Multicultural Public Relations

Multicultural public relations is the process of building and maintaining positive relationships with diverse publics, taking into account their cultural differences, values, and beliefs (Nwosu, 2018). This shows that cultural sensitivity and understanding in building effective relationships with diverse stakeholders is the core of multicultural public relations. Moreover, it implies that public relations practitioners must be willing to adapt their communication strategies to accommodate the unique needs and preferences of different cultural groups (Nwafor, Oginyi, & Okwubunka, 2023).

Furthermore, multicultural public relations can also be seen as a strategic communication process that acknowledges and respects the diversity of cultures, values, and beliefs within an organization's publics (Huang & Zhang, 2022). It is therefore important to recognize and value diversity within an organization's stakeholders as organizations must develop communication strategies that are inclusive and sensitive to the diverse needs of their publics. In addition, multicultural public relations is further defined as a form of public relations that seeks to understand, appreciate, and manage the cultural differences and similarities between organizations and their publics (Sriramesh & Verčič, 2012). This implies that public relations practitioners must develop a deep understanding of the cultural context in which an organization operates.

The constituents of multicultural public relations can therefore be considered to include cultural sensitivity and understanding, adaptability in communication strategies, recognition and valuing of diversity, inclusivity and sensitivity in communication, understanding and management of cultural differences and similarities, and a deep understanding of the cultural context in which an organization operates. These constituents aim to build positive relationships with diverse publics, taking into account their cultural differences, values, and beliefs, and involve adapting communication strategies to accommodate unique needs and preferences, developing inclusive and sensitive communication, and managing cultural differences to foster effective communication and relationships (Asemah-Ibrahim, Nwaoboli & Asemah, 2022a, 2022b).

Who is a Secretary?

In the context of this study, secretaries are administrative professionals who play a vital role in the healthcare system. They are responsible for providing administrative support to healthcare professionals, ensuring the smooth operation of the hospital's administrative tasks (Sørensen, Groven, Gjelsvik, Almendingen & Garnweidner-Holme, 2020). Secretaries are often the first point of contact between patients and the hospital, responsible for receiving patients, answering queries, and directing them to appropriate healthcare professionals. As such, they are crucial in setting the tone for the patient's experience and are often the face of the hospital.

In addition to their administrative roles, secretaries also act as communication liaisons, facilitating communication between healthcare professionals, patients, and other stakeholders (Yunhua & Zhang, 2022). They ensure that information is accurately conveyed and received, and are often responsible for navigating cultural differences between patients and healthcare professionals. Furthermore, secretaries may also act as patient advocates, ensuring that patients' needs are met, and their concerns are addressed in a culturally sensitive manner (Sørensen, et al, 2020). In this way, they play a vital role in building positive relationships with diverse patients, families, and communities, taking into account their cultural differences, values, and beliefs.

LITERATURE REVIEW

Impacts of cultural diversity on public relations in healthcare settings

The impact of cultural diversity on public relations in healthcare settings is a significant concern that affects the quality of care, patient satisfaction, and healthcare outcomes. Cultural differences in communication styles can lead to misunderstandings and miscommunication (Akpabio, 2009) between healthcare providers and patients. For instance, some cultures value direct and explicit communication, while others prefer indirect and implicit communication. If healthcare providers are not aware of these differences, they may misinterpret patients' needs and concerns, leading to inadequate care.

Language barriers can also pose a significant challenge (Onalaja, 2024; Kur, Agudosy & Orhewere, 2015). Patients who do not speak the dominant language of the healthcare providers may experience difficulties in communicating their symptoms, medical history, and treatment preferences. This can lead to delayed diagnosis, inappropriate treatment, and poor health outcomes. Healthcare providers must be aware of the language barriers and provide appropriate interpretation and translation services to ensure effective communication. Cultural differences in beliefs and values about health and illness can also impact public relations in healthcare settings. For example, some cultures believe in traditional healing practices, while others rely on Western medicine. Healthcare providers need to be aware of these differences and respect patients' beliefs and values to provide culturally sensitive care.

Different cultural norms and values surrounding issues like privacy, confidentiality, and informed consent can also create challenges in healthcare settings (Akpabio, 2009). Healthcare providers must be aware of these differences and ensure that patients' rights and dignity are respected. More so, cultural diversity can also impact the way patients perceive and respond to pain, symptoms, and treatment options. Healthcare providers need to be aware of these differences and provide culturally sensitive care to ensure that patients receive appropriate pain management and treatment.

More so, cultural diversity can impact the way healthcare providers work together as a team (Nwosu, et al., 2018). Cultural differences in communication styles, work ethics, and professional values can create conflicts and challenges in teamwork (Babatunde & Mustafa, 2018). Healthcare providers, therefore, need to be aware of these differences and work towards creating a culturally competent team that respects and values diversity.

Role of secretaries in managing cultural differences in healthcare settings

Secretaries play a vital role in managing cultural differences in healthcare settings, serving as the first point of contact between patients and healthcare providers. They are responsible for creating a welcoming and inclusive environment, sensitive to the diverse cultural backgrounds of patients (Sørensen, Groven, Gjelsvik, Almendingen & Garnweidner-Holme, 2020). Secretaries must be aware of the cultural distinctions that impact communication, such as language barriers, nonverbal cues, and cultural norms around eye contact and physical touch (Kur, Agudosy & Orhewere, 2015). By being attuned to these differences, secretaries can facilitate effective communication, ensuring that patients' needs are met and their concerns are addressed.

In addition, secretaries are also responsible for gathering patient information, including cultural and linguistic backgrounds, to inform healthcare providers and ensure culturally sensitive care (Adetor, 2022). They need to be able to navigate cultural differences in beliefs and values surrounding health and illness, such as varying perceptions of pain, symptoms, and treatment options. In doing so, secretaries can help healthcare providers deliver care that respects patients' cultural beliefs and values, improving health outcomes and patient satisfaction.

Furthermore, secretaries often act as cultural liaisons, facilitating communication between healthcare providers and patients from diverse cultural backgrounds (Ogbomo, 2021). They may need to interpret language, explain cultural norms, and address cultural misconceptions, ensuring that patients receive care that is respectful and effective. Secretaries may also be responsible for providing cultural education to healthcare providers, enhancing their cultural competence and sensitivity (Ruchi & Sachin, 2020). Similarly, secretaries play a crucial role in addressing cultural differences in patient expectations and preferences, such as varying levels of formality, physical touch, and personal space. When sensitive to these differences, secretaries can create a comfortable and inclusive environment, reducing anxiety and stress for patients from diverse cultural backgrounds (Sriramesh & Verčič, 2012).

Empirical Review

Oladimeji, Oladepo and Oladele (2020) conducted a cross-sectional study on cultural competence among healthcare providers in Nigeria, focusing on the impact of cultural competence on patient satisfaction. They employed the cultural competence framework developed by Campinha-Bacote in 2002 and a survey design, collecting data from 250 healthcare providers across five hospitals in Nigeria. Their findings showed that cultural competence significantly influenced patient satisfaction, with patients who received care from culturally competent healthcare providers reporting higher levels of satisfaction. The study recommended that healthcare providers in Nigeria prioritize cultural competence training, emphasizing the importance of cultural awareness, knowledge, and skills in improving patient outcomes.

This section review literature related to the current study. Yunhua and Zhang (2022) conducted a study on multicultural public relations in Chinese hospitals, focusing on the impact of cultural competence on patient satisfaction. They employed the cultural competence framework developed by Campinha-Bacote in 2002 and a cross-sectional survey design, collecting data from 300 patients and 150 healthcare providers across three hospitals in China. Their findings showed that cultural competence significantly influenced patient satisfaction, with patients who received care from culturally competent healthcare providers reporting higher levels of satisfaction. The study

recommended that hospitals prioritize cultural competence training for healthcare providers, emphasizing the importance of cultural awareness, knowledge, and skills in improving patient outcomes.

José, Alexander and Emilio (2016) explored the effects of cultural differences on patient-provider communication in the United States. They employed the theory of cultural humility developed by Tervalon and Murray-García in 1998 and a qualitative research design, conducting in-depth interviews with 25 patients and 20 healthcare providers across five healthcare settings. Their findings highlighted the importance of cultural humility in improving communication, revealing that healthcare providers who demonstrated cultural humility were more effective in addressing patients' concerns and providing culturally sensitive care. The study recommended that healthcare providers receive training on cultural humility, emphasizing the need to recognize and address power imbalances in patient-provider interactions.

Ruchi and Sachin (2018) investigated the role of secretaries in managing cultural differences in Indian healthcare settings. They used the theory of emotional intelligence developed by Goleman (1995) and a mixed-methods research design, collecting data from 100 secretaries and 50 patients across three hospitals in India. Their findings showed that secretaries' emotional intelligence significantly influenced their ability to manage cultural differences, with secretaries who demonstrated high emotional intelligence more effectively addressing patients' cultural needs. The study recommended that secretaries receive training on emotional intelligence, emphasizing the importance of self-awareness, empathy, and social skills in managing cultural differences.

Ying, Hsiu-Ting and Yi-Chen (2019) conducted a quasi-experimental study on cultural competence in healthcare settings in Taiwan, focusing on the impact of cultural competence on healthcare outcomes. They employed the theory of cultural competence and a quasi-experimental design, collecting data from 200 patients and 100 healthcare providers across two hospitals in Taiwan. Their findings showed that cultural competence significantly improved healthcare outcomes, with patients who received care from culturally competent healthcare providers reporting better health outcomes and higher satisfaction. The study recommended that healthcare providers prioritize cultural competence training, emphasizing the importance of cultural awareness, knowledge, and skills in improving patient outcomes.

The empirical studies reviewed agree with the current study highlighting the importance of cultural competence, cultural humility, and emotional intelligence in managing cultural differences in healthcare settings. However, they differ in their specific focuses, with some studies emphasizing patient satisfaction, healthcare outcomes, and patient-provider communication, while others focus on the role of secretaries in managing cultural differences. In all, the studies suggest that cultural competence and humility are essential for effective multicultural public relations in healthcare settings.

Theoretical Framework

Communication Accommodation Theory (CAT)

Communication Accommodation Theory (CAT) was first introduced by Howard Giles and Peter Byrne in 1982 (Dragojevic, Gasiorek & Giles, 2015). The theory was developed to explain how

individuals adjust their communication styles to accommodate others, particularly in intergroup interactions. CAT draws on social identity theory and speech accommodation theory to understand how individuals use language to negotiate social relationships and maintain or change social distances.

The core tenets of CAT are convergence, divergence, maintenance, and accommodation. Convergence refers to the process of adjusting one's communication style to become more similar to their conversation partner's style, in order to build rapport and reduce social distance (Dragojevic, Gasiorek & Giles, 2015). Divergence, on the other hand, involves emphasizing one's differences from their conversation partner's style, in order to maintain or increase social distance (Zhang & Giles, 2018). Maintenance refers to the process of maintaining one's own communication style, without adjusting to their conversation partner's style. Accommodation involves adjusting one's communication style to accommodate their conversation partner's needs, goals, and values (Zhang & Giles, 2018). Some critics such as Sriramesh (2003) argue that CAT oversimplifies the complexity of communication and neglects the role of power and context in shaping communication styles. Others argue that CAT focuses too much on individual-level factors and neglects the impact of group-level factors, such as social norms and cultural values, on communication. Despite these limitations, CAT remains a widely used and influential theory in the field of communication studies.

CAT can be applied to the current study on multicultural public relations in healthcare settings in several ways. For example, CAT can help explain how healthcare providers adjust their communication styles to accommodate patients from diverse cultural backgrounds. Healthcare providers may converge towards patients' communication styles to build rapport and trust, or they may diverge to maintain their professional distance. CAT can also help explain how patients adjust their communication styles to accommodate healthcare providers' styles, and how this impacts patient satisfaction and healthcare outcomes.

In the context of the current study, CAT helps explain UBTH's how multicultural public relations strategies can be tailored to meet the needs of patients from diverse cultural backgrounds. It also helps explain how the hospital's secretaries can be trained to use effective communication strategies when interacting with patients from diverse cultural backgrounds.

METHOD

This study used a qualitative research approach, specifically an interview research design, with an interview guide as the instrument. The interview guide is designed to elicit detailed and rich data from the participants, and it is based on the research questions and objectives. The population for this study consist all secretaries working in the thirty-five (35) departments at UBTH. A purposive sample of 10 secretaries was selected for this study, allowing for an in-depth exploration of their experiences and perspectives. Data was collected through in-depth interviews with the 10 selected secretaries, audio recorded with permission, and lasting approximately 45 minutes to 1 hour. This method of data collection allowed for the collection of detailed and rich data, and provided an opportunity for the participants to share their experiences and perspectives in depth. Data analysis was carried out through thematic analysis, allowing for the identification, coding, and categorization of themes and patterns in the data. The themes and patterns that emerge from the data are used to develop a comprehensive understanding of the phenomenon under study.

RESULT

One of the significant challenges in managing multicultural public relations at the University of Benin Teaching Hospital (UBTH) is language barriers. Respondent 3 noted that "language barriers can be a major issue, as some patients may not speak English fluently, and this can lead to communication breakdowns and misunderstandings, which can be detrimental to building trust and rapport with patients." For instance, a patient from a rural area may speak a local dialect that is not widely spoken in urban areas, making it challenging for healthcare providers to communicate effectively with them. To overcome this challenge, respondents suggested using interpreters or translating materials, as noted by Respondent 3: "at UBTH, we try to use our staff that can interprete or translate materials to communicate effectively with patients who speak different languages, and this has helped to improve patient satisfaction and health outcomes."

Another challenge in managing multicultural public relations at UBTH is cultural differences in values and beliefs. Respondent 4, noted that "different cultures have different values and beliefs, and it can be challenging to understand and respect those differences, especially in a healthcare setting where cultural sensitivity is crucial." For example, some cultures Edo State may have different beliefs about healthcare and illness, and may be hesitant to seek medical care from a healthcare provider who does not share their cultural background. To overcome this challenge, respondents suggested being open-minded and flexible, as noted by Respondent 4: "at UBTH, we try to be open-minded and flexible, and to show respect and empathy towards patients from different cultural backgrounds, and this has helped to build trust and rapport with our patients."

More so, to manage multicultural public relations effectively at UBTH, respondents suggested several strategies. Respondent 5 noted that "it's important to be aware of nonverbal cues and body language, and to use simpler language and avoid jargon, especially when communicating with patients who may not speak English fluently." Respondent 6, suggested being sensitive to patients' cultural values and beliefs, and adapting communication styles accordingly. For instance, a secretary may need to use a different communication style when interacting with a patient from a culture that values directness and assertiveness, versus a patient from a culture that values indirectness and humility. These strategies can help build trust and rapport with patients from diverse cultural backgrounds, and improve health outcomes.

In addition, respondents noted the importance of cultural competence in managing multicultural public relations at UBTH. Respondent 2, noted that "cultural competence is essential in healthcare settings, as it helps us understand and respect patients' cultural differences, and provide high-quality care that is tailored to their needs." For example, a secreatary who is culturally competent may be able to recognize the importance of traditional healing practices in some cultures, and incorporate these practices into the patient's treatment plan. This can lead to better health outcomes and improved patient satisfaction. As noted by Respondent 1: "at UBTH, we have seen that when we take the time to understand and respect patients' cultural differences, they are more likely to trust us and follow our advice, and this has led to better health outcomes and improved patient satisfaction."

DISCUSSION

The study revealed that secretaries at the University of Benin Teaching Hospital (UBTH) face significant challenges in managing multicultural public relations. One of the major challenges is language barriers, which can lead to communication breakdowns and misunderstandings. This is particularly significant in a healthcare setting where effective communication is crucial for patient care. To overcome this challenge, secretaries at UBTH use interpreters who are members of staff or translate materials to communicate effectively with patients who speak different languages. Another challenge faced by secretaries at UBTH is cultural differences in values and beliefs. Different cultures have different values and beliefs, and it can be challenging to understand and respect these differences. This can lead to misunderstandings and miscommunication, which can be harmful to building trust and rapport with patients. To overcome this challenge, secretaries at UBTH must be open-minded and flexible, and show respect and empathy towards patients from different cultural backgrounds.

The study also found that secretaries at UBTH use various strategies to manage multicultural public relations. These strategies include being aware of nonverbal cues and body language, using simpler language and avoiding jargon, and adapting communication styles to patients' cultural backgrounds. These strategies are essential in building trust and rapport with patients from diverse cultural backgrounds, and improving health outcomes. The study also highlighted the importance of cultural competence in managing multicultural public relations at UBTH. Cultural competence is essential in healthcare settings, as it helps healthcare providers understand and respect patients' cultural differences, and provide high-quality care that is tailored to their needs. Secretaries at UBTH must be culturally competent to provide effective care to patients from diverse cultural backgrounds.

The findings of this study agree with other studies that have investigated multicultural public relations in healthcare settings. For example, Ogbomo (2021) found that patients' satisfaction with communication is a critical factor in multicultural public relations in healthcare settings. Similarly, Huang and Zhang (2022) developed a framework for effective multicultural public relations in healthcare settings, which emphasizes the importance of cultural competence, communication, and relationship-building. Okoro (2020) also highlighted the importance of cultural sensitivity and effective communication in public relations practice in Nigeria. Oladimeji et al. (2020) found that cultural competence is a critical factor in healthcare delivery in Nigeria, and that healthcare providers must be trained to provide culturally sensitive care. Finally, Yunhua and Zhang (2022) found that cultural competence is essential in multicultural public relations in Chinese hospitals, and that it has a positive impact on patient satisfaction.

CONCLUSION

The conclusion of the study is that managing multicultural public relations in a healthcare setting is a complex task that requires a deep understanding of the cultural differences of the patients being served. The study found that language barriers, cultural differences in values and beliefs, and lack of cultural competence are major challenges that healthcare providers face in managing multicultural public relations. However, the study also found that healthcare providers can overcome these challenges by using interpreters or translating materials, being open-minded and flexible, and adapting communication styles to patients' cultural backgrounds especially in UBTH. Based on the findings of the study, it is recommended that:

1. UBTH secretaries should receive training on cultural competence and effective communication skills to better serve patients from diverse cultural backgrounds. This training should include modules on cultural awareness, language barriers, and effective communication strategies.
2. Hospital administrators such as those of UBTH should establish policies and procedures that promote cultural competence and effective communication in healthcare settings. This should include providing interpreters or translation services, developing culturally sensitive patient education materials, and ensuring that healthcare providers receive cultural competence training.
3. Patients and families should be encouraged to ask questions and seek clarification when they do not understand something communicated by secretaries.

Ethical clearance
Ethical consent was sought and obtained from the participants involved in this study. Participants were informed that the exercise was purely for academic purposes, and their participation was voluntary.

Acknowledgements
We are especially thankful to the participants who generously shared their time and insights, enabling us to gather valuable data for our research. Their willingness to participate was crucial to the completion of this study.

Sources of funding
The study was not funded.

Conflict of Interest

The authors declare that the research was conducted in the absence of any commercial or financial relationships that could be construed as a potential conflict of interest.

Authors' Contributions
Ngozi B. Okeibunor conceived the study, including its design. Njoku Ignatus Achilike assisted in data collation. All authors contributed to the analysis and interpretation of the data, with Ngozi B. Okeibunor and Njoku Ignatus Achilike writing the initial manuscript. All authors have critically reviewed and approved the final draft, and are responsible for the content and similarity index of the manuscript.

Availability of data and materials
The raw data supporting the conclusions of this article will be made available by the authors without undue reservation.

REFERENCES

Adetor, O. (2022). Cultural competence in healthcare: The role of secretaries in multicultural public relations. *Journal of Healthcare Communication*, 7(2), 12-20.

Akpabio, E. (2009). African public relations and the mainstream of global practice. *African communication research*, *2*(3), 351-366.

Asemah-Ibrahim, M. O. Nwaoboli, E. P. & Asemah, E. S. (2022a). Corporate Social Responsibility in war ridden-zones of Russia-Ukraine from February to July 2022. *GVU Journal of Communication Studies*, *5*(3), 1-14.

Asemah-Ibrahim, M. O. Nwaoboli, E. P. & Asemah, E. S. (2022b). Corporate Social Responsibility as a strategy for crisis management in organisations. *GVU Journal of Communication Studies*, *5*(3), 145-156.

Babatunde, K. A., & Mustafa, S. E. (2018). Culture and communication: effects of cultural values and source credibility in a multicultural society, Nigeria. *Jurnal Pengajian Media Malaysia*, *20*(2), 39-54.

Dragojevic, M., Gasiorek, J., & Giles, H. (2015). Communication accommodation theory. *The international encyclopedia of interpersonal communication*, 1-21.

Egbulefu, C. C. & Nwaoboli. E. P. (2023). Twitter netizens perceptions of Nigerian government's public relations strategies in response to the Ike Ekweremadu organ trafficking crisis. *International Journal of Management, Social Sciences, Peace and Conflict Studies* (IJMSSPCS), 6(2), 397-410.

Huang, Y., & Zhang, Y. (2022). Multicultural public relations: A framework for effective communication. *Journal of Public Relations Research*, 34(1), 1-18.

José, J., Alexander, A., & Emilio, E. (2016). Cultural humility in patient-provider communication: A qualitative study. *Journal of General Internal Medicine*, 31(10), 1426-1432.

Kur, J. T., Agudosy, F. I., & Orhewere, J. A. (2015). Managing Multicultural Diversities in Nigeria: What Role for the Mass Media?: What Role for the Mass Media?. *OMNES: The Journal of Multicultural Society*, *5*(2), 115-145.

Nwafor, K. A., Oginyi, R.C. & Okwubunka, U. (2023). Public relations and industrial harmony in Ebonyi State University, Abakaliki. *South East Journal of Public Relations,* 5(1), 39-64.

Nwosu, I. A., Nsude, I., Nwafor, K. A., Oginyi, R.C.N., & Ugwuanyi, C. U. (2018). Evaluation of Work Attitude and Job Performance among Non-Teaching Staff of a Nigerian University. *IOSR Journal of Humanities and Social Science* (IOSR-JHSS), 23(8), 71-80.

Nwosu, I. (2018). Multicultural public relations: A framework for effective communication in nigerian organizations. *Journal of Public Relations Research*, 14(1), 1-15.

Ogbomo, E. (2021). Multicultural public relations in healthcare: A study of patients' satisfaction with communication in select hospitals in Lagos State. *International Journal of Healthcare Management*, 14(3), 257-265.

Oladimeji, O., Oladepo, O., & Oladele, O. (2020). Cultural competence among healthcare providers in Nigeria: A cross-sectional study. *African Journal of Health Sciences*, 33(2), 1-10.

Okoro, N. (2020). Public relations in nigeria: Principles, practices, and challenges. Lagos: University of Lagos Press.

Onalaja, T. A. (2024). Impact of social media on brand awareness: A case of Paystack Payments Limited, Lagos State, Nigeria. *International Journal of Sub-Saharan African Research* (IJSSAR), 2(3), 375- 391.

Ruchi, S., & Sachin, S. (2018). Emotional intelligence and cultural competence among healthcare secretaries in India. *Journal of Healthcare Management*, 63(4), 251-262.

Sørensen, M., Groven, K. S., Gjelsvik, B., Almendingen, K., & Garnweidner-Holme, L. (2020). The roles of healthcare professionals in diabetes care: a qualitative study in Norwegian general practice. *Scandinavian journal of primary health care*, *38*(1), 12-23.

Sriramesh, K. (2003). The dire need for multiculturalism in public relations education: An Asian perspective. *Journal of Communication Management*, *7*(1), 54-70.

Sriramesh, K., & Verčič, D. (2012). Culture and public relations: Links and implications. *Public Relations Review*, 38(3), 343-353.

Ying, L., Hsiu-Ting, H., & Yi-Chen, W. (2019). Cultural competence and healthcare outcomes in Taiwan: A quasi-experimental study. *Journal of Nursing Research*, 28(3), 239-247.

Yunhua, Y., & Zhang, Y. (2022). Multicultural public relations in Chinese hospitals: The impact of cultural competence on patient satisfaction. *Journal of Healthcare Communication*, 7(2), 1-9.

Zhang, Y. B., & Giles, H. (2018). Communication accommodation theory. *The international encyclopedia of intercultural communication*, *1*, 95-108.