

JIMMA UNIVERSITY
COLLEGE OF SOCIAL SCIENCES AND HUMANITIES
DEPARTMENT OF ENGLISH LANGUAGE AND LITERATURE
MA IN PUBLIC RELATIONS AND CORPORATE COMMUNICATIONS

**ASSESSMENT OF CORPORATE SOCIAL RESPONSIBILITY IN PUBLIC
RELATIONS PRACTICE: THE CASE OF HADIYA ZONE CULTURE,
TOURISM, AND GOVERNMENT COMMUNICATION AFFAIRS
DEPARTMENT**

BY: MIHIRATU FIKRE

**A RESEARCH SUBMITTED TO THE DEPARTMENT OF ENGLISH
LANGUAGE AND LITERATURE IN PARTIAL FULFILMENT OF THE
REQUIREMENT FOR THE MASTER'S DEGREE IN PUBLIC
RELATIONS AND CORPORATE COMMUNICATIONS**

JUNE, 2018
JIMMA, ETHIOPIA

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**JUNE, 2018
JIMMA, ETHIOPIA**

Declaration

I declare that the research entitled “*Assessment of corporate social responsibility in public relations practice: The case of Hadiya Zone Culture, Tourism, and Government Communication Department*” submitted to research and postgraduate studies’ office of College of Social Sciences and Humanities is original and has not been submitted previously in part or full to any university or other funding organizations.

Name

Signature

Date

Mihiretu Fikre

Certificate

We certify that the research entitled “Assessment of corporate social responsibility in public relations practice: The case of Hadiya Zone Culture, Tourism, and Government Communication Department” was done by Mihiretu Fikre in partial fulfillment of Master’s Degree in Public Relations and Corporate Communication under our supervision.

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Date

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Co-advisor: *Dange Tiruneh (Mr.)*

Evaluation

We evaluate that the research entitled “*Assessment of corporate social responsibility in public relations practice: The case of Hadiya Zone Culture, Tourism, and Government Communication Department*” was done by Mihiretu Fikre for the partial fulfillment of Master’s Degree in Public Relations and Corporate Communications

Examiners

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Date

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Internal Examiner:

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External Examiner:

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Abstract

This study attempted to assess the role corporate social responsibility in public relations practice in the South Nation Nationality and Peoples Regional State (SNNPRS) in the Haddiyya Zone Culture, Tourism, and Government Communication (HZCTGCD). The study examined the experiences of public relations practitioner and top leader towards corporate social responsibility. The data were gathered through Questionnaires, interview, focus group discussion, and observation. The data collected from different sources showed that research is not part of their public relations function. The flow of information is one-sided from the government to their target public. Its practice is focused on controlling than adjusting and adapting to its environment. Public interest and concerns is not the primary consideration of their public relations function. There is no organized system of receiving feedback from their target public. The organization suffers from credibility and reputation problem. The organization does not incorporate the interests and concerns of their public well into the research, planning, communication, and evaluation phases of public relations function. The practice is guided by the wrong assumptions that what is transmitted will be received by the intended public. The organization tried to persuade without understanding its surrounding environment, public interests, and concerns. The research also identifies the factors affecting their corporate social responsibility practice. The study concluded that the two-way symmetric communication, dialogue, and interaction with target public were important to incorporate corporate social responsibility practice. Listening and responding to the public interest is the basis for effective public relations function.

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Abbreviations and Acronyms

APRS: Arab Public Relations Society

CPRS: Canadian Public Relations Society

CSR: Corporate Social Responsibility

etal: others

FAPRA: Federation of African Public Relations Associations

HZCTGCD: Hadiyya Zone Culture, Tourism, Government Communication Department

NIPR: Nigeria Institute of Public Relations

PR: Public Relations

PRIA: Public Relations Institute of Australia

PRINZ: Public Relations Institute of New Zealand

PRISA: Public Relations Institute of South Africa

PRSA: Public Relations Society of America

PRSK: Public Relations Society of Kenya

SNNPRS: Southern Nation Nationality Peoples Regional State

SPSS: Statistical Package for Social Sciences

ZIPR: Zimbabwe Institute of Public Relations

CHAPTER ONE INTRODUCTION

1.1 Background of the Study

According to L. Health (2005), corporate social responsibility means that the organizations have responsibilities to society that extend beyond the traditional contract to produce goods and services. In today's complex and dynamic environment of conflicting interests, being socially responsible means that corporations are more than just economic institutions and have a responsibility to help society solve some of its most pressing social problems, many of which corporations helped to cause, by devoting some of their property to the solution of these problems.

The notion of corporate social responsibility is not new in our society. It was born when corporations were born and societies to accommodate them. The 'soul' of corporate social responsibility is what the French philosopher Rousseau understood to be 'the social contract' between business and society. Rousseau conceptualized the relationship between business and society as being a 'symbiosis'. The Greek word 'symbiosis' means the co living and co existence of two parties in a mutually advantageous relationship. Thus, the social contract understands denote (social members) as being able to act freely in a civil society that is united by a general will.

As Votaw noted, "Corporate social responsibility means something, but not always the same thing to everyone" (cited in Garriga&Melé, 2004, p. 51). Researchers have developed a variety of different definitions and theories with regard to corporate social responsibility. For instance, social issues management, stakeholder management, corporate accountability, corporate citizenship, and corporate sustainability are all different terms representing the concept of corporate social responsibility (Garriga&Melé, 2004).

According to Mersham et al. (1995), PR practitioner manages CSR programs of the organization in order create its favorable corporate image. This is significant to: increase community participation in cause related activities by providing promotional support and use of distribution channels, enhance corporate image and clout, build a strong corporate reputation or image, and

create a strong community relations or intimacy. Public relations practice is the art and science of analyzing trends, predicting their consequences, counseling organization leaders, and implementing planned programs of actions which will serve both the organization's and the public interest (Newsom and Carrel 2001).

Public relations is all about good will and building positive attitudes across the audiences that an organization depends upon for success. One accepted definition was adopted in 1978 in Mexico City during the First World Assembly of Public Relations Associations and the First World Forum of Public Relations. According to the forum Public relations practice is the art and science of analyzing trends, predicting their consequences, counseling organization leaders, and implementing planned programs of actions which will serve both the organization's and the public interest (Newsom and Carrel 2001).

Public relations must be a two-way activity: listening to what the public thinks, as well as projecting the organizations messages. It follows that public relations efforts can only be effective where the aims of the organization are compatible with the aims of the public (Haywood 2002). The good will of the public is the greatest asset any organization can have. A public that is well informed and holds a positive attitude toward the organization is critical to its survival (Wells et al.1998). It is just that public relations is widely known for trying to persuade publics to a particular point of view (Newsom & Haynes 2005). Simply put, this is the battle to win public opinion and gain public support (Caywood 1997).

James Grunig and colleagues argued that, in a normative sense, public relations should serve the public interest, develop mutual understanding between organizations and their public, contribute to informed debate about issues in society, and facilitate dialogue between organizations and their public (Newsom and Carrel 1996). However, Walle (2003) in analyzing the ethics code of the Public Relations Society of America (PRSA), the Canadian Public Relations Society (CPRS), the Public Relations Institute of Australia (PRIA), the Public Relations Institute of New Zealand (PRINZ) and the Public Relations Institute of South Africa (PRISA), found that the codes are not clear on the duties of public relations practitioners towards their public and society. As mentioned by Walle (2003), all the codes analyzed showed a lack of clarity on their stand on

public interest particularly where behavior conflicts with the public good. The codes did not spell out the meaning of public interest or how a member should act "in accord with public interest". The fact that most of the ethics codes are silent on the commitment of practitioners to public interest is indeed of concern as it is the public service orientation that determines the professional status of the industry. It is certainly in the best interest of a profession to spell out clearly how a member should conduct himself or herself, in this case, on serving public interest and advocating on behalf of the client. As yet, Publicity has often been the work table mark for evaluating the effectiveness public relations in the developing country. Public relations efforts prepared toward communicating the wishes of the powers-that-be-reflect the asymmetrical two-way communication model. That is goals are established largely to achieve the self-interest of government development agencies, which are usually subservient to the government and not necessarily to their strategic publics (Newsom and Carrel 1996). In developing countries, public relations employees work largely as receptionists and/or communication agents (Culbertson and Chen 1996). Public relations in the developing country as driven by a living rule of public are damned, as geared toward propaganda, and as exploited by government and private organizations both to react to and to rigger positive changes in society (Culbertson and Chen 1996). Public relations is an important element in implementing government policy. Publics are affected by government decisions and vice versa, and those who support government or grant its legitimacy must grasp these relationships (Culbertson and Chen 1996).

Selecting key public and addressing their wants, interests and needs are important in public relations (Smith 2003). Acceptable performance, dialogue and interaction with the public affected by that performance is the heart of public relations (Haberman and Dolphin 1988). This means that the task of PR people is not simply to communicate management's views to the public. The task also involves communicating the views of the public to management. The objectives of an institution and its public relations program must be designed with the needs and desires of the public clearly in mind (Newsom & Haynes 2005). Public relations involve research and analysis, policy formation, programming, communication and feedback from a variety of publics (Oliver 2004).

The researcher understood that public relations practice is dominated by the presumption that the purpose of public relations is to manipulate the behavior of public for the assumed, if not actual, benefit of the manipulated publics as well as the organization. The world view holding that presupposition and the alternatives to it can be described by four models of public relations. The four models of public relations are representations of the values, goals and behaviors held or used by organizations when they practice public relations. We have called these models “Press agency/ publicity”, “Public Information”, “Two-way asymmetric” and “Two-way symmetric”. In their recent work on the models, however, J.E. Grunig and L.A.Grunig (1992) followed Hellweg`s (1989) suggestion and redesigned the four models in terms of two band: One of craft and one of professional public relations. In other words “practitioners of craft public relations seem to believe that their job consists solely of the application of communication as an end in itself. To them the purpose of public relations is simply to get publicity or information into the media or other channels of communication. Practitioners of professional public relations in contrast rely on a body of knowledge as well as technique and see public relations as having a strategic purpose for an organization: To manage conflict and build relationships with strategic publics that limit the autonomy of the organization.” (Newsom, Turk &Cruckeberg 2004, p.148).

The researcher would like better to end by arguing not only that the two-way symmetrical model is a more moral and ethical approach to public relations than the other models but that is also a more effective model in the public relations function (Newsom, Turk &Cruckeberg 2004). One reason for the two-way symmetrical model for public relations is seen as desirable is that it allows for input from all affected public and for negotiations about policy decisions (Newsom, Turk &Cruckeberg 2004). Best practices in public relations suggest that a symmetrical system for communication is desirable in an organization (Newsom, Turk &Cruckeberg 2004). Besides to these political leaders do not disagree in the abstract that dialogue and two-way communication contribute to mutual understanding between the organizations and their publics (Newsom and Carrel 1996).

There is a movement throughout the world from one-way to two-way communication and more emphasis on knowledge and persuasion as part of relation building (Newsom, Turk &Cruckeberg 2004). Public relations is valued for its strategic contributions (Hendrix 1988). Understanding all

publics is vital to issue management (Culbertson et al., 1993). The spine of successful public relations efforts understands organization public. The difficulty that organizations have in dealing with public is the fact that they have conflicting interests. Progressively, an organizations long term relationships with its various public are seen as being responsible for its image, its reputation (Newsom, Turk and Cruckeberg 2004). An organization's policies and actions determine its reputation-in other words, reputation is built on practices, not press releases or corporate image ads (Wells 1998). Public relations must create constant awareness in management of the institution's responsibility to all its publics (Newsom, Turk and Cruckeberg 2004).

Think of WIN (wants, interests, and needs): you will win your public support by addressing their wants, interests, and needs rather than your own. Practitioners should be responsible primarily to their strategic public, and not just to their organization's managers (Newsom and Carrel 1996). Public relations has been called the principles of the management, which underscores PR's role in reminding an organization of its social responsibility to all of its public (Newsom, Turk and Cruckeberg 2004). Unresponsiveness to the composition of public, their interrelationships, and their relationships with members of other public, their ideals and their attitudes may lead an organization to waste much time, effort and money on public relations programs that bore or offend the intended recipients or have a negative effect on unintended receivers. When listening and responding effectively go together, the conscience of management takes on a new perspective (Newsom, Turk and Cruckeberg 2004). Feedback is vitally important to check how well your messages are accepted by the audiences you are trying to influence (Newsom, Turk and Cruckeberg 2004).

The public relations process is a method of solving problems. It has four phases: Research, objectives, programming, and evaluation (Hendrix 2004). As a leading text points out (Baskin, Aronoff, & Latimore 1997), *Research is a vital function in the process of public relations*. Management demands hard facts, not intuition or guess work. All sound public relations begin with research and ends with evaluation. Building public relationships has no room for winners and losers (Kitchen 1997).

Public relations is a management function (Grunig, 2001). Public relations is a management function which include three key management themes investigated by public relations scholars: such as ethics, the public relations profession, and public relations models. Public relations is a management function, which uses the attributes of management (e.g., planning, collaborative decision making, and research) to encourage the organization's ability to build mutually beneficial relationships on which the corporate vision and mission depend (Grunig, 2001). Furthermore, public relations is a communication management, which focuses on the flow of communication between an organization and its public to achieve effective relationships (Grunig, 1992). In addition to this, Public relations is relationship management, so that communication is a property of those relationships rather than the channel between organizations and public (Ferguson, 1984; Broom, Casey, and Ritchey, 1997). Public relations as a management function within the planning process in the organization often responsible for CSR activities.

The modern practice of Public relations is a recent phenomenon in Ethiopia. There is no clear evidence showing when public relations started in Ethiopia. But it has roots back in ancient times when local rulers or kings try to persuade people for certain causes. They gather information and respond to the people through their speakers (called Afe-Nigus or herald) especially in times of war and assessing the impact of implementing new policies and laws on the people (Tsagaye, 2009). They used this information for the purpose of revising their policies and laws. In the Hadiya Zone government communication has a public relations practitioner or officers. The department of communication is the mandated government public relations organ and coordinator of the public relations activity in the Zone. The organizational structure has public relations practitioner from the Zonal to the woreda level. The public relations communication has a practical impact on the social, economic, and political development of the Zone if it is properly managed by public relations practitioner. It has harsh and unintended consequences if it is managed inappropriately.

Hadiyya Zone is located in the South Nations, Nationalities and Peoples Region (SNNPR). Hosanna is the Capital Town, and has a latitude and longitude of 7 33'N 37 51'E Coordinates: 7 33N 37 51E with an elevation of 2,177 meters above sea level and it is in the Haddiyya zone administration town. The total area of Haddiyya administrative Zone is 3850 square km.

Hadiyya Zone has twelve Woreda such as, Soro, Lemo, Anelemo, Misha, Gombora, Gibe, Duna, Shashego, East Badewacho, West Badewacho, Shone town administrative woreda, and Hosanna town administrative Woreda . Hadiyya Zone is located at a distance of 236 km South of Addis Ababa and 160 km West of Hawassa Town which lies at an altitude of 1500 meters above sea level. The Department of Culture, Tourism, and Government communication has 79 human powers. It has 60 professional staff member and 19 half time worker or contract worker. The researcher chooses the Department of government communication because it is the zonal government communication bureau and the organization which is responsible to organize all the public relations activities in the zone. The department produces its own magazines, newspapers, press releases, and brochure, conducts different meetings with people, and has its own website to accomplish its organizational objectives and goals.

1.2 Statement of the Problem

Public relations is a distinctive management function which helps establish and maintain mutual lines of communication, understanding, acceptance, and cooperation between an organization and its public (Cutlip & Center, 1982). Furthermore, The British Institute of PR defines the function as the deliberate, planned, and sustained effort to establish and maintain mutual understanding between an organization and its publics. In addition to this, the above definitions, share a common understanding of PR as serving the organization and its publics. The definitions compare with the dictionary based definition of public relations as “the state of the relationship between an organization and the public”. (Oxford Advanced Learners Dictionary: 2004). Public relations has come to be defined as a relationship building process but in most developing parts of the world including our country, the term public relations is identical with public communication campaigns or persuasion programs for ones national development. If we define public relations as relationship building process, the emphasis goes to dialogue, negotiation, conciliation, and symmetric communication. As a result of these programs become something more than persuasion campaigns seeking short-term attitudinal and cognitive change and adjustment (Culbertson and Chen 1996).

Rosenberg (2013) argued that many people wrongly assume that public relations is preoccupied with image-making in the sense of creating a false front or cover-up. Serving target public

interest in the public relations function is not given attention. The department of communication has problems in serving the mutual interests of the government and the target public. The practitioner and leader do not have a theoretical body of knowledge of public relations especially on the serving as channel between target public and organization. The public relations discipline is often either misunderstood or deliberately misinterpreted (Henslowe 1999). Publicity is their main concern; the treatment of public interest is not supported by the research, planning, communication, and evaluation phases of the public relations process. The flow of information is from the government to their target public. It is often wrongly associated with propaganda, publicity, and manipulation. The current practice of meager publicity and information dissemination practice of the department without understanding its surrounding environment and target public interest affects the relationship of the government with its target public negatively. Either PR practitioners or leader they are not aware in the department what should be practiced and what is practiced as a public relations function.

The problem that is the research attempts to address there is a lack of knowledge and understanding of the practice of PR in the department. This exclusive participation of target public in PR functions and allows the encroachment of corporate social responsibility on PR practice. In order to contribute towards a global PR body of knowledge, it is necessary to explore the practice of PR in the department, especially the theoretical and practical worldviews and roles played by practitioner.

1.3. Research Questions

The researcher would investigate the following research questions:

In what level practitioners use CSR in PR practice?

How do the practitioners perceive the relationship of CSR and PR practice?

How do the practitioners manage CSR in PR practice?

What are the factors affect practitioners in the existence of CSR?

1.3.1 Objective of the study

The main objective of this research is to assess corporate social responsibility in the public relations practice.

1.3.2 Specific objective

To identify the level of CSR used in PR practice

To evaluate practitioners perception toward CSR in PR

To evaluate the management of PR toward CSR

To identify the factors that affect CSR in PR practice

1.4 Significance of the study

The research may have the significance for the improvement of government communication in PR practice. Enhance the understanding of CSR in the top leader, management level, and PR practitioners. The study may serves as a base for other studies in the future. This may as an input for the government communication to know what should be practiced and what should not be practiced. The practitioners and others who have interest in the field were find interesting insight on concepts, theories and practices from the global perspective. Furthermore, may help to identify and perform the PR function with a better knowledge and full understanding. In doing so, the public relations practitioners, the target public, the government communication, and others may find it useful and help for the ethical and acceptable performance of public relations practice.

1.5 Limitation of the study

The researcher may face lack of enough sources from the Department of Communication, Tourism, and Government Communication practitioners at the time of data collection. Mixed structure of Culture, Tourism, and Government communication structure but the researcher focus is only in the assessment of CSR in PR practice means in communication part only. PR in our country in the infant stage and the practitioner or officer comes from different educational

background may affect the researcher data because that many people wrongly assume that public relations is preoccupied with image-making in the sense of creating a false front or deception.

1.6. Scope of the study

This research was conducted in Sothern Nations; Nationalities, and Peoples Regional State (SNNPR), Haddiyya Zone, Culture, Tourism, and Government Communication Affairs' Department. In order to manage properly the study delimited to Hosanna Town. In doing this, the study focused on the assessment of corporate social responsibility in the public relations practice.

1.7 Technical terms and definitions

Corporate Social Responsibility: means that the organizations have responsibilities to society that extend beyond the traditional contract to produce goods and services. In today's complex and dynamic environment of conflicting interests, being socially responsible means that corporations are more than just economic institutions and have a responsibility to help society solve some of its most pressing social problems

Good will: the standards of socially responsible behavior continue to evolve with societal trends and expectations.

Public interest: the common benefit, well-being, and importance of the public or society.

Public relations: a set of management, supervisory, and technical functions that foster an organization's ability to strategically listen to, appreciate, and respond to those persons whose mutually beneficial relationships with the organization are necessary if it is to achieve its mission and vision.

Public relations department: the unit within an organization responsible for its public relations function, whether externally, internally, or both.

Public relations practitioners: problem solvers, they are counselors who advise the organizational management on how to fit best into its environment, they are tacticians and technicians who design and craft communication tools such as media releases, employee newsletters, fundraising campaigns, publicity and promotion efforts, investor reports, and issue backgrounders and fact sheets.

Professionalism: crucial link between the individual's struggle for a fulfilling existence and the needs of the larger society, stabilizing force in society, protecting vulnerable people, social values, and providing quality service.

Target public: the specific individual or groups or community that an organization wants to reach with its messages.

CHAPTER TWO REVIEW OF RELATED LITERATURE

Introduction

In this chapter, the researcher have discussed the historical backgrounds of public relations, essential concepts in public relations, Grunig and Hunt's public relations models, the public relations process models and public relations ethics and corporate social responsibility. All these issues are selected for its direct significance to survey the research problem. The first section of the chapter discusses the historical backgrounds of public relations and gives ideas about the history and challenges of public relations practice internationally and in Africa. The second section deals with basic concepts in public relations definitions, public relations in the government sector, identifying, describing, and analysis of target publics. The third section discusses about Grunig and Hunt's four theoretical models of public relations. Essential characteristics of each model and the presuppositions are identified. The four-step public relations process model discusses concepts and issues of utmost importance to the study. And finally, it is summarized and concluded by the discussion of ethics and corporate social responsibility which emphasizes the public interest and social responsibility practice of public relations for the ethical and effective performance.

2.1 The concept of corporate social responsibility

According to L. Health (2005), corporate social responsibility means that the organizations have responsibilities to society that extend beyond the traditional contract to produce goods and services. In today's complex and dynamic environment of conflicting interests, being socially responsible means that corporations are more than just economic institutions and have a responsibility to help society solve some of its most pressing social problems, many of which corporations helped to cause, by devoting some of their property to the solution of these problems.

The notion of corporate social responsibility is not new in our society. It was born when corporations were born and societies to accommodate them. The 'soul' of corporate social responsibility is what the French philosopher Rousseau understood to be 'the social contract'

between business and society. Rousseau conceptualized the relationship between business and society as being a 'symbiosis'. The Greek word 'symbiosis' means the co living and co existence of two parties in a mutually advantageous relationship. Thus, the social contract understands denote (social members) as being able to act freely in a civil society that is united by a general will.

As Votaw noted, "Corporate social responsibility means something, but not always the same thing to everyone" (cited in Garriga & Melé, 2004, p. 51). Researchers have developed a variety of different definitions and theories with regard to corporate social responsibility. For instance, social issues management, stakeholder management, corporate accountability, corporate citizenship, and corporate sustainability are all different terms representing the concept of corporate social responsibility (Garriga & Melé, 2004).

2.2 Public Relations History

2.2.1 General History of Public Relations

Some public relations intellectuals argue that public relations is in fact fairly ancient field, dating back to Plato's Republic. Much of public discourse and public rhetoric from ancient times to the present was done for public relations reasons (DeFleur and Dennis 1991). Public relations as a concept has no central, identifying founder, national origin or founding date because it focuses on efforts to influence-not only opinions but behavior. Since the efforts to persuade underlie all public relations activity, we can say that the general endeavor of public relations is as old as civilization itself (Newsom, Turk and Cruckeberg 2004).The history of this complex field can be divided in to four phases: early public relations, the propaganda publicity stage, early two-way communication, and advanced two-way communication.

In early public relations: people and organizations were using communications to inform, to build an image, and to influence public opinion, belief, and attitude.

During the propaganda-publicity stage: public relations start to acquire its deceitful, fraud image. A disregard for the public and the willingness of public relations experts to serve the

powerful fueled this view, but public relations began to establish itself as a profession during this time. Public relations in this stage were typically one-way, from organization to the public (Cull, N. J., Culbert, D., & Welch, D. 2003).

Jowett and O'Donnell (1999) define propaganda as "the deliberate systematic attempt to shape perceptions, manipulate cognitions, and direct behavior to achieve a response that furthers the desired intent of the propagandist". The connotations of the term have generally been negative. It differs in some respects from simple persuasion attempts. It can be coercive and aggressive in manner; it is not objective and it has little regard for truth, even if it is not necessarily false, since sometimes the truth can be good propaganda. It comes in a range of types from "black" (deceptive, frightening and unscrupulous) to "white" (soft and with a selective use of truth) (McQuail 2005).

Early two-way communication: about this time public relations pioneer Edward Bernays began emphasizing the value of assessing the public's feelings toward an organization. Together with the Creel's Committee, Bernays's work was the beginning of two-way communication in public relations-that is, public relations talking to people and, in return, listening to them, when they talked back. Public relations professionals began representing their various publics to their clients, just as they represented their clients to those publics (Baran 2002).

Advanced two-way communication: It became increasingly important for organizations to know what their clients were thinking, what they liked and disliked, and what concerned and satisfied them. As a result, public relations turned even more decidedly toward integrated two-way communication, emphasizing research, advertising and promotion (Baran 2002).

Activities traditionally referred to as propaganda today may further be labeled as public relations efforts, image consulting, the news and information sharing by organizational spin doctors (Kamalipour 2007).

2.2.2 Public Relations in African

The public relations in Africa achieved momentum only the last two decades. As in other parts of the world, many practitioners enter the profession through journalism, often being trained abroad since few facilities exist locally. In the developing world, public relations practices are designed to be consistent with the political ideologies, levels of development and sociopolitical controls. African public relations practitioners are thus expected to be team players on the side of the government. The development of public relations on the African continent has been influenced by the availability of mass media (Opukah, S. 1993).

The Nigeria Institute of Public Relations (NIPR) was established in 1963, and after the oil boom, public relations exploded. By 1993 the NIPR had 2000 members as well as a constitution and a code of ethics. The “god father” of public relations profession in Egypt, Prof. DR. Mahamoud El Gohary, founded the Arab Public Relations Society (APRS) in 1966, first in Egypt, then in other Arab and African countries. The Zimbabwe Institute of Public Relations (ZIPR) was founded in 1957 and has made enormous progress. By 1993 ZIPR had 207 members, most worked in the capital city, Harare. The Public Relations Society of Kenya (PRSK) was established in 1991. The Sudan Public Relations Association was founded in 1973, and the Public Relations of Uganda originated in 1976. By 1981, nine out of 56 national public relations association in the world were in Africa. The Public Relations Association of Kenya, Ghana, Uganda, Cameroon, Swaziland and Zimbabwe are registered with IPRA. Federation of African Public Relations Associations (FAPRA) was founded in Nairobi in 1975 with the aim of uniting the francophone and Anglophone parts of Africa (<http://books.google.com.et>).

The first public relations course in East Africa was instituted by public relations counsel firm in Nairobi, Kenya in 1966 for representatives of business firms (Moore and Kalupa 2002). The African public relations association is the successor organization to the Federation of African Public Relations Associations (FAPRA) which was inaugurated in Nairobi, Kenya, in 1975, as umbrella body of all national public relations associations. It is a non-governmental, non-political and non-profit-making professional association, established to foster unity and integration amongst public relations practitioners in Africa as a whole. One continent wide

agency whose interest is development is the 20-year-old Federation of African Public Relations Associations (FAPRA) (Newsom and Carrel 1996).

Development issues are particularly significant for Africans (Culbertson and Chen 1996). In African governments in which one party or one leader determines public policy, there can be no true role for public relations as we define it. The party or leader may use communication techniques as a form of propaganda or manipulation to keep the people in line; but there would be no room for professional practitioners to practice on behalf of those who wanted to challenge or criticize the status quo or propose different ideas, policies and procedures. Clearly these communication practices would be labeled subversive, unlawful and undemocratic (Rice and Atkin 2001).

2.2.3 Public Relations in Ethiopia

The mass media in Ethiopia have a long and prominent history. There has been a steady line of development from the Geez books written by hand centuries ago; from the Psalter and New Testament printed in Geez in Europe in the 16th century; from the broadcasting of news and decrees by the “AwajNegari” (the Herald) in the tower; to the modern era of well equipped printing presses, daily newspapers illustrated magazines and scholarly reviews, powerful radio transmitters and the beginnings of the television system. In earlier times news in Ethiopia was made public from a tower in the capital, Addis Ababa. Gradually the boom of the drum and the cry of “Awaj-Awaj-Awaj” would echo and reecho throughout the country. Thus the “AwajNegari”, the herald on the tower, could be described as the first medium of mass communication in Ethiopia. Slowly the drum and drum like voice were replaced by other media. As modern mass media started in Ethiopia during the reign of Emperor Minilik II, it was during this time that the first two magazines and the first Amharic weekly newspaper, “Aemro” was first published in 1888, but its publication was soon interrupted to resume only in 1900-1902. Some other newspapers which were published before the introduction of “Addis Zemen” (New-Era) were “Banderachine” (banner), “SendekAlamachin” (our flag) and “BerhanennaSelam” (light and peace) and many others in fact.

The daily newspapers “Addis Zemen” (New Times) and the “Ethiopian Herald” started publication in 1941 and 1943 respectively. Even though radio started in 1935, programs employing modern radio technology which started under the auspices of the Ministry of Information only in the late 1940`s. Television program started in 1964. The Ministry of Information should serve as the bridge between the government, the people and the rest of the world.

The Ministry of Information was established in 1942 around Abune Petros statue erected area in Addis Ababa. It was named the Ethiopian Information organization under Yetshefet Ministry. Its mandate was to disseminate information, controlling the printing press of the government and newspapers, publishing laws, regulations by Negarett Gazette. After a year it was organized as Information and Newspaper office. In 1964 it was named the Ministry of Information. In 1966 it was named as the ministry of information and culture. In 1976 it was named Ministry of Information and MerhaBehere. From 1988-1995 it changed its name as Ministry of Information. In 2008 it is organized under the name of government communication affairs office (Ministry of Information in the New Millennium Magazine 2008). The regional states follow similar organizational structure as the Ministry of information.

2.3 Fundamental Concept of Public Relations

To clearly understand the practice of public relations it is essential to know fundamental concepts in the field. Some of the core concepts and issues are mentioned in as follows.

2.3.1 Definition of Public Relations

Dr. Harlow defined PR as a distinctive management function which helps establish and maintain mutual lines of communication, understanding, acceptance and cooperation between an organization and its publics (Cutlip& Center, 1982).

The First World Assembly of Public Relations Associations held in Mexico City in 1978, defined it as “the art and social science of analyzing trends, predicting their consequences,

counseling organizational leaders, and implementing planned programmes of action which will serve both the organization and the public interest” (Newsom and Carrel 2001, p.4).

The British Institute of PR defines the function as the deliberate, planned and sustained effort to establish and maintain mutual understanding between an organization and its publics.

The definition adopted by the Public Relations Institute of Southern Africa (PRISA) states that “Public Relations is the management through communication of perceptions and strategic relationships between an organization and its internal and external stakeholders”.

The above definitions, share a common understanding of PR as serving the organization and its publics. The definitions compare with the dictionary based definition of public relations as “the state of the relationship between an organization and the public”. (Oxford Advanced Learners Dictionary: 2004).

The central part of the above definition of public relations outlines the main roles of the professional public relations person: “analyzing trends, predicting their consequences, counseling organization leader.” These roles fall into the management context, in which personnel help to frame, implement, adjust and communicate the policies that govern how an institution interacts with its publics. Doing this job well requires a broad educational background, expertise in many areas and, most of all, good judgment. The last part of the Mexico City definition of public relations speaks of serving “both the organizations and the public interest”. The objectives of an institution and its public relations program must be designed with the needs and desires of the public clearly in mind (Newsom and Haynes 2005).

Public relations must be a two-way activity: listening to what the public thinks, as well as projecting the organizations messages. It follows that public relations efforts can only be effective where the aims of the organization are compatible with the aims of the public (Haywood 2002). An organization with effective public relations will attain positive public relationships. If all public relations do maintain the status quo, it is being used ineffectively

(Center and Jackson 2003). More than anything, what public relations activities communicate is the values and visions of the organization-for better or worse. These may be socially positive, acceptable values or questionable ones. But whatever the explicit message sent forth, with it goes an implicit message of whether the organization really cares about people, the community, and the future; or instead is self-centered and concerned only with its immediate profits or success-or possibly even anti-social. As a management function, public relation involves responsibility and responsiveness in policy and information to the best interests of the organization and its publics. As a practical matter, good public relations involve confronting a problem openly and honestly and then solving it (Newsom, Turk and Cruckeberg 2004).

Many people mistakenly assume that public relations is preoccupied with image-making in the sense of creating a false front or cover-up. Unfortunately, this misperception of public relations is reinforced by the periodic reports of just such behavior on the part of individuals identified as public relations specialists (Newsom, Turk and Cruckeberg 2004). The good will of the public is the greatest asset any organization can have. A public that is well informed and holds a positive attitude toward the organization is critical to its survival (Wells et al. 1998).

2.3.2 Public Relations in the Government Sector

Government touches every aspect of society, and practically every part of government relies on, or is closely tied to, public affairs. The overall goals for government public affairs, regardless of the level, and to some extent, type of government, have at least the following purposes in common: Informing constituents about the activities of the government agency, Ensuring active cooperation in government programs, Fostering citizen support for established policies and programs, Serving as public's advocate to government administrators, managing information internally, Facilitating media relations, and Building community and nation (Cutlip, Center and Broom 2006).

Public relations is used to make government more meaningful and more useful in the lives of our citizens. But they need closer scrutiny of the news media and scholars if the public interest is to be protected (Hiebert 1988). Public relations is an important element in implementing

government policy. As the relations between the different sectors of the government and the various publics becomes more complex, it is necessary to create a good climate for communication. Publics are affected by government decisions and vice versa, and those who support government or grant its legitimacy must grasp these relationships. Good information is a critical input factor (Culbertson and Chen 1996).

Al-Enad concluded that the function of public relations serves two goals: “to educate the public on the subject related to the client and to publicize achievements of the client” (Culbertson and Chen 1996, p.249). Al-Enad (1990) described public relations in the Third world as driven by a living rule of public are damned, as geared toward propaganda, and as exploited by government and private institutions both to react to and to trigger positive changes in society (Culbertson and Chen 1996). Public relations officers seek a flow of information from the public to those who must make informed choices in the policy decision process. This is the most misunderstood strategic task of government public relations staffs. In a large government bureaucracy, leaders can become isolated from those people who may be most affected by their policy decisions (Caywood 1997).

By reviewing the public sector environment literature, Liu and Horsley identify eight attributes or under review that affect the government public relations: politics, focus on serving the public, legal constraints, extreme media and public inspection, lack of managerial support for public relations practitioners, poor public perception of government communication, lagging professional development, and federalism (Liu and Horsley 2007).

2.3.3 Identifying, and Analyzing of Target Public

Public relations pioneers Arthur W. Page and Edward Bernays both emphasized that organizations in democratic societies exist with the consent of their publics. Public relations must create constant awareness by management of the institutions responsibility to all its publics (Newsom, Turk and Cruckeberg 2004). The objective of an institution and its public relations program must be designed with the needs and desires of the public clearly in mind (Newsom and Carrel 2001).

In public relations, the most important role we play is in policy formulation. The basis for our participation is our understanding of what the public is thinking or feeling management (Broom and Dozier 1990). Public relations involves research and analysis, policy formation, programming, communication and feedback from a variety of publics (Oliver 2004). In traditional public relations literature, publics are divided into two categories: external and internal. External publics exist outside an institution. Internal publics share the institutional identity (Newsom, Turk and Cruckeberg 2004). An important public for any public relations practitioner is the media (Yopp and McAdams 2003). The key to identifying and rank ordering target publics accurately is research finding out who these publics really are and what they actually think. Alert public relations practitioners consider not only the collective or majority opinion of each public, but also the opinion of dissenters (Newsom, Turk and Cruckeberg 2004).

On anyone project it is impossible to direct attention equally to all publics (Newsom and Haynes 2005). One way to select priority audiences is to divide the whole public into primary, intervening and special publics, and then to select a priority public from these groups (Center and Jackson 2003). First of all, practitioners of public relations must discard the notions about the general public. Rather, effective programs communicate and build relationships with specifically defined “target publics” or “planned publics”. After testing his “situational theory of publics”, Grunig consistently finds four types of publics. All issue publics are active on all issues. Apathetic publics are inattentive and inactive on all issues. Single issue publics are active on one or a limited number of related issues. Hot issue publics are active after media expose almost everyone and the issue becomes the topic of widespread social conversation. As suggested by Grunig’s situational theory of publics, messages must be individually tailored to fit the information needs of different publics, based on how active or passive their communication behavior is and what are issues of importance to them. Specific issues and situations determine each public’s composition, size and range of responses.

After you have selected your target publics, begin to analyze them. The more you can emphasize with your audience, the more effective your writing will be. Think of wants, interests and needs: you will win your publics support by addressing their wants, interests and needs rather than your own. This stage may require some surveys, focus groups or other formal research but it begins

with common sense. Tailoring public relations programs to fit various priority publics requires careful and specific identification of the publics` and their characteristics (through both formal and informal research methods), translation of this information into a sensitive understanding of each publics needs, and knowledge of how to communicate with each.

Insensibility to the composition of publics, their interrelationships, their relationships with members of other publics (as well as to your organization), their ideals and their attitudes may lead an organization to waste much time, effort and money on public relations programs that bore or offend the intended recipients or have a negative effect on unintended recipients. Public relations can help develop the proper management philosophy by in an institution whose policies are inconsistent and whose management lacks integrity no public relations effort can be effective. When listening and responding effectively go together, the conscience of management takes on a new perspective (Newsom, Turk and Cruckeberg 2004).

2.3.4 Public Attitude

The public attitude process is one phase of the influencing of collective decisions, and its investigation involves knowledge of channels of communication, of the power structure of society, of the character of mass media, of the relation between elites, factions, and masses, of the role of formal and informal leaders, of institutionalized access to officials. The nature of the organization of attitudes within the personality and the processes which account for attitude change are thus critical areas for understanding of the collective product known as public opinion (Newsom, Turk and Cruckeberg 2004).

Public relations practitioners measure outcomes, changes in opinion, attitudes and behaviors to determine the effectiveness of persuasive efforts. Public relations people who think they can be only image-makers or spokespersons for whatever management wants to say are borrowing trouble and addicting their role as institutional strategist. The public relations practitioners` job is to help their organization and clients deal with the impact of public opinion (Newsom, Turk and Cruckeberg 2004). The attitude and opinions of publics greatly interest the public relations practitioner, but even more important is what these publics are doing (Newsom, Turk and

Cruckeberg 2004). Harwood Childs concluded “public opinion is not the name of a something, but the classification of a number of something’s” (Hiebert 1988, pp.86-88). One of the some things which affect opinion is communication (Hiebert 1988). You will recall that Bernays argued that the function of public relations was to “crystallize” public opinion, to bring together as a unified force the latent attitudes of individuals. There’s not much hope of crystallization if you can’t be heard above the noise (Hiebert 1988).

Public opinion is not necessarily logical; it is amorphous, ambivalent, contradictory, and volatile. Consequently, those of us who would hope to influence public opinion can only expect that our efforts, over time, may nudge the consensus toward some reasonable perceptions of the issues (Hiebert 1988). In almost all programs to win public opinion there are seven factors of persuasion that must be accounted for: Acceptability, compatibility, intensity, visibility, pervasiveness, a variety of impressions and persuasiveness (Hiebert 1988). Because democratic societies govern by consensus, government officials pay close attention to public opinion. Public opinion is a process of constant change. It starts when an issue enters the social environment (Guth and Marsh 2005). From the late nineteenth century onwards public opinion was increasingly important in the calculations of politicians seeking to avoid resistance to legislation or policy. The public relations strategist researches the answers to two primary questions about public opinion. First, which publics are most important to the organization, now and in the future? Second, what do these publics think? Determining what these publics think however is often quite challenging (Burgh 2000).

The opinions, attitudes, and actions of people are all affected by family, friends, informal work groups and formal groups such as clubs and organizations. Group influence and pressure become particularly apparent during controversy, according to research evidence (Newsom, Turk and Cruckeberg 2004).

2.4 Grunig and Hunts Four Theoretical Models of Public Relations

A review of current public relations texts indicate that the field of public relations continues to look to other disciplines for its theory base. However, except for Grunig and Hunt (1984) offer

an excellent description of the four historic models of public relations practice (Botan and Hazleton 1989).

Grunig and Hunt (1984) offer four theoretical models of public relations that are based on the direction of the flow of communication between an organization and its publics and the nature of and the potential for influence (Botan and Hazleton 1989). The Grunig and Hunt evolutionary model specifies two developments in public relations. First, two-way communication or listening and speaking to publics have at least begun to replace one-way or speaking only. And second, public relations goals have extended beyond enhancing awareness and information level to persuasion and, ideally, to relationship building. Progress toward two-way communication has been somewhat more rapid on the whole, and more universal, than progress toward a relationship building approach (Culbertson and Chen 1996). Researchers Todd Hunt and James Grunig have written that the practice of public relations typically falls into one of the four models (Guth and Marsh 2005).

2.4.1 Press agency or Publicity Public Relations Model

The first model, press agency or publicity, finds its roots in the work of press agents or publicists prior to the 1900's. Press agency publicity is theological in that it was "the necessary starting point" of the discipline and that it relied on fictitious or imaginary means in influencing behavior (Botan and Hazleton 1989). The press agency or publicity and the public information models both stress information via outgoing information from the organization to the public and the relative absence of feedback. They are distinguished from one another primarily based on the former's willingness to advocate a position at the expense of compute truth and objectivity (Botan and Hazleton 1989). Some managers act as a one-way communications value, constantly transmitting but never receiving; they are all mouths and no ears (Haywood 2002).

In this role, practitioners focus on media relations. They tend to be tacticians-as opposed to strategist-interested in short-term gains. Often, their focus is on promoting the organization, and they believe that the generation of publicity is their primary purpose (Guth and Marsh 2005). Little attention is paid to insuring either accuracy or a favorable reputation (Culbertson and Chen

1996). Press agency model applies when a public relations program strives only for favorable publicity in the mass media, often in a deceptive way (Culbertson and Chen 1996).

Propaganda is not about communication between an organization and their target publics; it is about miscommunication. Its first aim is to dissolve communication between people in order to disable their ability to form publics. If propaganda does not succeed in disabling publics, then it does not attempt to communicate with them but to discourage them from pursuing their cause. Propaganda, therefore, cannot be accepted as a form of public relations. The major tool of propaganda is not communication, which is by definition something two-sided, but information that helps to create constraints to communication or one-sided information flow described in the classical communication theories as sender-receiver model (Culbertson and Chen 1996).

2.4.2 Public Information Public Relations Model

The second model is public information model, developed about 1900. Feedback is not an essential element in this public relations model (Botan and Hazleton 1989). In this role, practitioners act like reporters or journalists within their own organizations. Their focus is on the dissemination of objective and accurate information. These individuals tend to be more tacticians than they are counselors (Guth and Marsh 2005). The public information model uses “Journalism-in-residence” to disseminate relatively objective information through the mass media and controlled media such as newspapers, brochures and direct mail (Culbertson and Chen 1996). The public information model does not volunteer negative information (Culbertson and Chen 1996).

2.4.3 Two -way Asymmetrical Public Relations Model

The third model in the development of public relations is the two-way asymmetric model that emerged in the 1920`s. The communication obtained from the receivers is used to inform management what their publics will accept. Grunig and Hunt (1984) noted: “the organization does not change as a result of public relations; it attempts to change public attitudes and behavior.” In the case of two-way asymmetric, Grunig and Hunt, has suggested the purpose is

still persuasive, but in the case it is scientific persuasion. That is, the two-way asymmetric uses available social science knowledge and audience research to construct a persuasive campaign. The feedback is primarily to help construct a better message (Botan and Hazleton 1989). In this role practitioners actively engage in persuasion. The main goal is to bring target publics around to a certain way of thinking through advocacy (Guth and Marsh 2005).

Expertise or knowledge in your communication department to perform these tasks: Persuade a public that your organization is right on an issue, get publics to behave as your organization wants, manipulates publics scientifically, use attitudes theory in a campaign the dominant coalition in this organization believes public relations should be practiced: in public relations, the broad goal is to persuade publics to behave as the organization wants them to behave before beginning a public relations program, one should examine attitude surveys to ensure the organization and its policies are described in ways its publics would be most likely to accept, after completing a public relations program, research should be done to determine how effective this program has been in changing people's attitudes (Rice and Atkin 2001). The two-way asymmetric model uses research to develop messages that are likely to persuade strategic publics to behave as the organization wants (Culbertson and Chen 1996). In an asymmetrical worldview, power in decision-making tends to remain on the side of the organization and is not shared with publics. An authoritative organizational culture arises from an asymmetrical worldview (Cutlip, Center and Broom 2006).

2.4.4 Two -way Symmetrical Public Relations Model

The last and best practices in public relations model suggest that a two-way symmetrical system for communication is desirable in an organization. Two-way symmetrical model allows for more input from publics that can provide innovative solutions and corrective discourse, both essential for sound strategic public relations management. An impediment to the symmetric model is imbalance in power among the publics` and in their relationship to management. Nevertheless the symmetrical model is offered here as one to which an organization can aspire (Newsom, Turk and Cruckeberg 2004). There is a movement throughout the world from one-way to two-way communication and more emphasis on knowledge and persuasion as a part of relationship

building (Newsom, Turk and Cruckeberg 2004). One reason the two-way symmetrical model for public relations is seen as desirable is that it allows for input from all affected publics and for negotiations about policy decisions (Newsom, Turk and Cruckeberg 2004). Only two-way symmetrical model (Bernays argued) represented a break from the predominant world view that public relations is a way of manipulating publics for the sake of the organization (Grunig and Dozier:290). Public relation philosophy puts much emphasis on the need for two-way communication (Black 2004).

The two-way symmetric model is marked by its cooperative characteristic. No longer are communications with publics asymmetrical: instead, they are truly two-sided (Botan and Hazleton 1989). In the two-way symmetric model both the flow of communication and influence between the organization and its publics is more balanced. Grunig and Hunt refer to a desired state of mutual understanding that is quite similar to what other authors (Cutlip, Center and Broom, 1985; Simon 1984) have referred to as social responsibility. Essentially the publics` have as much potential for influence over the organization as the later has over the publics`. The role of public relations practitioners is therefore to act as the agent for creation of the mutual understanding (Botan and Hazleton 1989).

Communication must be a two-way process-otherwise strictly speaking, it is not communications. Feedback is vitally important to check how well your messages are accepted by the audiences you are trying to influence (Haywood 2002). In this role, practitioners serve as the catalyst for conflict resolution and consensus. Their goal is to encourage two-way communication that leads to mutual understanding and cooperation (Guth and Marsh 2005).

The open system model uses “two-way symmetric” approaches, meaning that communication is two-way and that information exchange causes changes on both sides of the organization-public relationships. Thus organizations employing open systems public relations maintain their relationships by adjusting and adapting themselves and their publics to ever changing social, political and economic environments (Cutlip, Center and Broom 2006).

The main cooperation in this organization believes: the purpose of public relations is to change the attitude and behavior of the management as well as it is to change the attitude and behavior of publics, public relations should provide mediation for the organization-to help management and publics negotiate conflicts, the purpose of public relations is to develop a mutual understanding between the management of the organization and the publics` that the organization affects, before starting a public relations program, survey or informal research should be done to determine how much management and publics understand each other (Rice and Atkin 2001).

Here the practitioner and client listen carefully to target publics, but not primarily to enhance persuasion. Relationship building, not persuasion, is the primary goal. Research suggests that all four types of public relations are alive and well in various places. All play a role in specific situations. However, Grunig (1992) reported substantial evidence that truly excellent public relations emphasize the two-way models, particularly the symmetric version (Culbertson and Chen 1996).

A symmetrical world view encompasses the ideas of negotiation, conflict resolution, and compromise in an organization's operating procedures. The organization is not only self oriented, but also oriented on satisfying the interests of target publics. Therefore, desires and goals are set in a shared fashion by incorporating some of what the publics` want. Participative organizational cultures are based on a symmetrical world view that values dialogue and two-sided input (Cutlip, Center and Broom 2006). Excellent public relations departments have practitioners who have learned a theoretical body of knowledge in public relations (Culbertson and Chen 1996).

The two-way symmetrical model conceptualizes both the persuasive and relationship building goals of public relations (L. A. Grunig, J. E. Grunig, & Dozier, 2002). In their recent work on the models, however, J.E. Grunig and L.A. Grunig (1992) argued that the four models in terms of two continuums: One of Craft and one of Professional public relations. In other words "practitioners of craft public relations seem to believe that their job consists solely of the application of communication as an end in itself. To them the purpose of public relations is simply to get publicity or information into the media or other channels of communication.

Practitioners of professional public relations in contrast rely on a body of knowledge as well as technique and see public relations as having a strategic purpose for an organization: to manage conflict and build relationships with strategic publics that limit the autonomy of the organization” (Culbertson and Chen 1996, p.41).

2.5 The Four Steps in Public Relations Practices

The public relations process is a method of environmental scanning and solving problems. It has four phases: Research, objectives, programming and evaluation (Hendrix 2004). Part of the public relations process is the monitoring of the environment in which the organization operates. This continual attention to how the organization is affected by social, legal, professional and economic trends-and the public opinion surrounding them-is known as issues management. The public relations practitioner will identify issues that may affect the organization, suggesting ways in which it might address these issues (Smith 2003).

The Four-Step Public Relations Process provides a proven approach for effectively communicating organizational commitment to ethics. This popular “problem-solving” process can be used for routine communication as well as for special communication campaigns. The process is based on the premise that all successful communication programs are information-driven and knowledge-based. Ethical public relations programs-just like ethical organizations-are about good works, not good words. The purpose of public relations is not to create false impressions or to “sugar coat” bad acts, but too effectively and honestly communicate. This four-step public relations process offers a sound approach for facilitating organizational change through strategic communication ([Http://www.ethics.org/resources/articles-organizational-ethics.asp?Aid=951](http://www.ethics.org/resources/articles-organizational-ethics.asp?Aid=951)). Hazelton and Long (1988) proposed the public relations process model, which provides an open systems theory approach to understanding public relations.

A leading public relations textbook (Cutlip, Center, & Broom, 1994) presents a four-step model of the public relations process: Defining public relations problems, planning public relations program, implementing public relations programs through action and communications, and evaluating the program (Wimmer and Dominick 2006).

2.5.1 Research

As a leading text points out (Baskin, Aronoff, & Latimore, 1997), research is a critical function in the process of public relations. It provides the initial information necessary to plan public relations action and to evaluate its effectiveness. Management demands hard facts, not perception or guess work. Nwodu (2009) defined three major types of public relations research: applied, basic and introspective. Applied research examines specific practical issues; in many instances, it is conducted to solve a specific problem. A branch of applied research, strategic research, is used to develop public relations campaigns and programs. According to Broom and Dozier (1990) strategic research is “deciding where you want to be in the future and how to get there.” A second branch, evaluation research, is conducted to assess the effectiveness of a public relations program.

Basic research in public relations creates knowledge that cuts across public relations situations it is most interested in examining the underlying processes and in constructing theories that explain the public relations process. The third major type of public relations research is introspective research, which examines the field of public relations (Wimmer and Dominick 2006). The key to research knows precisely what you want to find out and how you plan to use it. Most public relations research is done to find out about issues, publics, media contents, media audiences and to evaluate public relations results. You will be using research for problem identification and analysis and for program development, implementation and assessment (Newsom, Turk and Cruckeberg 2004).

The pillar of successful public relations efforts understands organizations public. The difficulty that organizations have in dealing with publics is the fact that they have conflicting interests. Surveys to examine attitudes and beliefs often surprise closed systems managers because they have isolated themselves from their publics. Increasingly, an organizations long term relationships with its various publics are seen as being responsible for its image, its reputation. No public is static. That is why publics must be monitored in an ongoing way. Messages have to be designed for them and media must be chosen to convey those messages (Newsom, Turk and Cruckeberg 2004). Since public relations is problem prevention and problem solving, a lot of

research is exploration to find out if there are problems and what these might be (.Newsom, Turk and Cruckeberg 2004).

Otto Lerbinger suggests four different areas of continuing research for public relations: environmental monitoring, the public relations audit, the communications audit, and the social audit (Hiebert 1988). The most interesting research in public relations today may well be the research performed at the beginning and end of the programs (Hiebert 1988). Public relations practitioners who ignore research will soon discover that they are ignored (Hiebert 1988). Research is becoming a vital tool for public relations because the days of intuition and gut feelings are over (Hiebert 1988). We do not contend that research solves all problems or replaces experience, judgment or even less likely, power in decision making. The assumption underlying, however, is that research makes the practice of public relations more responsive, useful and professional. Our thesis is that scientific research is fundamental to effective public relations practice and management (Broom and Dozier 1990). In short, research is essential to the rational management of the organizational adjustments, adaptations and responses to changing environments (Broom and Dozier 1990).

Based on the role of research in public relations practice, we see five major approaches to program management: No research approach, informal approach, media-event approach, evaluation-only approach, and scientific approach (Broom and Dozier 1990). Strategic planning uses research to define and redefine the perceived problem. The meaning of “problem” here is a condition in which someone thinks there is a gap between what is perceived and what is desired. Without research, you are left with your own and others unsystematic observations, views and ascertain and a collection of intuitions and “gut feelings” about what is happening. Without ongoing research you cannot update your understanding of the problem as conditions change-sometimes as a result of your own problem (.Broom and Dozier 1990). Use research to determine current perceptions. Informal evaluations are better than nothing but use a professional researcher to guide such studies (Haywood 2002).

The research phase of the process involves identifying and learning about three key elements, a client or institution that has, a problem or potential problem to be solved, which involves, one or

more of its audiences, or publics (Hendrix 2004). This is the information gathering phase. Through formal and informal research methods, practitioners gather data on the client, the environment in which operates, and its stakeholders, the people who can affect or are affected by the organization's ability to achieve desired results. Practitioners identify the problems and opportunities facing the client and determine what, if any, action is appropriate (Guth and Mash 2005). In the absence of research and evaluation, public relations effectiveness is compromised and the practitioners' credibility and accountability suffers. In basic terms research is a form of listening. Before any public relations program can be undertaken information must be gathered, data collected and interpretation done. Then, the organization can begin to map out policy decisions and strategies for effective communication (Oliver 2004).

2.5.2 Planning

The second stage of public relations process involves the setting of objectives for a program to scan environment and solve the problem. The objectives may include the kind of influence the client hopes to exert with audiences, such as informing them or modifying their attitudes or behaviors. The objectives may also include statements about the program itself, such as its composition or how it will operate (Hendrix 2004). In the planning process practitioners decide on a future course of action. They may create ad-hoc, or limited purpose, plans to address a short-term situation, or standing and contingency plans that have a longer shelf-life. Whatever path they follow, these should all be value driven, when they are, consensus is reached not only on a desired goals, but also on objectives that will be followed to achieve those goals and the specific tactics needed to execute those objectives (Guth and Marsh 2005).

2.5.3 Communication

The third stage of the public relations process consists of planning and implementation a program to accomplish the objectives. The program encompasses a central theme, messages and various forms of communication aimed at reaching the audience (Hendrix 2004). In the communication phase, the plan is transformed into action. The availability of key resources, such as budget staffing and time will influence the process. Under ideal circumstances, practitioners

send their messages to individual publics using media or channels of communication that those publics prefer.

2.5.4 Evaluation

Can public relations work be proven truly effective? That unanswered question has been one of the professions biggest problems. Edward L. Bernays believed strongly that public relations should be practiced as an applied social science and that like all sciences, it could be defined and its results evaluated with precision. If public attitudes are properly understood, if the problem is carefully researched, if the objectives are carefully planned, if the communication is properly devised and implemented, then the results can be precisely evaluated. The best way to determine the effectiveness of public relations campaign is to test attitudes and opinions before the campaign and retest them afterward to see if any change has taken place, if so, the direction of that change (Hiebert 1988).

Formal research of substantial sample audience into perceptions of reputation, awareness, opinion and attitude, remains the best measure of true effect of the public relations program (Haywood 2002). Management by objectives may be defined formally as the total management system that focuses on results rather than activities for performance evaluation (Haywood 2002).

Finally evaluation as defined in this process consists of two parts. First it includes an ongoing procedure of program monitoring and adjustment. Second, evaluation refers back specifically to the objectives that were set in the second phase of the process and examines the practitioner's degree of success in achieving them (Hendrix 2004). Public relation's measurement may be divided into two categories: Process evaluation (what goes out) and outcome evaluation (effect on target publics). Process evaluation examines the success of public relations program in getting the message out to target publics. There are several difficulties in evaluating the outcome of public relations efforts (Wells et al., 1998).

2.6 Ethics of Public Relations and Corporate Social Responsibility

Ethics are the values that show the ways we think and act. Without values, we have no ethics. Ethics are about integrity. In full sense; integrity means an integration of ideas and actions. Good ethics and responsibility lead to trustworthiness and respect, two valuable assets in public relations and in life (Guth and Marsh 2005). Corporate social responsibility and ethics are inseparably tied to an organization's reputation. Credibility is critical (Newsom, Turk and Cruckeberg 2004).

Public relations has been called the sense of right and wrong of the management, which underscores public relations role in reminding an organization of its corporate social responsibility to all of its publics. The challenge for internal and external public relations people is to guide those who hire them to responsible actions that are founded on integrity. To maintain standards of practice for public relations that don't allow representation of unethical behavior means having the courage to stand up for ethical codes as well as having a strong set of personal values. It also means having the courage of one's principles and refusing to do what is unethical (Newsom, Turk and Cruckeberg 2004).

Actually, public relations must create constant awareness by management of the institutions responsibility to all its publics (Newsom, Turk and Cruckeberg 2004). The public relations person who loses the public's perspective has foregone public responsibility and become the persuaded instead of the persuader. Responsibility in publicity is being honest and faithful as a source of information, as a supplier of illustrations and as the funder of information and space or other considerations (Newsom, Turk and Cruckeberg 2004). When the advent of a crisis catches an organization unaware, this may bring criticism of public relations people. It is often seen as the PR person's responsibility to forewarn and prepare management (Newsom, Turk and Cruckeberg 2004). Public relations must be practiced with a commitment to corporate social responsibility and ethics (Cutlip, Center and Broom 2006).

Public relations is the practice of corporate social responsibility. Every major practitioner since Ivy Lee, however, has claimed responsibility to publics to be an important premise of public

relations. Public or corporate social responsibility has become a major reason for an organization to have a public relations function (Grunig and Hunt 1984). Public responsibility is a basic tenet of public relations. If the organization does not need to be responsible to its publics, it also does not need a public relations function. Public responsibility results from communication, negotiation and compromise between interpenetrating systems. It does not result from complete subservience to outside systems or from complete control of those other systems (.Grunig and Hunt 1984). It is the task of the public relations manager to stress the need for public responsibility and to ask management to prepare regular social reports (Grunig and Hunt 1984).

The code of ethics first presents a set of core professional values that should guide all professional practitioners of public relations. The commitment to ethical practices on the parts of the PRSA is intended to counter the image of public relations practitioners as “*hired guns*” who will say or do whatever it takes to accomplish the goals of their clients (Hendrix 2004). This statement presents the core values of PRSA members and, more broadly, of the public relations profession. These values provide the foundation for the member code of ethics and set the industry standard for the professional practice of public relations. These values are the fundamental beliefs that guide our behaviors and decision-making process. We believe our professional values are vital to the integrity of the profession as a whole. The ethics code of the public relations society of America begins with a statement of six core values: *Advocacy*: we serve the public interest by acting as a responsible advocate for those we represent. We provide a voice in the market place of ideas, facts and viewpoints to aid informed public debate. *Honesty*: We adhere to the highest standards of accuracy and truth in advancing the interests of those we represent and in communicating with the public. *Expertise*: We acquire and responsibly use specialized knowledge and experience. We advance the profession through continued professional development research and education. We build mutual understanding, credibility and relationships among a wide variety of institutions and audiences. *Independence*: We provide objective counsel to those we represent. We are accountable for our actions. *Loyalty*: We are faithful for those we represent, while honoring our obligation to serve the public interest. *Fairness*: We deal fairly with clients, employers, competitors, peers, vendors, the media and the general public. We respect all opinions and support the right of free expression (Guth and Marsh 2005).

Two guidelines come before all others and the first one is this: In public relations, always tell the truth. If you are to succeed in the management and practice of public relations, you must tell the truth. The second quality is equally uncompromising: Whatever the pressures and temptations, never deceive yourself (Stone 1995).

2.6.1 Discharging Corporate Social Responsibilities of the origination

Public relations is “essentially about positively and systematically using actions and communications to influence people’s attitudes, opinions, belief, interest and behavior in a given or desired direction (e.g. Adopting good environmental behaviors as well as building lasting credibility and reputation for individuals and corporate entities like profit or non-profit organizations and even nations, states, local government or communities” (Nwosu and Uffoh, 2006).

In societal and international ethics codes, the concept of corporate social responsibility clearly enters the profession of public relations. In public relations, ethics codes support that we recognize that our actions have social consequences. Ethics codes ask that our organizations and clients function with social responsibility (Guth and Marsh 2005). Professions must also fulfill expectations and moral obligations at the level of society. Commitment to serve society applies to both individual practitioners and the profession collectively. It means that right conduct takes into account the welfare of the larger society as the professional helps clients solve problems. The potential good intrinsic in ethical, effective public relations is limitless. So, is the potential for dysfunction (Cutlip, Center and Broom 2006).

2.6.2 Target Public Interest and Corporate Social Responsibility

This term is used specifically in legal contexts and in a wider sense in media contexts of ethics, communications policy and corporate social responsibility (Franklin et al.2005). It is clearly in the public interest that the media do not cause social problems or extreme offence. But the idea of a public interest also involves positive expectations.

Public relations practitioners have always realized that their practice could serve or be at odds with the public interest. Realizing that, practitioners face two challenges. One is knowing what the public interest is and knowing how to serve it. Considerations of what constitutes the public interest are central to discussions of the role of public relations in society, and continue to challenge those who craft and implement codes of professional practice. Actual and proposed codes of ethics for public relations practitioners state that public relations should be practiced in the public interest. The Public Relations Society's Code of Ethics says, in part, "We are faithful to those we represent, while honoring our obligation to serve the public interest" (Public Relations Society of America, 2000). Likewise, textbooks on public relations emphasize that the public relations profession shares with its clients a social responsibility. In fact, the "public interest, not personal reward, should be the primary consideration," according to *This Is PR* (Newsom, Turk, & Kruckeberg, 2000: p.3).

The responsibility for stimulating debate has become the core principle underscoring the 2000 revision of the PRSA Code of Ethics: "Protecting and advancing the free flow of accurate and truthful information is essential to serving the public interest and contributing to informed decision making in a democratic society. (Public Relations Society of America, 2000).

2.6.3 The Attitude of Reputation Building

There is no nation or organization or individual that does not need a good public image. However, the effective projection of a corporate or national image requires the finesse and professionalism of a well-trained public relations practitioner. Public relations is an act of projecting a good image of an organization to the public. It includes the formation of policies and management of issues within the organization (Eribo and Tanjong 2002). Too many practitioners are still infected with the idea that public relations is essentially reputation building. This is reflected in their concern that only positive messages come from their offices that favorable impressions are to be made at almost any cost, no matter what the reality.

The result of this kind of Image psychology can be seen in many situations. It has in some cases led to a sort of management paranoia, unrealistic expectation that "since we have always worked so hard to project a positive image, it is unfair to spoil things for us now." Some public relations

practitioners react this way themselves. But the paranoia is often more acute among non-public relations management people who feel strongly that negative news is “what we pay our PR people to prevent”. Often enough a bit of “kill the messenger” (because the message is unpleasant) psychology enters in to (Haberman and Dolphin 1988). This image building and image protection psychology was never appropriate for sound, ethical public relations. The best practitioners have always been above it, recognizing how it condemns them to the narrow often demeaning role of mere publicity agents. There is the principle we have to hammer through: public relations is action-good deeds-before anything else. If a business, organization or institution wants a good image; the best and only way to achieve it is to perform acceptably (Haberman and Dolphin 1988).

Instead of negative image psychology, the psychology for public relations today and in the years ahead must be one that is built upon candor, receptivity and diligence. Candor, encompass more than telling the truth and admitting mistakes. It implies telling the whole truth and telling it straight. A public relations staff or program not only has to be candid but has to be perceived as candid by its publics. The way the people on the staff or in the program find out how they are perceived is by listening to their publics, by being receptive. We have tried to join serious scholars as well as practitioners in encompassing the need for feedback and two-way communication in successful public relations (Haberman and Dolphin 1988). Practitioners must encourage their employers and clients to be willing to listen to, not just hear, feedback, especially the feedback that comes in the form of complaints, objections, protests and even law-suits. The purpose is not to make trouble but to avoid or resolve it. This is where diligence comes in (Haberman and Dolphin 1988).

CHAPTER THREE: RESEARCH METHODOLOGY

3.1. Description of the study area

Hadiyya Zone is located in the South Nations, Nationalities and Peoples Region (SNNPR). Hosanna is the Capital Town, and has a latitude and longitude of 7 33'N 37 51'E Coordinates: 7 33N 37 51E with an elevation of 2,177 meters above sea level and it is in the Haddiyya zone administration town. The total area of Haddiyya administrative Zone is 3850 square km. Haddiyya Zone has twelve Woreda such as, Soro, Lemo, Anelemo, Misha, Gombora, Gibe, Duna, Shashego, East Badewacho, West Badewacho, Shone town administrative woreda, and Hosanna town administrative Woreda . Hadiyya Zone is located at a distance of 236 km South of Addis Ababa and 160 km West of Hawassa Town which lies at an altitude of 1500 meters above sea level.

3.2 The Research Design

This chapter illustrated the research design and procedures that the researcher followed to answer the research questions and achieve the research objectives. As indicated in chapter one, the research was based on triangulation can mean combining several qualitative methods, but it can also mean combining qualitative and quantitative methods (Flick 2002). Triangulations are applied in the study that helped the researcher to identify different realities so as to understand the nature of the descriptive case. Triangulation in social research is the combination of different methods, methodological perspectives or theoretical viewpoints (Miller and Brewer 2003). Qualitative research design helped to study the rich experiences from the practitioner's perspective point of view. So, research problem or question was best addressed by qualitative research method.

The qualitative technique has seen growing popularity in public relations research. Daymon and Holloway (2002), suggest that one reason behind this trend is that public relations practitioners have shifted their focus from one-way communication and control to dialogue and collaboration so that now organizations must hear, appreciate, understand, and identify with those with whom they are talking-tasks that are best addressed by qualitative methods. Qualitative method is becoming more common in public relations research (Wimmer and Dominick 2006). Qualitative

research methods are particularly important if one intends to study people, groups, organization, and societies (VanAken, Berends & Bij 2007). In qualitative study, research is carried out in “real life settings” building an understanding of people’s behavior, thoughts and action to illuminate their social meanings (Henn, Weinstein & Foard 2006). Qualitative method can be used to explore substantive areas about which little is known or about which much is known to gain novel understandings (Stern 1980 quoted in Strauss and Corbin 1998). The qualitative method involves theory construction rather than theory testing (Henn, Weinstein and Foard 2006).

Descriptive case study is a strategy for doing research which involves an empirical investigation of a particular contemporary phenomenon within its life context using multiple sources of evidence (Robson 1993). The distinctive need for descriptive case studies arises out of the desire to understand complex social phenomena (Yin 2003). The descriptive case study method is most valuable when the researcher want to obtain a wealth of information about the research topic.

3.3 Population, Sample size, and sample technique

3.3.1 The Study Population

The target population in this study was Hadiya Zone culture, tourism, and government communication department affairs employee as whole. The department of culture, tourism, and government communication affairs’ has 74 human powers. It has 55 professional staff member and 19 half time worker or contract worker. The researcher chooses the department of government communication because it is the zonal government communication bureau and the organization which is responsible to coordinate all the public relations activities in the zone. The department of government communication has its own organizational structure in the woreda levels, interviewees were selected in the zonal office only. This is mainly due to time and financial constraints and thinking that it was never create much pressure on the collected data.

3.3.2 Sample Size

The researcher used total sample size fifty five. From the total sample size, nine public relation practitioners was participated in focus group discussion, five public relation practitioners, department head, and some selected target public were participated in in-depth interview.

3.3.3 Sampling Technique

In doing this, the researcher used purposive sampling to select key informant, public relations practitioner, head of the department, employee of the office, and purposive selected target public. A sample is built up which enables the researcher to satisfy his specific needs in a project or research (Robson 1993). According to Morse (1994) purposive sampling helps to find those interviewees or informants who have available knowledge and experience that the researcher need, are capable of reflection, are articulate, have time to be interviewed and are willing to take part in the research. The key purpose is that within the qualitative tradition, samples tend to be seen as illustrative of the broader social and cultural processes, rather than strictly and generally representative (Deacon et al., 1999).

3.4 Data Collection Instrument

In this study both primary and secondary source of data were used. The researcher used secondary sources for the review of literature. The primary sources are used for data analysis Purposes. Primary data was collected by questionnaire, interviews, focus group discussions, and observation.

3.4.1 Questionnaire

The researcher used questionnaire to collect and analyze quantitative data. In this study researcher used twenty items (20) Likert-Scales five ranging type: such as strongly agree, agree, neutral, disagree, and strongly disagree questionnaire. Furthermore the researcher was used six

interviews and six focus group discussion questionnaire to crosscheck the data reliability and dependability. The researcher used total questionnaire thirty two.

3.4.2 In-depth interview

The main purpose of this study to explored the corporate social responsibility practice in the public relations function. The six interviews questionnaire asked that the public relations practitioner in the department of government communication, employee, and some selected target public because to achieve the desired objective. The interview questionnaire helped to get their feelings, attitudes, beliefs, experiences, and identify trends by asking follow up questions independently. The researcher asked six interviews questionnaire.

The interview is a way of bringing together the multiple views of people (Somekh and Lewin 2005). In-depth interviews are used to get participants to provide an account of their experiences, of how they view their own world and the meanings they attribute to it (Limb and Dwyer 2001). Interviews are most useful when you need to know about people's experiences or views in some depth, the issue is sensitive, and people may not be able to speak freely in groups. The interview is the main road to collect multiple realities in the research (Stake 1995).

3.4.3 Focus group discussions

The researcher used focus group discussions to collect qualitative data. The main strength of focus group discussions helped to rich full data from the participants own words (Burton 2000). The researcher used six focus group discussions questionnaire. The main purpose of the researcher to used focus group discussions is that they provide more insight in differences and similarities among opinions, feeling, and attitude of group members (Van Aken, Berends & Bij 2007).

Focus group is a group discussion, where 6 to 12 people are brought together for a discussion. In this study the researcher used two focus groups discussions. In the first group discussion, nine participants of public relations practitioner were participated from the government communication department. In the second group discussion, seven employee participants were

participated from government communication department. The main purpose of these focus group discussions is to test the difference in what the practitioners tell individually and in groups and to identify areas of consensus and disagreement. The central purpose is to collect data that accurately reflects the thoughts, feelings, and opinion of respondents; however in focus groups the intention is to stimulate discussion among people and bring to the surface responses that otherwise might lay dominant. Such discussions may enable participants to clarify their views and opinion positions or, on the basis of engaging with others, to articulate more clearly than they otherwise might. The interactive dynamic was therefore considered to be a crucial element of the focus group approach. The interviewer or moderator has used a variety of techniques to encourage respondents to debate topics and issues, to challenge opinions expressed by others, to identify areas of consensus and disagreement, and to collect examples with which to illuminate concepts. The membership of focus groups was usually determined by some shared attribute among participants.

3.4.4 Observation

In this study the researcher observed what the practitioners behave and act in their existing situation. The researcher identifies himself to the informants that he was observing and uses participant observation. The researcher was observed that the emotions and feelings of the practitioners and leader while conducting the interview.

Observation is one of the most important methods of data collection. It involves being present in a situation and making a record of one's impressions of what takes place in the setting. In the observation, the primary research instrument is the self, consciously gathering sensory data through sight, hearing, taste, smell, and touch. By various means of record keeping, traces of those impressions are stored for careful scrutiny and analysis after the event (Somekh and Lewin 2005).

3.5 Data analysis and interpretation procedure

The qualitative and quantitative data were collected from the respondents coded and entered in SPSS version 20 software for statistical analysis. The quantitative data was analyzed by carried out using simple and relevant statistical methods such as average, percentage, and frequency distributions. The qualitative data were analyzed through organizing the information in line with the narration or thematically. The analysis of the data was accompanied by thematic coding based on the objectives and questions of the study. The qualitative researchers use an inductive method: Data are collected relevant to some topic and are grouped into appropriate and meaningful categories; explanations emerge from the data themselves (Wimmer and Dominick 2003). The most fundamental characteristics of qualitative research is its express commitment to viewing events , actions, values etc. from the perspective of the people who are being studied (Bryman 1988). The practitioner treatment of the public is one of the thematic categories that the study would discuss. The issues or trends that affect the corporate social responsibility practice. The finding was presented by direct quotations from the in-depth interviews and focus group discussions. The interpretation and discussion was guided by the objectives of the study.

3.6 Validity and Reliability

Validity is the accuracy and meaningfulness of inferences, which are based on the research results. In other words, validity is the degree to which results obtained from the analysis of data actually represent the phenomenon under study. Validity, therefore, has to do with how accurately the data obtained in the study represents he variables of the study (Mugenda and Mugenda, 2003). To ensure the validity of the research process, utmost care was taken in collecting accurate and analyzing data to ensure their credibility.

Reliability is a measure of the degree to which a research instrument yields consistent results or data after repeated results. Reliability in research is influenced by random error. As random error increases, reliability decreases. Random error is the deviation from a true measurement due to factors that have not effectively been addressed by the researcher. Errors may arise from inaccurate coding, ambiguous instructions to the subjects, interviewer's fatigue, interviewee's

fatigue, interviewer bias, etc (Mugenda and Mugenda, 2003). In this research therefore, random error was minimized through giving clear instructions to the respondents, having fewer questions to avoid interviewers and interviewee's fatigue and pursuing objectivity.

3.6 Ethical Considerations

Intellectuals argue that throughout the interviewee and questionnaire administration process, confidentiality, privacy, and the right of respondents should be given paramount importance (Kumar, 2005). In this research study the following appropriate ethical consideration was taken as much as possible. Generally, Permission was asked from the participants, information shall given to respondents about the worth of the research, the voluntary and informed consent of respondents was gained before data collection, The purpose and significance of the research was explained to participants, the questionnaires and interviewee guides has been checked, Confidentiality and anonymity of the name, identity and information was maintained unless the respondents agreed, otherwise the right of respondents to withdraw from participation is accepted, and researcher was neutral as possible in the data collection and analysis. The collected data was used for this research purpose only.

CHAPTER FOUR DATA PRESENTATION AND ANALYSIS

4.1 Conducting Research

The researcher conducted survey to confirm whether the government communication department has conducted research to ensure effective communication with target public or community came up the following result.

Table 1

No	Item	Response	Frequency	Percent
1	The communication department conduct research to ensure effective communication with target public	Strongly disagree	2	3.6
		Disagree	28	50.9
		Neutral	7	12.7
		Agree	13	23.6
		Strongly agree	5	9.1
		Total	55	100

The table 1 shows that the 2 (3.6%) respondents strongly disagreed, 28 (50.9%) disagreed, 7(12.7%) neutral, 13 (23.6%) agreed, and 5 (9.1%) strongly agreed. The implication of this item planned to measure that the research is public relations function in the department to ensure effective communication with target public.

The majority of the respondents 30 (54.5%) disagreed that the research is public relations function in the department to ensure effective communication with target public. Whereas, 18 (32.7%) respondents agreed that the research is public relations function in the department to ensure effective communication with target public.

The focus group discussions that is conducted in the department of government communication affairs, the group reach a consensus that ‘’ in the department research is not public relations function, our work is not based on research to ensure effective communication with target public, we does our job traditionally like produce report, disseminate information, and sending an annual report to regional government communication bureau. The information needs to their target public and their satisfaction is not evaluated by research.’’

The collected data confirmed that the research is not part of public relations function. This showed us that there is low level of understanding about the essentiality of public relations research, lack of motivation, and understanding in conducting research. Even either the top leader or public relations practitioner does not consider research is the task of public relations function. They consider publicity and information dissemination as their main concern in the department.

From this data, we can understand that the department of the communication does not conduct research to ensure effective communication with target public. Public relations practitioner still dominated by publicity, producing press release, pamphlet, and information dissemination as an end itself. Furthermore, the department and public relations practitioner forget that the research is main public relations function. Wimmer and Dominick (2006) corroborate this finding by stating that research plays critical function in the process of public relations practice. But this strategic task is not part of the public relations function in the government communication affairs department. Public relations research is done to identify problem and enhance good relationship with target public.

In the department of government communication affairs the practitioners does not evaluate up their corporate social responsibility practice. Many government communication practitioners, public employees, do not evaluate their responsibility to inform the public they are hired to serve (Heibert 1998). This is the forgotten part of their overall activity. The flow of information is from the government to the target public. There is no organized system of the flow of information from their target public to the government.

Public relations function without research never achieves their goal. In this data to clearly speaking the research in public relations function is forgotten task. Before any public relations

program can be undertaken information must be gathered, data collected, and interpretation must be done. Then, the organization can begin to map out policy decisions and strategies for effective communication (Oliver 2004). consequently, a greater proportion of the respondents' views were that the function of public relations practitioners are still dominated by publicity or press agency, because practitioners are significantly involved in implementing public relations programs such as writing press releases, organizing events or sending an annual report, writing minutes during meeting are held in an organization.

4.2 Views on public relations function

The researcher conducted survey to confirm in the government communication department public relations function is weather problem solving activity has came up the following result.

Table 2

No	Item	Response	Frequency	Percent
2	In the department of communication public relations function is problem solving activity	Strongly disagree	6	10.9
		Disagree	29	52.7
		Neutral	8	14.5
		Agree	12	21.8
		Total	55	100

The above table indicates that 6 (10.9%) respondents strongly disagreed, 29 (52.7%) respondents disagreed, 8 (14.5%) respondents neutral, and 12 (21.8%) respondents agreed. The implication of this item proposed to measure that in the department public relations function is a problem solving activity.

The majority of the respondents 35 (3.6%) disagreed that in the department public relations function is a problem solving activity. Whereas 12 (21.8%) agreed that in the organization public relations function is a problem solving activity.

As an interviewee replies, “We base our work on regional cascaded plan. The external public do not participate in the organizational planning, we have no the trend to listen and respond for publics interests, feeling, and concerns by research and use the information for planning our public relations activities. Our last year’s performance report also serves as a base for our plan, frankly to tell it is difficult to say problem solving activity”.

The focus group discussion that is conducted in the department of government communication, the discussions reach a consensus that “the planning phase is based on the vision and mission of the department five years strategic plan, the last years report performance, and cascaded regional government communication bureau plan. The plan is first made by the regional government communication bureau; as a result it is not problem solving activity.”

Haywood (2002) corroborates this notion by stating strategic planning uses research to define and redefine to solve the perceived problem. Nevertheless, in the department planning from the very beginning the practitioners in the department don’t base their activity on research findings and try to solve the problem. The practitioners do not criticize the plan critically because of the plan cascaded from regional government communication bureau. Therefore, in this finding we can understand that the public relations function is not a problem solving activity in the department. The public relations practitioners in the department discuss on the finalized plan but there is no room for basic amendments. From this data we can conclude that the public relations activity in the organization does not give due consideration to solve problem.

4.3 Relationship between PR practitioner and target public

The researcher conducted survey to verify in the government communication department public relations practitioner weather creates strong and direct relationship with the target public or customer has came up the following result.

Table 3

No	Item	Response	Frequency	Percent
3	The department creates strong and direct relationship with the target public or customer	Strongly disagree	3	5.5
		Disagree	26	47.3
		Neutral	4	7.3
		Agree	22	40.0
		Total	55	100

The above table shows that 3 (5.5%) respondents strongly disagreed, 26 (47.3%) respondents disagreed, 4 (7.3%) respondents neutral, and 22 (40.0%) respondents agreed. The implication of this item intended to measure that the organization creates strong and direct relationship with the target public

The majority of the respondents 29 (52.8%) disagreed that the organization creates strong and direct relationship with the target public. Whereas below the half 22(40.0%) agreed that the organization creates strong and direct relationship with the target public.

As interviewee replies “I don’t think our communication content is creates strong and direct relationship with target public. We dominantly report the strong side and positive activity of the government, not its failures, unsuccessful attempts or problems is not reported because deform the image of the department as a result public does not trust our communication system. Our communication is somewhat government sided and as to me influenced one, and in generally our communications system creates complaint, hatred, and rejection on the side of the target public so that difficult to say we have strong and direct relationship with target public.”

In similar manner as above, “We are not expected to serve as a bridge between the government and the target public. In our reporting we publish what we get on the side of government. There is no way to prove its accuracy, crosscheck, and its objectivity. Balancing the two side interests

is not given full responsibility to public relations practitioner in the department. The public relations practitioner does not serve as a bridge but as tube passing information from government side to target public. In our communication we don't incorporate the needs, interests, and concerns of our public. I personally believe, we work obviously on the side of the government. ”

Also alike replies as above “I think personally, our organization communication system it is mostly reports government activities. In our reporting as much as possible, we fairly report using sources close to the government. Even it does not fulfill the public interest we have no way to go further to prove it, due to this reason we cannot create strong and direct relationship with target public. ”

A complementary outlook on the nature of their organizational communication is expressed by one of the top organizational leader:

“I don't believe there is a balance problem in our communication. Our communication meets the interests of the target public and the government. We believe our communication activities, which is public interest centered, helped us to have a positive reputation on public. But we don't conduct research or discuss our communication problems with our target public. We don't have public relations code of conduct which encompasses the corporate social responsibility practice. Being balanced is determined by where you stand. What the government actually does the interest public. Our communication system was based on the developmental journalism theory on side of the government.”

From the above personal interviewee responses data, we can understand that it is clear that the organization has problems in addressing the interests and concerns of their target public. There is no way to prove the accuracy of the information from different interest groups. The public don't have the trust and satisfaction of their communication system. Negative reporting is not allowed at all. The practitioners dominantly use sources close to on the side of government.

The organizational leader superciliously assures that their communication is based on the developmental journalism theory and practice of public relations in a situation where little is

known but not practiced from the modern theory and practice of public relations in the organization. This illustrates us that the theoretical body of knowledge of public relations gap is wider and resistance position stronger on organizational leader. This was have a negative effect in implementing government policies and getting support from the people because what the leader tells us from his punch feelings and perception and the actual reality differs. The leader should aware that to change what others think, feel, believe, and do they have to change their minds first. The leader is the persuaded persuader who loses public perspective and responsibility.

Cutlip, Center, and Broom (2006) support this notion by stating that Public relations serve the public interest by making all points of view articulate in the public forum. Public relations is an important element in implementing government policy (Culbertson and Chen 1996). Public relations must be practiced with a commitment to social responsibility and ethically (Cutlip, Center and Broom 2006). The public relations person who loses public perspective has inescapable public responsibility and become the persuaded instead of the persuader (Newsom, Turk and Cruckeberg 2004).

Newsom and Carrel (2001) argue that Public relations practice is the art and science of analyzing trends, predicting their consequences, counseling organization leader, and implementing planned programs of action which will serve both the organization and public interest. From the above definition of public relations we can understand that public relations is the practice of serving both target public and organization interest simultaneously.

From this finding, we can understand that the majority of the respondents failed to acknowledge that the organization creates strong and direct relationship with the target public. Furthermore, the organization does not give due consideration to crates strong and direct relationship with target public

4.4 The level of trust

The researcher conducted survey to confirm in the government communication department public relations practice is weather trusted as source of information at the target public or customer has came up the following result.

Table 4

No	Item	Response	Frequency	Percent
4	Your organization is accurate and trusted as a source of information	Strongly disagree	6	10.9
		Disagree	26	47.3
		Neutral	4	7.3
		Agree	19	34.5
		Total	55	100

The above table indicates that 6 (10.9%) respondents strongly disagreed, 26 (47.3%) respondents disagreed, 4 (7.3%) respondents neutral, and 19 (34.5%) respondents agreed. The implication of this item projected to measure that the organization is accurate and trusted as a source of information.

The majority of the respondents 32 (58.2%) disagreed that the organization is accurate and trusted as a source of information. Whereas 19 (34.5%) agreed that the organization is honest and faithful as a source of information.

In public relations good ethics and responsibility lead to trustworthiness and respect, two valuable assets in public relations and in life (Guth and Marsh 2005). Newsom, Turk, and Cruckeberg (2004) corroborate this concept by stating credibility is critical in public relations communication. Responsibility in publicity is being honest and faithful as a source of information, as a supplier of illustrations and as the funder of information and space or other considerations (Newsom, Turk and Cruckeberg 2004).

From this finding, we can understand that the majority of the respondents failed to acknowledge that the organization is accurate and trusted as source of information. Furthermore, the organization does not give appropriate consideration to disseminate accurate and trusted information to the target public.

4.5 The evaluation of PR function

The researcher conducted survey to corroborate that in the government communication department public relations function is weather evaluated based on target public interests and concerns has came up the following result.

Table 5

No	Item	Response	Frequency	Percent
5	In the department public relations function is evaluated based on target public interest	Strongly disagree	6	10.9
		Disagree	26	47.3
		Neutral	4	7.3
		Agree	19	34.5
		Total	55	100

The above table indicates that the 6 (10.9%) respondents strongly disagreed, 26 (47.3%) respondents disagreed, 5 (9.1%) respondents neutral, and 13 (23.6%) respondents agreed. The implication of this item intended to measure that the organization is evaluating public relations function from the target public interests and its concerns.

The majority of the respondents 32 (58.2%) disagreed that the organization is evaluating public relations function from the target public interests and its concerns. Yet below the half 19 (34.5%) agreed that the organization is evaluating public relations function from the target public interests and its concerns.

As interviewee replies, “in the evaluation phase the organization and practitioner evaluate only what they produce or accomplish, the process of evaluation is not the effectiveness of their communication on the attitude and behavior of their target public interests and its concerns. The information needs and satisfaction of their public is not assessed and known by research. The effectiveness of the public relations activities is not measured from the perspective of the public interest and concerns. Only evaluate how much Newspapers, Magazines, Panel discussions, brochure, pamphlet, report and etc., they produce and disseminate. We no way evaluate public relations function from target public point of view.”

In a similar way replies “In evaluation phase, we don’t evaluate the satisfaction of our public interest, concern, and the effectiveness of our programs on research. We measure that what we are expected to produce and disseminate. We don’t measure the impact of our communication activities on public interest, opinion, and feeling due to this it is not evaluated based on target public interests and concerns.”

In similar manner as above “In the management we evaluate only implementation of the organization plan, and achieving our organizational goals. We only evaluate how much magazines, newspapers, press releases, pamphlet, report etc. we don’t evaluate its effectiveness. We don’t evaluate the satisfaction of the needs, interests, and concerns of target public.”

Alike above “We have problems particularly in the evaluating the interest, concern, and satisfaction of target public. We don’t gather feedback regularly from target public and we do not discuss on the public interest and concerns.”

The focus group discussion that is conducted in the department of government communication, the groups reach a consensus that “in the evaluation stages, we don’t measure the effectiveness of the target public interest and concern and the satisfaction of the public. We evaluate processes of the program but not public interest and concerns. Being all this, the government communication complains that achievements are not well communicated or properly addressed to the people. Furthermore, information or public opinion on the communication problems or other related issues of the Department of communication is not collected and analyzed at all.”

The majority of the respondents confirmed that the public relations function is not evaluated from the perspective of the target public interests and concerns. As result of this, we can clearly understand that there is no treatment of different public interest, feeling, attitude, and concerns by research, planning, communication, and evaluation phases of the public relations function.

This finding corroborates the notion of the Kamalipour (2007) stating that, such activities traditionally referred to as propaganda nowadays may further be labeled as public relations efforts, image consulting, the news, and information sharing by organizational spin doctors. Public relations must be a two-way activity: listening to what the public thinks, as well as projecting the organizations messages. It follows that public relations efforts can only be successful where the aims of the organization are like-minded with the aims of the public (Haywood 2002).

Therefore from this finding we can understand that the department of communication has a deficiency in issues identification, monitoring, and management both theoretically and realistically. The public interest is not the major consideration in their public relations function. The practitioners serve as communication technician than management roles players. The four broad public relations functions, the intelligence or issue management, counseling organization leader, action, and evaluation, are not well known and done. The department of communication predominantly follows the press agency or publicity and the public information models where feedback is not an essential element and negative reporting or information is not volunteered. They use also the two-way asymmetric model. Grunig and Hunt (1984) noted: “the organization does not change as a result of public relations; it attempts to change public attitudes and behavior.” The feedback is primarily to help construct a better message (Botan and Hazleton 1989). Their goal is to bring target public around to a certain way of thinking through advocacy (Guth and Marsh 2005).

From this finding, we can understand that the majority of the respondents acknowledged that the public relations function is evaluated based on target public interest. Furthermore, the organization does not give due consideration to enhance evaluation based on target public interest.

4.6 The two-way symmetric communication

The researcher conducted survey to verify that in the government communication department public relations function whether makes two-way symmetric communication has come up the following result.

Table 6

No	Item	Response	Frequency	Percent
6	The department of communication makes two-way symmetric communication with target public or community	Strongly disagree	5	9.1
		Disagree	28	50.9
		Neutral	3	5.5
		Agree	19	34.5
		Total	55	100

The above table indicates that 5 (9.1%) respondents strongly disagreed, 28 (50.9%) respondents disagreed, 3 (5.5%) respondents neutral, and 19 (34.5%) respondents agreed. The implication of this item intended to measure that the department is makes two-way symmetric communication with target public.

The majority of the respondents 33 (60.0%) disagreed that the organization is makes two-way symmetric communication with target public. Yet 19 (34.5%) agreed that the organization is makes two-way symmetric communication with target public.

From the above data we can understand that majority respondents confirmed that public relations function in the department of government communication there is failed to acknowledge that the organization is makes two-way symmetric communication with target public. In the organization there is no dialogue, interaction, and direct relationship with the target public. The department of government communication does not collect public opinion, feeling, and attitude about its public relations function. Public relations must be a two-way activity: listening to what the public

thinks, as well as projecting the organizations messages. It follows that public relations efforts can only be effective where the aims of the organization are compatible with the aims of the public (Haywood 2002). If we define public relations as relationship building process, the stress goes to dialogue, negotiation, conciliation, and symmetric two way communication.

Therefore this finding indicates that the department of communication has problems in serving the mutual interests of the government and the target public. The practitioner and leader do not have a theoretical body of knowledge of public relations especially on the serving as channel between target public and organization. In the department information dissemination is their main concern yet the treatment of public interest is not supported by the research, planning, communication, and evaluation phases of the public relations process. The flow of information is from the government to the target public. It is often wrongly associated with propaganda, publicity, and manipulation. The current practice of meager publicity and information dissemination practice of the department without understanding its surrounding environment and public interest affects the relationship of the government with its target public negatively. The public relations discipline is often either misunderstood or deliberately misinterpreted (Henslowe 1999).

Public relations is “essentially about positively and systematically using actions and communications to influence people’s attitudes, opinions, belief, interest, and behavior in a given or desired direction (e.g. Adopting good environmental behaviors as well as building lasting credibility and reputation for individuals and corporate entities like profit or non-profit organizations and even nations, states, local government or communities” (Nwosu and Uffoh, 2006, p.12).

From this finding, we can understand that the majority of the respondents failed to acknowledge that the organization is makes two-way symmetric communication. Moreover, the organization does not give due consideration to makes two-way symmetric communication with the target public.

4.7 Professionalism and regular training

The researcher conducted survey to confirm that in the government communication department public relations function is weather based on professionalism and regular training has came up the following result.

Table 7

No	Item	Response	Frequency	Percent
7	In the department lack of professionalism and regular training affect public relations function in the organization	Strongly disagree	3	5.5
		Disagree	14	25.5
		Neutral	3	5.5
		Agree	24	43.6
		Strongly agree	11	20.0
		Total	55	100

The above table shows that 3 (5.5%) respondents strongly disagreed, 14 (25.5%) respondents disagreed, 3 (5.5%) respondents neutral, and 24 (43.6%) respondents agreed, and 11 (20.0%) respondents strongly agreed. The implications of this item intended to measure that the lack of professionalism and regular training affect public relations practice.

The majority of the respondents 35 (63.6%) agreed that the lack of professionalism and regular training affect public relations practice. Whereas, 17 (31%) respondents disagreed that the lack of professionalism and regular training affect public relations practice.

As personal interviewee replies, “we usually do our practice based on traditional skill. We create problems unless it is not directed towards serving the public interest. To base its public relations activity on research needs professionalism and training. The department of communication is not organized and lead by professionals in the field. This affected in accomplishing its public relations functions”.

The public relations profession it served as a lubricant that accelerates the interaction between individual and groups or public and corporate organizations; between government or government agencies and their allies or subjects; and between communities and the constituent groups in the communities (Nwodu 2007). From the above definition it is important to note that public relations, as a profession plays enormous roles in both corporate and societal lives. Excellent public relations departments have practitioners who have learned a theoretical body of knowledge of public relations (Cutlip, Centerabd Broom 2006). The code of ethics first presents a set of core professional values that should guide all professional practitioners of public relations. The commitment to ethical practices on the parts of the PRSA is intended to counter the image of public relations practitioners as “*hired guns*” who will say or do whatever it takes to accomplish the goals of their clients (Hendrix 2004).

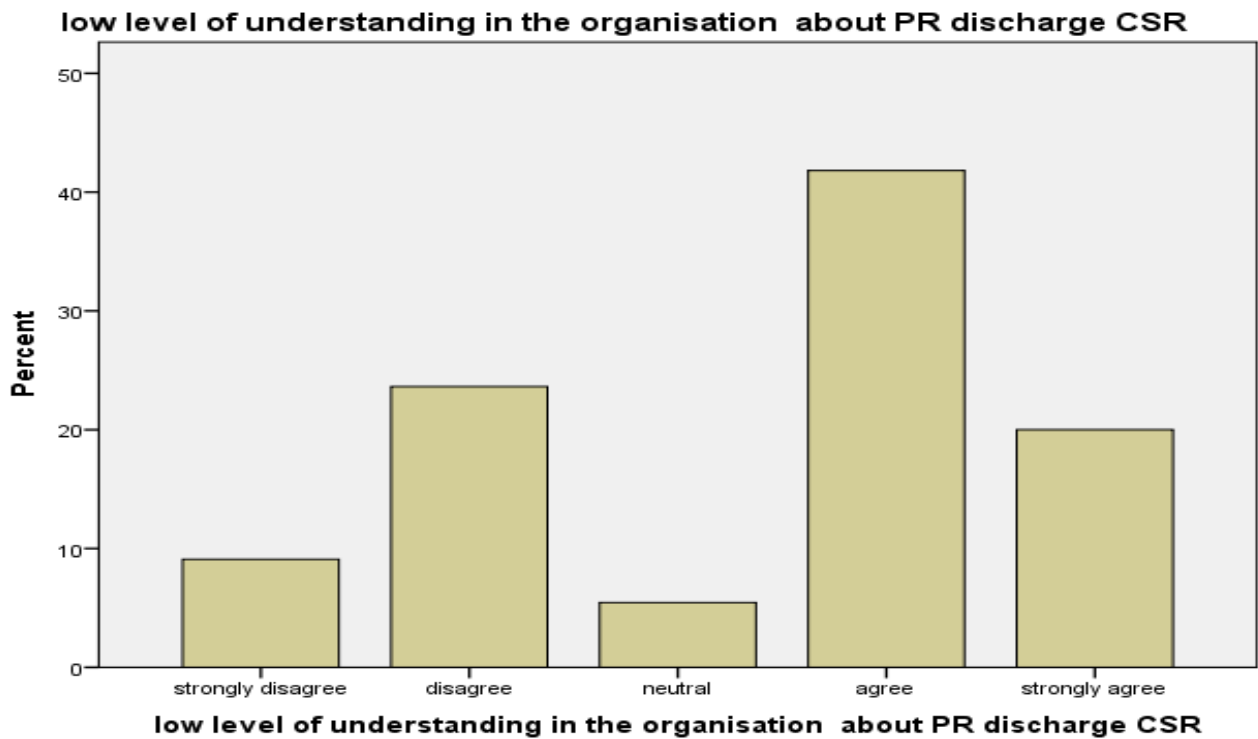
Liu and Horsley corroborate this notion by stating identify eight attributes or under review that affect the government public relations: politics, focus on serving the public, legal constraints, extreme media and public inspection, lack of managerial support for public relations practitioners, poor public perception of government communication, lagging professional development, and federalism (Liu and Horsley 2007). From this finding, we can conclude that the majority respondents confirmed that the public relations function should not be based on professionalism. Lack of training on government policies, basic PR theories, and models of public relations negatively affect the full practice of the public relations.

From this finding, we can understand that the majority of the respondents acknowledged that in the department of communication lack of professionalism and regular training affect public relations practice. Besides, the organization does not give due consideration to enhance professionalism and regular training.

4.8 The understanding level of PR function

The researcher conducted survey to corroborate that in the government communication department public relations function weather based on the understanding level has came up the following result.

Figure 1



The above figure shows that 5 (9.1%) respondents strongly disagreed, 13 (23.6%) respondents disagreed, 3 (5.5%) respondents neutral, and 23 (41.8%) respondents agreed, and 11 (20.0%) respondents strongly agreed. The implication of this data intended to measure that in the organization low level of understanding about public relations function discharge corporate social responsibility practice.

The majority of the respondents 34 (61.8%) agreed that in the organization low level of understanding about public relations function discharge corporate social responsibility practice. Whereas, 18 (32.7%) respondents disagreed that in the organization low level of understanding about public relations function discharge corporate social responsibility practice.

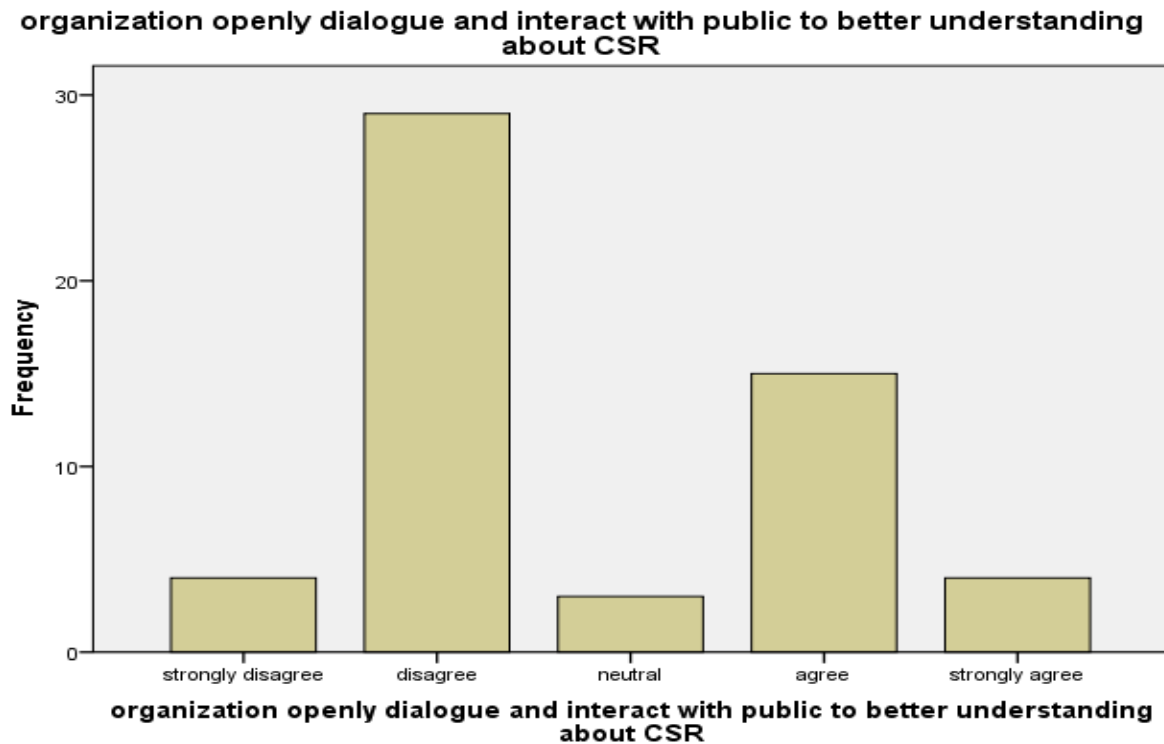
As interviewee replies “what the organizational leader say and do affect the practitioner and the public perception and understanding. Organizational leader has bad treatment on the practitioners in trying to balance government and public interests this affect the practitioner in discharging corporate social responsibility practice negatively. Organizational system in the public relations communication needs proper leadership, action, understanding, and management. The management of the government communication separated itself from their target public.’

From this finding, we can understand that the majority of the respondents acknowledged that in the organization low level of understanding about public relations function discharge corporate social responsibility practice. Moreover, the organization does not give appropriate consideration in the organization to enhance level of understanding about public relations function that discharge corporate social responsibility practice.

4.9 The open dialogue and interaction system

The researcher conducted survey to confirm that in the government communication department public relations function weather based on open dialogue and interaction system has came up the following result.

Figure 2



The above figure shows that 7 (12.7%) respondents strongly disagreed, 25 (45.5%) respondents disagreed, 5 (9.1%) respondents neutral, and 13 (23.6%) respondents agreed, and 5 (9.1%) respondents strongly agreed. The implication of this data intended to measure that in the department openly dialogue and interactions.

The majority of the respondents 32 (58.2%) disagreed that in the department open dialogue and interactions. Yet, 18 (32.7%) agreed that in the department open dialogue and interactions.

The open system of the organizational communication used dialogue, negotiation, and interactions helps to achieve better corporate social responsibility practice. An open system used the “two way communication” approach, meaning that communication is reciprocal. The open system model is relevant and influential to public relations practice. The above finding is corresponding with Guth and Marsh (2005) by stating that the open system approach casts public relations in the role of bringing about changes in both environments and the organization.

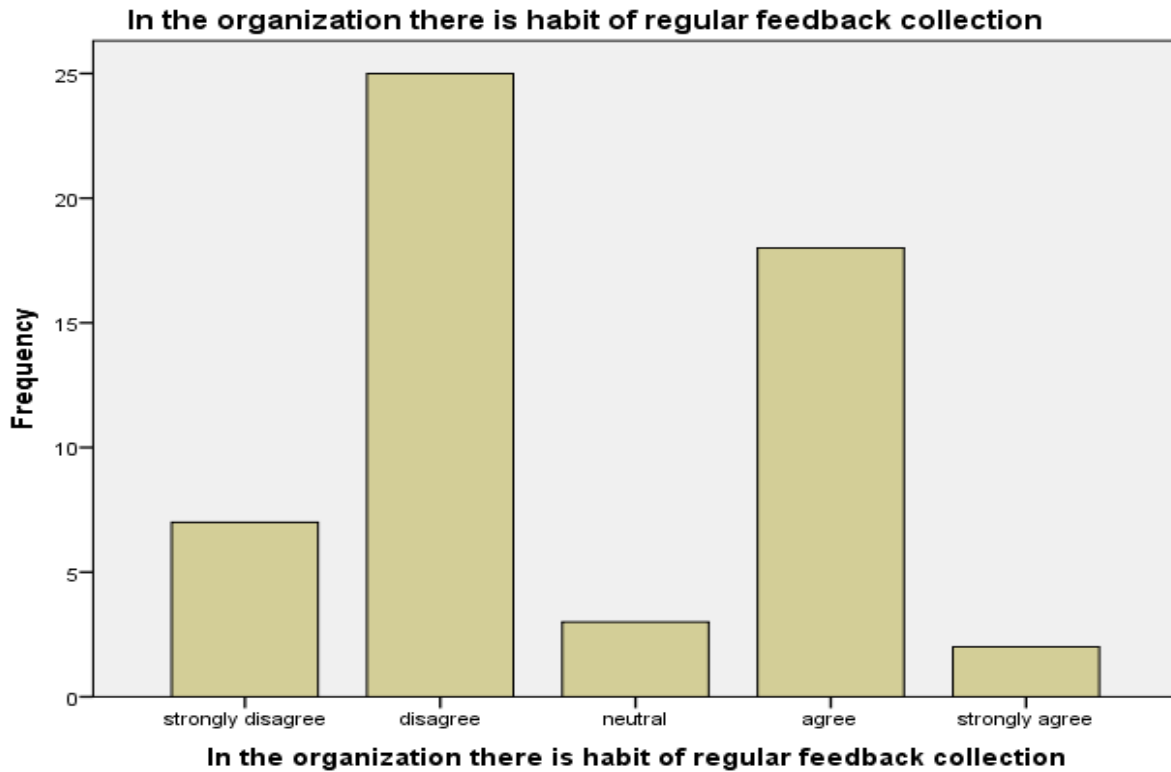
The open system model uses “two-way symmetric” approaches, meaning that communication is two-way and that information exchange causes changes on both sides of the organization-public relationships. Thus organizations employing open systems public relations maintain their relationships by adjusting and adapting themselves and their publics to ever changing social, political, and economic environments (Cutlip, Center and Broom 2006). Discussion of what distinguishes open dialogue from closed communication must precede a more current analysis of how public relations can foster, and engage in, dialogue. If openness is a major factor in improving organizational effectiveness, then the organization must engage in two-way communication. It must listen to and use research to gain insights, alerting the organization to problems, and matters of contention. This prospect also requires strategic tactics beyond publicity, promotion, and the simple provisions of public information.

From this finding, obviously we can understand that the majority of the respondents failed to acknowledge that in the organization open dialogue and interactions. Besides, the organization does not give relevant consideration in the organization to enhance open dialogue and interactions either internally or externally.

4.10 The feedback collection

The researcher conducted survey to confirm that in the government communication department public relations function is weather based on the feedback collection has came up the following result.

Figure 3



The above figure shows that 7 (12.7%) respondents strongly disagreed, 26 (47.3%) respondents disagreed, 5 (9.1%) respondents neutral, and 13 (23.6%) respondents agreed, and 4 (7.3%) respondents strongly agreed. The implication of this item projected to measure that in the organization there is regular feedback collection in the public relations function.

The majority of the respondents 33 (60.0%) disagreed that in the department there is regular feedback collection in the public relations function. Yet, 17 (30.9%) agreed that in the department there is regular feedback collection in the public relations function.

In public relations function feedback is significantly important to encourage two-way communication that leads to mutual understanding and cooperation (Guth and Marsh 2005). In this role, public relations practitioners serve as the facilitator for conflict resolution and

consensus. From the very beginning public relations is a communication management, which focuses on the flow of communication between an organization and its public to achieve effective relationships (Grunig, 1992). The main purpose of feedback in public relations function is to change the attitude and behavior of the management as well as it is to change the attitude and behavior of public, public relations should provide mediation for the organization-to help management and publics negotiate conflicts, the purpose of public relations is to develop a mutual understanding between the management of the organization and the public (Rice and Atkin 2001).

From this finding, clearly we can recognize that the majority of the respondents acknowledged that in the organization there is no regular feedback collection in the public relations function. Furthermore, the organization does not give appropriate consideration in the organization to enhance regular feedback collection in the public relations function. However, in public relations function feedback is critically important. Haywood (2002), corroborate this notion by stating that in public relations function feedback is vitally important to check how well your messages are accepted by the audiences you are trying to influence.

4.11 The balance of interest

The researcher conducted survey to verify that in the government communication department public relations function is weather based on the balance of interest has came up the following result.

Table 8

No	Item	Response	Frequency	Percent
11	In the department there is balance of target public interest with organizational interest	Strongly disagree	9	16.4
		Disagree	25	45.5
		Neutral	3	5.5
		Agree	14	25.5
		Strongly agree	4	7.3
		Total	55	100

The above table shows that 9 (16.4%) respondents strongly disagreed, 25 (45.5%) respondents disagreed, 3 (5.5%) respondents neutral, and 14 (25.5%) respondents agreed, and 4 (7.3%) respondents strongly agreed. The implication of this item proposed to measure that the department balance target public interest with organizational interest.

The majority of the respondents 34 (61.9%) disagreed that the department balanced target public interest with organizational interest. Yet, 18 (32.8%) agreed that the department balanced target public interest with organizational interest.

The last component of the Mexico City agreement of public relations is all about to serve “both the organizations and the public interest”. The objectives of an organization and its public relations program must be designed with the needs and desires of the public clearly in mind (Newsom and Haynes 2005). Public relations as a communication management serve both target public interest and organizational interest to sustained mutual relationship. Public relations practitioners have always realized that their practice could serve or be at odds with the public interest. Realizing that, public relations practitioners face two challenges: firstly knowing what the public interest is and secondly, knowing how to serve it, to answer this ambiguous questions research is key tip

Actual and proposed codes of ethics for public relations practitioners shape that public relations should be practiced in the public interest. The Public Relations Society’s Code of Ethics says, in part, “We are faithful to those we represent, while honoring our obligation to serve the public interest” (Public Relations Society of America, 2000). Therefore, public relations as management function responsive to public opinions; defines and emphasizes the responsibility of management to serve the public interest; helps management to effectively utilize change; serves as an early warning system to help anticipate trends; and uses research and ethical communication techniques as key equipments.

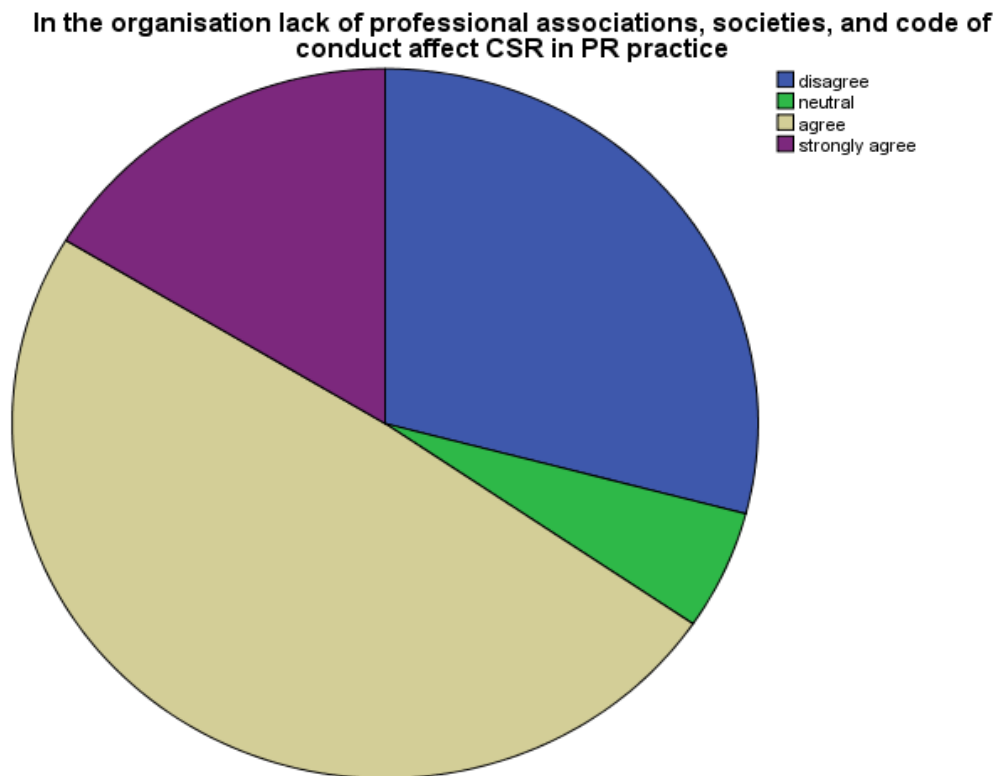
From this finding, we can understand that the majority of the respondents failed to acknowledge that in the department balance target public interest with organization interest. As a result, a

greater proportion of respondents public relations function simply becomes the agent of propagating their government side programs and dominant line of the government view. Furthermore, the organization does not give due consideration in the organization to enhance balance of target public interest with organizational interest.

4.12 Professional Associations, Societies, and Code of Conduct

The researcher conducted survey to verify that in the government communication department public relations function is weather based on the professional associations, societies, and code of conduct has came up the following result.

Figure 4



The above figure shows that 16 (29.1%) respondents disagreed, 3 (5.5%) respondents neutral, and 27 (49.1%) respondents agreed, and 9 (16.4%) respondents strongly agreed. The implication

of this data proposed to measure that in the department lack of professional associations, societies, and code of conduct affect the public relations function.

The majority of the respondents 36 (65.5%) agreed that the department lack of professional associations, societies, and code of conduct affect the public relations function. Yet, 16 (29.1%) disagreed that the department lack of professional associations, societies, and code of conduct affect the public relations function.

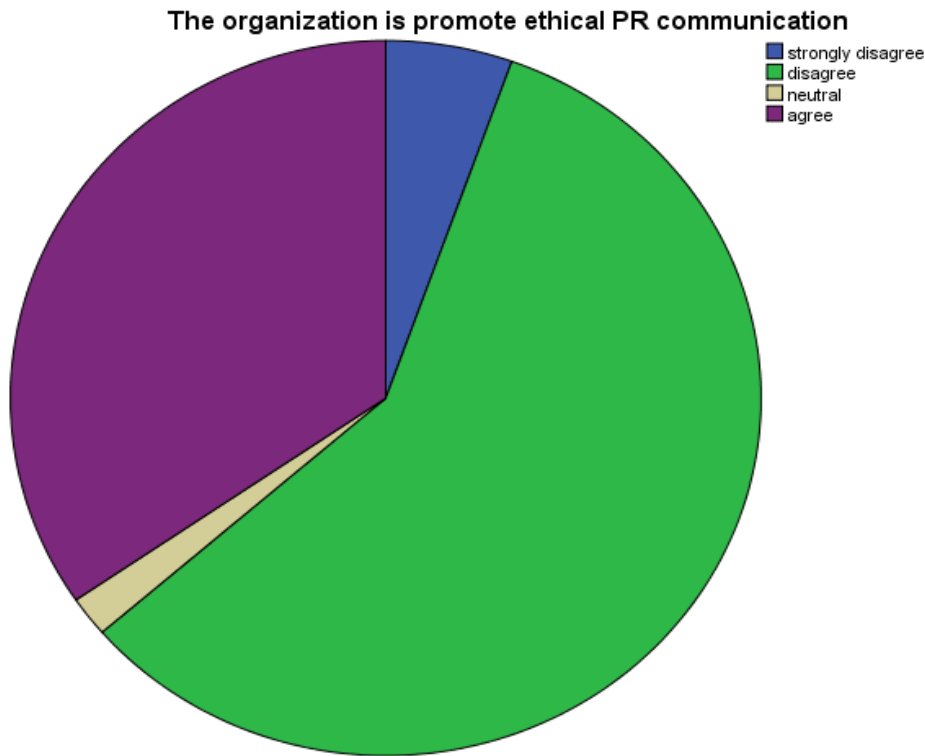
This finding indicates that, majority of the respondents confirmed the lack of professional associations, societies, and code of conduct negatively affects the public relations function. The professional associations, societies, and code of ethical conduct help to enhance public relations function. The country as a whole is not the member of the professional public relations associations and societies either globally or regionally. There is no professional public relations association and professional code of conduct. There is no defined and agreed public relations policy in the department of government communication. These have insignificantly affects the practice of public relations.

From this finding, obviously we can understand that the majority of the respondents acknowledged that in the organization lack of professional associations, societies, and code of conduct affect the public relations function. Besides, the organization does not give due consideration in the organization to enhance professional associations, societies, and code of conduct because the country as a whole is not the member of the professional public relations associations and societies either globally or regionally.

4.13 Ethical communication in PR function

The researcher conducted survey to corroborate that the government communication department public relations function is weather based on the ethical communication has came up the following result.

Figure 5



The above figure shows that 3 (5.5%) respondents strongly disagreed, 32 (58.2%) respondents disagreed, 1(1.8%) respondent neutral, and 19 (34.5%) respondents agreed. The implication of this data intended to measure that the department promotes and enhances ethical communication.

The majority of the respondents 35 (63.7%) disagreed that the department promotes and enhances ethical communication. Yet, 19 (34.4%) agreed that the department promotes and enhances ethical communication.

The focus group discussion that is conducted in department of government communication affairs, “it is difficult to say our communication is ethical, because our communication is not based on mutual relationship acceptance, it is difficult to say all information is completely true, fair, accurate, and balance. Due to this reason the public relations function is not fulfills the

ethical standard. Therefore it is difficult to say we promotes and enhance ethical communication”.

Ethics in Public relations communication is about telling the truth, to not lie, and be honest at all times. It means to be honest to your responses mostly when it involves the media and public (Doorley& Garcia, 2007; PRISA, 2011). A public relations practitioner must be truthful and honesty when communicating with key stakeholders especially the general public, and should be true to his/herself and the client. Public relations ethical communication is linked with issues of the organizational responsibilities to the public. Huang (2004) argues that organization should enhance the welfare of consumers and employees, respecting the rights and justice of members of the society, by minimizing harm or other negative effects such as misuses of power and information. While excellence theory argues that an organization is accountable to society and all its stakeholders Holmstrom (2005) this theory argued that ethical communication is part and parcel of a movement towards making organization accountable and stakeholders’ part of the organization. The PRISA code of ethics also has a provision on conflict of interest that includes guidelines on client and public interest.

Saying that a member shall conduct themselves professionally, with truth, accuracy, fairness and responsibility to the public shall act in the best interests of a client and public, and avoid actions and circumstances that may appear to compromise good business judgment (Doorley& Garcia, 2007; PRISA, 2011).

From public relations ethical communication perspective, this implies that PRISA encourages members or practitioners to establish and maintain mutual lines of communications, understanding, acceptance, fairness, and co-operation between an organization and its public. Jennifer Crocker supports this notion when she argues that ethical communication should be underpinned by dialogic principles premised on transparency, fairness, truth, and sincerity.

From this finding, clearly we can understand that the majority of the respondents failed to acknowledge that the organization promotes and enhances ethical communication. Furthermore, the organization does not give appropriate consideration to intensifying promotes and enhances

ethical communication. However, in public relations function promotes and enhances ethical communication is significantly important. Guth and Marsh (2005), states that good ethics and responsibility lead to trustworthiness and respect, two valuable assets in public relations and in life.

CHAPTER FIVE: CONCLUSIONS AND RECOMMENDATIONS

5.1 Conclusions

The aim of this paper was to assess the corporate social responsibility practice. The relationship of the department of government communication with target public has been investigated. The in-depth interviewees and focus group discussions respondents all agreed that corporate social responsibility practice is not practiced in the department of government communication. The data in the questionnaire analysis and observation showed that the one-sided and inclined nature of reporting of the department of government communication. The research questions are answered by collected data from the questionnaire, in-depth interview, focus group discussion, and observation. All the collected data confirmed that corporate social responsibility practice is not properly practiced in the department. This indicated that the skill and profession gap of the leader and public relations practitioner in the department.

The questionnaire, in-depth interviewees, and focus group discussions, and observation data confirmed that public interest and concern is not primarily supported by research, planning, communication, and evaluation phases of the public relations practice. Research is not part of the public relations function. The department planning is not based on research findings and it is not tried to solve problems. In theory or principle all the practitioners supposed that they should serve the public and the government interests mutually. But put into practice they are one-sided and self-serving on the side of the government. As explained by different respondents there are gap that separates the target public with the government. The department of communication does not collected sufficient information or data from the target public on it's to narrow the performance gaps and solve the problems. The practice is dominantly guided by the image building, consensus creating, promoting best practices, and developmental reporting. During the interviewee and focus group discussions researcher observed that the strong needs of change in the public relations practice on the department of government communication. But the department leader assumed in currently serving both the government and the public interest makes future change difficult. The lack of detailed understanding, insensitivity to the target public interest, and the narrow scope thinking and vision has affect corporate social responsibility practice.

The factors affecting the corporate social responsibility practice in public relations function in the department of the communication identified as follows: research is not part of public relations function, low level understanding of top leader and practitioner about Public relations and its function, lack of professionalism and regular training in the department of communication, lack of actors involvement in strategic decision-making, the closed organizational culture and system, biased and one-sided information dissemination, lack of regular and organized feedback collection system, lack of coordination with target public, lack of professional associations, societies, and code of conduct affect corporate social responsibility practice in public relations function.

5.2 Recommendations

Incorporation of corporate social responsibility practice in public relations function is an important to implementing government policies, decision, and actions.

- ❖ In the department of government communication public relations practice should be based on research, planning, two-way symmetric communication, and evaluation.
- ❖ The public relations practitioners should counsel the management and top leader about the sensitivity and responsiveness of public interest in the decision-making process.
- ❖ The department of communication should be identifies and solve target public problems.
- ❖ The department of government communication should be sensitive and responsive to the target public interests and concerns in each stages of the public relations practice.
- ❖ The public relations function should be two-way symmetrical communication and participatory of the target public.
- ❖ The awareness should be created that the public relations is the practice of corporate social responsibility.
- ❖ The department of government communication function should be modernized in gathering the target public interest, concerns, and feelings to enhance mutual understanding.
- ❖ The department of government communication used regular and organized feedback collection system.

- ❖ The department of government communication enhanced the understanding level of top leader and practitioner about Public relations and its function.
- ❖ The department of communication serving target public interests and commitment to the core ethics of the Public relations should be principle for their practice.
- ❖ In the department of communication there should be a time for professional training and conciliation to improve understanding level of the public relations practitioner and organizational top leader.
- ❖ The department of communication should be used open organizational system.
- ❖ In the department exclusive and one sided information dissemination it needs change

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Appendix A

Questionnaire designed to gather data from public relations practitioner, employee of Culture, Tourism, and Government communication Affairs Department of HadiyaZone

General Instruction:

- ❖ Your participation is voluntary
- ❖ Guarantee you that your responses will not be disclosed to any body
- ❖ Do not write your name on the questionnaire
- ❖ Please simply tick the most appropriate responses for you and your organization

1. Sex Male Female
2. Age 18-29 30-41 42-53 54 and above
3. Educational status 11-12 Certificate Diploma Degree Master and above
4. Your organization conducts research to ensure effective communication with target public or community? 5) Strongly agree 4) Agree 3) Neutral 2) Disagree 1) strongly disagree
5. In the organizational planning target public or community can participate 5) strongly agree 4) Agree 3) Neutral 2) Disagree 1) strongly disagree
6. Your organization encourages its PR practitioner to develop real skills of corporate social responsibility? 5) Strongly agree 4) Agree 3) Neutral 2) Disagree 1) strongly disagree
7. Your organization is friendly or closely work with community (target public) 5) strongly agree 4) Agree 3) Neutral 2) Disagree 1) strongly disagree
8. In the organization do you think Public relations is problem solving activity? 5) Strongly agree 4) Agree 3) Neutral 2) Disagree 1) strongly disagree

9. Your organization made two-way communications with target publics regularly? 5) Strongly agree 4) Agree 3) Neutral 2) Disagree 1) strongly disagree
10. In the organization PR function is evaluated from the perspective of target public interests and concerns? 5) Strongly agree 4) Agree 3) Neutral 2) Disagree 1) strongly disagree
11. Your organization properly manages the public relations function? 5) Strongly agree 4) Agree 3) Neutral 2) Disagree 1) strongly disagree
12. The organization create strong and direct relationship with the target public (customers?) 5) Strongly agree 4) Agree 3) Neutral 2) Disagree 1) strongly disagree
13. You agree lack of professionalism discourages corporate social responsibility? 5) Strongly agree 4) Agree 3) Neutral 2) Disagree 1) strongly disagree
14. You agree that low level commitment of leader in the organization affect the role of corporate social responsibility? 5) Strongly agree 4) Agree 3) Neutral 2) Disagree 1) strongly disagree
15. You agree that low level of understanding about PR function affect corporate social responsibility role? 5) Strongly agree 4) Agree 3) Neutral 2) Disagree 1) strongly disagree
16. You agree that lack of professional associations; societies and code of conduct in PR function affect corporate social responsibility role? 5) Strongly agree 4) Agree 3) Neutral 2) Disagree 1) strongly disagree
17. Your organization is honest and faithful as a source of information 5) strongly agree 4) Agree 3) Neutral 2) Disagree 1) strongly disagree
18. Your organization tries to promote ethical PR communication practice? 5) Strongly agree 4) Agree 3) Neutral 2) Disagree 1) strongly disagree

19. The organization openly dialogue and interact with public to better understanding about corporate social responsibility practice 5) strongly agree 4) Agree 3) Neutral 2) Disagree 1) strongly disagree

20. In the organization there is habit of regular feedback collection to build better perception and attitude in PR function 5) strongly agree 4) Agree 3) Neutral 2) Disagree 1) strongly disagree

Appendix B

Questions forwarded to Interview

1. The public relations practitioner perceives PR is problem solving function and enhance CSR practice in the organization?
2. In the organization Public relations practitioner handle the practice of CSR and crates strong and direct relationship with target public.....?
3. Lack of professionalism and regular training affect public relations function to handle the practice of corporate social responsibility.....?
4. Low level of understanding about public relations function discharge to manage corporate social responsibility practice.....?
5. What are the factors that affect the PR practitioners in being corporate socially responsible?
6. Do you think that your organization is openly dialogue and interacts with target public ethically, honestly and faithfully as a source of information.....?

Appendix C

Questionnaire forwarded to focus group discussion

1. Research is public relations function in the department to enhance dialogue, interaction, and two way symmetrical communications?

2. In the organization public relations function evaluated based on the concept of CSR and target public interest.....?

3. The organization promotes and enhances ethical communication to encompasses corporate social responsibility.....?

4. Is there any factors influence the practice of corporate social responsibility in your organization? If yes, what are those?

5. What are the factors or trends that affect the practitioners in being corporate socially responsible.....

6. Are there any relationships between corporate social responsibility and public relations practice in your organization? If yes, what kind of relationships do they have? If not, why??