



Jimma University
College of Social Sciences and Humanities
Department of English Language and Literature
MA in Public Relations and Corporate communication

The Practice and Challenges of Public Relations:

The Case of Government PR Offices in Kafa Zone, Ethiopia

By

Sintayehu Salilih

A Thesis Submitted in Partial Fulfillment of the Requirements
for Master of Arts in Public Relations and Corporate
communication

May 2019

The Practice and Challenges of Public Relations:

*The Case of Government PR Offices in Kafa Zone,
Ethiopia*

**Athesis Submitted in Partial Fulfillment of the Requirements
for Master of Arts in Public Relations and Corporate
communication**

By

Sintayehu Salilih

Advisors:

Aschalew Adera (Ph.D.)

Getachew Seyoum (Ph.D.)

May 2019

Declaration, Confirmation, Approval and Evaluation

Title: The Practice and Challenges of Public Relations: A Case of Government PR Offices in Kafa Zone, Ethiopia.

Declaration

I, the undersigned, declare that this M.A thesis research report is my original work, not Presented for any degree in any universities, and that all the sources used for it are duly acknowledged.

Researcher:

_____	_____	_____
Name	Signature	Date

Confirmation and Approval

This M. A thesis has been submitted for examination with my approval as advisor.

Principal Advisor:

_____	_____	_____
Name	Signature	Date

Co-Advisor:

_____	_____	_____
Name	Signature	Date

Examiner

_____	_____	_____
Internal Examiner	Signature	Date

_____	_____	_____
External Examiner	Signature	Date

Abstract

This study examined the Practice and Challenges of Public Relations in Government PR Offices in Kafa Zone, Ethiopia. It attempted to explore the efforts and the dominant challenges the Kafa zone public relations offices are facing to reach out and communicate with the public.

Key informant interview, document analysis, open-ended questionnaire and observation were the tools which were used to collect data for study. With regard to interviews, 14 key informants were selected in comprehensive sampling because they were assumed as the critical role to play in the Government PR Office. As to the document analysis, four useful documents supporting the research were reviewed. This was purposely done to gain an insight into the environment in which the public relations practices are conducted in government organizations. And open-ended questionnaire was administered to 45 PR practitioners other than interviewees so as to get varied opinion and idea that can strengthen the entire data. As a qualitative research, data were gathered in the abovementioned tools and interpretive analysis was made.

The result showed that, the dominant activities of the studied governmental PR organizations were reporting communications with the upper level PR organizations. The result also showed that there was a problem in relation to implementing some PR tools like broacher and magazines in reaching to the external public. As many credits were given to image building the balance of public were already forgotten. The study also showed that the organizations were not implementing their activities with models and theory and there were no skilled and educated professional in all studied organizations. According to the result, the organizations were not apply internal and external communication strategy and they dominantly use one way communication approach.

The office also did not clearly and appropriately define their organizational structure currently because the changed structure of the federal and regional level didn't come to zone yet. In addition, the PR workers did not take any effective training program that can help them to cop up for effective professional.

Therefore, the researcher finally recommended KZPRO to work in a professional and responsible.

Key Words: *Public relations, Practices, Models, Tools, Kafa zone public relations offices*

Acknowledgements

I would like to express my intense gratitude for my thoughtful and respected advisers, Dr. Aschalew Adera and Dr. Getachew Seyoum for their unlimited professional mentoring and supporting me from starting to submission of this research. Secondly, I am greatly indebted to thank all the PR staff workers of Kafa zone and Bonga administration PR unit workers for their great support during the data collection. Also, I would like to thank all respondents who gave their time for the interviews and necessary documents.

Table of Contents

Declaration, Confirmation, Approval and Evaluation	iii
Abstract	iv
Acknowledgements	v
Table of Contents.....	vi
List of Tables	viii
List of Acronyms	ix
CHAPTER ONE: Introduction	1
1.1 Background of the Study	1
1.2 Statement of the Problem	1
1.3 Objectives of the Study	2
1.3.1 General Objective	2
1.3.2 Specific Objectives	3
1.4 Research Questions	3
1.5 Significance of the Study	3
1.6 Scope of the Study	3
1.7 Limitations of the Study	4
1.8 Operational Definitions of Terms	4
CHAPTER TWO: Literature Review	5
2.1. Definitions of public relations as a Practice	5
2.2. Historical Background of public Relations from Global to local Context	5
2.3. Characteristics of public relations	7
2.4. The Role and Responsibilities of public relations Office	7
2.5. Ethical Matters of Public Relations	9
2.6. Public Relations Tools	9
2.7. Challenges in Public Relations	9
2.8. GovernmentPublic Relations	10
2.9. Public Relations Theories and Models	11
2.9.1. Excellence Theory	11
2.9.2. Grunig and Hunt’s Four Theoretical Models of Public Relations	13
CHAPTER THREE: Research Methodology	18
3. Design of the Study	18
3.1. The study participant	18
3.2. Study Population and Sampling Techniques	18
3.3. Data Collection Instruments	19
3.3.1. Observation	20
3.3.2. Questionnaire	20
3.3.3. Key Informants Interview	20
3.3.4. Document Analysis	21
3.4. Data Collection Procedure	22
3.5. Methods of Data analysis	23

3.6.	Ethical considerations.....	23
3.7.	Reliability of the research	24
3.8.	Validity of the research	24
CHAPTER FOUR: Data Analysis and Interpretation.....		25
4.1	Results.....	25
4.1.1	Education Levels of Respondents.....	26
4.1.2	Area of qualification of the respondents.....	27
4.1.3	Professional Training of Respondents	27
4.1.4	Practitioners within the organizations.....	28
4.1.5	Key Informants Interview analysis	28
4.1.6	Document analysis.....	34
4.1.7	Analysis of the questionnaire.....	38
4.2	Discussion	42
CHAPTER FIVE: Conclusions and Recommendations		47
5.1	CONCLUSIONS	47
5.2	RECOMMENDTIONS.....	48
REFERENCES		50
APPENDIX –I Questionnaire of the respondents.....		55
APPENDIX –II Amharic version of the questionnaire		58
APPENDIX –III Key informant interview.....		61
APPENDIX –V Amharic version of key informant interview.....		63
APPENDIX –VI Guide line to document analysis.....		64
APPENDIX –VII Criteria of observation		65
APPENDIX –VIII Information of the study sample		66

List of Tables

<i>Table 1: Characteristics of PR (Heath, 2006)</i>	7
<i>Table 2: Samples taken from Kafa Zone PR office and subordinate Units (Survey,2019)</i>	19
<i>Table 3: Sample documents taken from Kafa Zone PR office and subordinate Units</i>	24
<i>Table: 4 Education Levels of Respondents</i>	28
<i>Table: 5 Professional training background of the respondents</i>	28
<i>Table:6 The Job Titles of the respondents</i>	28

List of Acronyms

PR – Public Relations

KII – Key Informant Interview

KZPRO –Kafa Zone Public Relations Office

CHAPTER ONE: Introduction

1.1 Background of the Study

Public relations (PR) is the management function that identifies, establishes, and maintains mutually beneficial relationships between an organization and the various publics on whom its success or failure depends (Cutlip et al., 2006). According to Yeoman (2006), this notion is seen as a blood and life to PR offices as well as governmental and private organizations. Thus, the purpose of this study was to assess the vital notion (of PR practices) in governmental PR offices and Woreda Units in Kafa Zone, Ethiopia.

Even though PR is at first aimed at private sectors (Heath, 2005), it is also widely applicable in governmental organization (Taylor & Francis, 2012). According to (Cutlip et al., 2006), most PR theorists have not constructed separate theories of PR for government. But greatest researcher are using the same models of PR for this purpose, and the principles are more or less the same for other types of organization weather in government or in corporate (Shimelis, 2017).

PR in government is mainly considered as core of developmental activities and is implementing PR activities which aimed to promote and report the regular community and organizational activities and services to the internal and external publics. As Rosenberg (2013) stressed, PR offices have to be commentators and functions as communication links between an institution and all of its publics. To assess the extent of these practices researchers has conducted studies and found out problems focusing mainly on federal, regional and sectorial levels (Spurgeon &Bereket, 2018; Gubay, 2017; Bereket, 2015). With respect to this, this study considered that it is worthy to evaluate the current extent of PR practices and the challenges faced by these PR offices, especially in zone and Woreda levels.

1.2 Statement of the Problem

This study was intended to assess the PR practices and challenges in Kafa zone PR offices. The incompetence of PR practitioners to communicate, through effective vertical or horizontal communication directly affects effectiveness of organizational communication implementation (Miller, 2006).

Kafa Zone PR offices are implementing PR activities that mainly focused on several social, economic and political issues on creating awareness and attitude development of the public on government policies, strategies and programs.

The problem to conduct this research is emanated from two aspects; first the researcher had a good organizational working relation with the studied organizations i.e. (PR vs media relation) that helped him to see the gap. Due to this the organization were fenced itself with only on writing news for FM media which expected to build the zone and Woreda images by neglecting the public side. They couldn't tended to incline to public issues. The PR heads were not also eager to inform the public through the local radio on different issues and societal grievance. The why of this initiated the researcher to conduct the research on the area. Second, several related local research results that focused on the practical aspect of public relations in national, regional or sectorial levels (Spurgeon &Bereket, 2018; Gubay, 2017; Bereket, 2015) find out there is a huge gap of practicing public relations activities in government public relations organizations. The others like, Olbana, (2018) and Minas, (2010), has given due attention to the strategy part of PR activities and find out the government PR organizations are in danger of the right and balanced execution of public relations.

In light of these, the PR practices and challenges in Kafa zone PR offices were not studied previously. From these point of view, the researcher sake to confirm if the specified problems are existed in studied areas.

And hence the study was motivated not only to determine the extent, characteristics and type of practices in the office but also to investigate what challenges hinder the effective practices of the studied area.

Generally, this study endeavors to consider two main points: first, the study tried to investigate the PR practices on creating awareness and develop attitude towards government policy, strategies and programs; second, it assessed the challenges on implementing these practices.

1.3 Objectives of the Study

1.3.1 General Objective

The general objective of the study was to assess the PR practices and challenges in PR offices and units in Kafa Zone administration PR office.

1.3.2 Specific Objectives

The specific objectives of the study were:

- I. To identify the current PR activities, responsibilities and roles played by the PR units/offices in the Kafa Zone PR office.
- II. To find out how the practitioners are using PR tools for both the internal and external publics.
- III. To evaluate the gaps of the PR units and offices in the Kafa Zone PR office.

1.4 Research Questions

The following research questions of the study arose from the problem statement of the study. This study attempted to answer these questions through collecting data from PR offices and units in Kafa Zone by assessing and evaluating:

- What are the current PR activities, responsibilities and roles played by the PR units and offices?
- What are the PR tools used for both the internal and external publics? And how effectively they used?
- What are the internal and external challenges faced by the PR units and offices?
- What are remedial opportunities in the area for the PR units and offices that could overcome the challenges?

1.5 Significance of the Study

This study was tried to identify the current performance, characteristics, and behavior of PR practices and challenges faced in zone level of governmental PR organizations.

The study is expected to indicate the problems in the practice of public relations and the communication gaps between the public and the PR organization. Therefore the research is hoped to benefit the KZPRO and administration as it specifies major problems and suggestion to be done for a good societal establishments. The research has also a good advantages for PR practitioners to the field in suggesting what should be done to act as a bridge between the government organizations and the public.

And this research is expected to contribute in a great deal for future PR and communication policy and researchers as a start point of grass root level PR activities.

1.6 Scope of the Study

The scope of the study was limited to the PR practices and challenges in Kafa Zone Administration PR Office and its subordinate Woreda PR Units. The office was selected purposively for the study because of its wide PR activities that can go with this study.

Since the study only assessed a single zonal Woreda of PR activities, the results can not be generalized to general PR practice and challenges in the country. The study is also limited to PR practitioners, employees and managers in Woredas and Zonal office.

1.7 Limitations of the Study

This research was conducted under limitations like the financial constraint to reach to distant Woreda areas. And the qualitative method may have had influence on extracting the real opinion of the respondents.

To overcome these limitations the researcher tried to devote his utmost time and efforts.

1.8 Operational Definitions of Terms

Challenge – any obstructing issue that influences the effectiveness of PR practices in PR office and unit.

PR Office – the governmental organization that implements PR activities in zonal level based on strategies and plans derived from the country's PR policy. The office was previously known as '*government communication affairs office*'.

PR Practitioner – an employee or a manager who works in PR office/ Unit directly involving in PR activities.

PR Unit – is a Woreda or a town administration level PR office in newly reformed organizational structure. It was previously known as '*Woreda government communication affairs office*'.

Practice – day to day activities of PR practitioners, managers and other employees in the PR office/ unit.

Public Relations/ PR – a unique management function of the PR units for establishing and maintaining mutual and effective communication paths between the public and local governmental offices.

CHAPTER TWO: Literature Review

2.1. Definitions of public relations as a Practice

PR is a distinctive management function which helps, establishes, and maintain mutual lines of understanding, acceptance, and cooperation between an organization and its public (YeoMans, 2006). As a management function, PR involves responsibility and responsiveness in policy and information to the best interests of the organization and its publics. (Newsom, Turk and Cruckeberg 2004).

PR practice is the art and science of analyzing trends, predicting their consequences, counseling organization leaders, and implementing planned programs of action which will serve both the organization's and public interest (Newsom and Carrel 2001). As a practical matter, good PR involves confronting a problem openly and honestly and then solving it (Newsom et al., 2004).

PR is the actual relationship of the company to the people and that relationship involve more than talk. The company must act by performing good deeds (P. Seitel, 1995).

Public relations is the practice of managing communication between an organization and its publics (Grunig and Hunt, 1984).

As cited by Gebru (2017), Ethiopian government PR office defines PR as an organized body for collecting information about PR offices organization's plan and the output, transmitting messages as well as gathering public opinion for PR offices feedback in order to contribute to national consensus and image building (Gebru, 2017).

2.2. Historical Background of public Relations from Global to local

Context

Baran (2002) classifies the historical stages of PR in to four. These are early PR, the propaganda publicity stage, early two-way communication, and advanced two-way communication. People and organizations were using communications to inform, to build an image, and to influence public opinion in the early PR historical stage.

PR began to acquire its deceitful, huckster image during the propaganda-publicity stage. A disregard for the public and the willingness of PR experts to serve the powerful fueled this view, but PR began to establish itself as a profession during this time. PR in this stage was typically one-way, from organization to the public. However, the latter two-way communication stages are still working these days (Baran 2002).

Many African countries have opened up to democratic governance, since the mid-1990s and have begun to experience political stability.

This is providing one of the necessary conditions for the growth of professional PR in Africa (Quesinberry, 2009). Between 1990 and 2006, the number of PR companies rose from zero to more than a hundred in many African countries, giving Africans more avenues through which to participate in state and practitioners more conduits to carry their messages to their publics (Quesinberry, 2009). This indicates that, PR is the new experience for most African countries.

While, social interdependent relations and social responsibility are well respected and serve as guiding principles for individual and corporate activities become an opportunity to exercise the PR in the continent. However, lack of access to technologies and the state control of the media have affected PR on the continent (Jefkins, 2004). According to Dozier (2002), PR Practitioners in Africa play socially responsible role when they contribute directly to national development. PR practice in Africa generally involves on persuasive messages from the PR offices to the people.

The PR science is recent happening for Ethiopian and not more than a decade. Now a day there is an attempt to practice the PR, particularly in a ministerial and Zone PR offices. However, there were government offices those appeared to be PR sectors before, it was established separately as government PR office on 2008 in the name of Government Communication Affairs Office under the Prime Minister Office (GCAO, 2018). Currently, the office restructured following the new reform movement in the country since March 2018; and the office renamed as public relation office. The structural and strategic changes also took place following the reform. In this regard, the former Woreda Government communication affaires office renamed as Woreda PR office.

Nowadays, PR is taught in some universities of the country, which are trying to create skilled human power in the PR sector, but this effort is still very early in life. The first batch of Bachelor degree in PR in Ethiopia history began in 2013 at Mekele University. Addis Ababa University (AAU) opened the first PR and strategic department in master program in 2017. Jimma University also opened PR and Corporate communication program in master level in 2017.

According to the study of Veen (2017), the biggest challenge in Ethiopian PR is that the PR is too much politicizes. Thus, the PR practitioners are considering as a politician lobbying for the government and the political party rather than working for the mutual benefit of PR offices and the public. Even most PR offices professionals also accepted and adopted this misconception (Veen, 2017).

Tenagne, (2018) also agreed with the one-sidedness of PR in the country, and he shown that the poor relationship between the federal and Zone PR bodies creates fertile ground for the political and social crisis which takes place in last couple of years (Tenagne, 2018).

The first PR professionals association established recently in June 2017 by, PR practitioners most of them from the government PR offices and few of them from the non-PR organizations. The goal of the association is to change the current malpractice with the new practice of the PR and developing the PR framework and principles in the country. The PR offices to support and encouraged to strengthen the professional PR association, for purposes that are beyond getting in touch with political propaganda. Both public and private businesses and civil societies need to understand and react to create fertile ground to exploit the PR (Teklu, 2018).

2.3. Characteristics of public relations

Heath (2006) classified PR characteristics in four distinct groups and discussed in depth with respect to the responsibilities, typical roles and other representative elements of the characteristics. For the sake of simplification for this study, these major PR characteristics are summarized and illustrated in table below:

Table 1: Characteristics of PR (Heath, 2006)

Chx	Reflective	Managerial	Operational	Educational
Action	Analyzes & discuss changing values in society to adjust	Plans to communicate & maintain relationships with public to gain trust & mutual understanding	Prepares the means of communication for the organization to formulate its communication	Helps the organization become competent in communication to respond to demands
Role	Mission and organizational strategies development	Executing organizational mission & strategies by focusing on commercial & publics	Executing communication plans developed by others by focusing on services	Dealing with behavior of members of organization & is focusing on internal public

2.4. The Role and Responsibilities of public relations Office

i. Building Organizational Reputation

PR practitioners work with a media to promote and build the organization reputation. PR activities can discard light on anything negative about their organizational brand.

Effective PR allows their brand to attain a positive image both online and offline, which can benefit the organization in the end. PR professionals expected to develop a brand, create a strategy, lead generators etc. in order to build organization's reputation (Legion, 2002). Reputations can surely be mismanaged, and in many cases not managed at all. A negative image critically damages organizational reputation, decrease the stakeholder's trust in an organization and its business (Garcia, 2007).

ii. Media Relation

Creating good relation with different media industry is vital to increase organization's bond with the public. Media relation done by PR is to reach the target audience for next main reasons. These are efficiency, credibility, targeting, agenda setting, economy and Time shifting. Being accurate, having timely statistics, and prepare material wisely for all media equally expected during media relation. The message should clearly identify the main ideas (Dozier L. A., 2002; Mekee, 2005). There are disadvantages of media relation such as, the media can take over organization's agenda which is written by the PR as a news release, no longer possible to say one thing to one stakeholder and to a different or channels of can really be efficiently segmented (YeoMans, 2006).

iii. Handling Organizational Crisis

PR identifies and addresses the crisis before it arrives by applying basic ways of managing the organizational crisis. These are, pre-prevention, controlling the crisis, and repairing the damaged image of the organization during on crisis. The practitioners make their research to identify the suspected area and sets strategic plan for implementing crisis avoidance measures. Then, the PR professionals react to control the crisis and the communicator strives to maintain destroyed image of the organization due to disaster (Anthonissen, 2008).

iv. Event Management

Basic event management activities are internal and external conferences, seminars, panel discussions, fundraising, annual events preparing exhibitions, the open day, press conference, the facility visit etc. It creates an opportunity for direct contact with audiences through a tailored event or experience that can be a highly effective way of transmitting both brand and corporate messages (Jefkins, 2004).

v. Stakeholders Approach

PR offices should deal with internal stakeholders (employees of the organization) to create systematical influence on the attitude, knowledge, and behavior as well as to achieve the organizational goal.

PR offices should also deal with external stakeholders carefully, to realize the organizational ambition. External stakeholders are increasingly influential stakeholders in an organization business and the PR practitioners create a relationship through crafting and delivering effective communication substances to them (Fembrun, 2007).

2.5. Ethical Matters of Public Relations

PR practices that delivered in irresponsible way leads to instability of the organizational presence, damage of organizational image, and loss of personal trust. Therefore, PR professionals should understand well what is right or wrong to build good professional status and organizational reputation.

In addition, PR practitioners operate as moral and ethical agents in society, concerned with public interests (Theaker, 2004).

Good ethics and responsibility lead to trustworthiness and respect, two valuable assets in PR and in life (Guth and Marsh 2005).

2.6. Public Relations Tools

The study is limited to review PR tools that serve as to have two-way communications and that are more relevant in government PR offices as well as more applicable in the context of the country. Accordingly, the PR tools discussed in this section are press release, media relation, special events, and crisis management.

i) Press Release

The media release/ press release is a standard tool PR practitioners use to feature newsworthy facts and opinions for the use of reporters and editorialists (Heath,).

ii) Special events

Events are vital tools in PR. The practitioner makes sure that a photojournalist gets the obligatory shot of the persons who help publicize the event. From the most ancient times, events have been a vital part of society business and government administration.

iii) Crisis Management

PR Practitioners engage in crisis prevention, planning, and response. During a crisis, PR offices help publics understand what happened, why it happened, and what should be done. During a crisis, PR offices develop and implement emergency plans and execute to know how to be safe.

2.7. Challenges in Public Relations

A local research conducted by (Bereket,2015), depicted that the challenges of governmental PR organizations are: lack of skilled human power(professionals),

passive attitude towards the office (belittling) especially from the top leaders, absence of adequate capacity building trainings, structure of the office (personnel), lack of logistics (electronic equipment) and financial constraint, absence of professional leadership, lack of infrastructure (to reach village publics), reluctance of sector offices, and inadequate assistance from the communication bureau were highly challenging the practice Public Relations in the Woreda.

ShimelisMulatu (2017), also observed on his research entitled “The Practice of Government Public Relations: A Case Study of Ethiopian Government Communication Affairs Office.” Lack of transparency, poor understanding of PR role, and non-recognition of PR as a management function are the challenges. Shimelis also adds, political, economic and cultural conditions and poor information and communication infrastructures coupled with legal structures are other factors hampering the progress of government public relations practices.

The research conducted by TesfayeBezabih, (2018) on “The Practice and Challenges of Public Relations in Ethiopia: depicted that, professional Public Relations practice in the given 13 government universities are in difficult condition as the office is not professionally and structurally organized.

2.8. Government Public Relations

According to Schmitz (2012), there are four types PR; these are government PR, corporate PR, non-governmental PR, and agency PR. This study focuses on government PR. Government PR are increasingly strategic, meaning they must meet the stated goals of the organization, which means the goals of the government. According to Lee (2008), there are also reasons why government has to engage in PR. These are the democratic requirements of government management, closely tied to the public in public administration. A second cluster of benefits from PR are optional. They help an agency do its core mission more effectively and, sometimes, less expensively. These are the pragmatic uses of PR, focusing on the administration in public administration. Third, the most controversial category is the political use of PR intended to advance the agency’s autonomy and power (Lee, 2008).

Government Organizations aim at acquiring legitimacy for their activities and service, and therefore need to be willing to participate in dialogue with stakeholders and be held accountable for the decision they would make (Vos, Schoemaker and Luoma-aho, 2013). This governmental aim is achieved through PR service.

The PR service interventions are the desired course of actions planned the organization to achieve PR goals. According to Banik (2002) the need for PR service interventions in government is required to achieve the organizational goals. These goals are supporting the structure and strategic mission, vision and goals of the organization, preparing to respond to the increasing problem faced by the organization both internally and externally, and help building a desirable image of the organization by suitable PR strategies and actions.

2.9. Public Relations Theories and Models

2.9.1. Excellence Theory

The basic underlying assumption of the excellence theory implies that effective organizations choose appropriate goals with its environmental and cultural context and then achieve those goals. Organizations also try to mobilize publics that support their goals and thus increase their independence. Unless organization good relationships build with the public cannot be effective because it allows organizations more freedom to achieve its missions. In an excellent PR department when organization face difficulties in with their publics seek strategic counseling from outside (Dozier, 2002). The effective organization determines which stakeholder groups were strategic for it and then to help develop credible, long-term relationships with those publics. Such high-quality relationships exist only when the organization acknowledges the legitimacy of the public, listens to its concerns and deals with any negative consequences it may be having on that public.

Excellent PR departments scan the environment and continuously bring the voices of the public, especially activist publics, into decision-making. Then, they develop programs to communicate symmetrically with activists and involve them with managers throughout the organization. Finally, they use both formative and evaluative research to manage their programs strategically (Dozer, 2002).

An excellence theory mostly, thriving for organic structure, participative culture, and two-way symmetrical. Equal opportunities for the organization and to the public particularly for minorities, providing a hospitable mode for its increasingly diverse workforce are natures of excellence theory. Also, top management`s perceptions were more increase the hope and confidence about the success of the organization. Employees working in such organization are more satisfied and are more likely to support than to oppose the goals and objectives of the organization.

Organization's executives as well as professionals expected to upgrade their educational background with direct PR field. They are always willing to cooperate with pressure groups and the diverse community at large. These situations give greater support for or at least understanding of the organization from the community, the clients or customers, the media, and even PR offices regulators. Excellence theory unusually takes organization's crisis as an opportunity to PR because it has the potential to enhance the PR practitioner's career.

Therefore, building relationships managing or interdependence among organization and its public is the fundamental nature of PR. PR practitioners should equip with better tools especially for monitoring the environment and scenario building. They also need measurable indicators of the quality of long-term relationships to evaluate the success of programs and the overall performance of the department.

PR must be part of the overall strategic management process of an organization and that PR itself must be managed strategically. To be strategic, programs then should plan and managed by objectives and evaluated.

The Excellence theory emphasizes the empowerment of PR in the dominant coalition, not because that would allow PR to help dictate organizational decisions but because empowerment allows the organization to benefit from the expertise of the PR profession-something that is most likely to happen when the PR involved in the strategic management of the organization (Dozier L. A., 2002, p. 24).

In some organizations, the head of PR is empowered or a member of the power elite or has access to it. However, only practitioners who know how to manage the function strategically have the necessary expertise to participate in the policy process of their organizations (Dozier, 2002).

Such communicators, we establish herein, are empowered to act independently-as true professionals-while still cooperating with their peers who head the other departments of the organization. Managers value organizational roles that demand autonomous decision-making. The greater the autonomy, the more the value that managers should hold for both the function and for PR practitioners.

An excellence organizational PR structure is supposed to have the next three key strategic forms. The first, PR occupation should be clearly present in the structure of the organization in order to make ready access to the decision maker. So that, it can contribute to organization's strategic management process (YeoMans, 2006).

The second, PR department executives should fully authorize for integrating and coordinating the programs with proper educational background. The senior PR executive or others in the PR unit must have the knowledge for the function.

The third, PR should not be subordinate to any other department like marketing, finance, human resource, etc. The fourth, PR should be structure horizontally. This reflects the strategic publics and enables to reassign human power and resources when new strategic publics emerge.

The next point also indicated what looks like might be the characteristics of excellent PR program in different levels;

Program level (why, when and how individual s programs are implemented), departmental level (how the PR department operates and fits in with other departments and the organization as a whole), organizational level (understanding of, and respect given to, s processes and audience feedback by the organization and its staff), economic level (the tangible value provided by excellent PR to the organization, in terms of happy external and internal audiences) (Dozier, 2002).

2.9.2. Grunig and Hunt's Four Theoretical Models of Public Relations

A review of current PR texts indicate that the field of PR 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 PR practice (Botan and Hazleton 1989:23).

Grunig and Hunt (1984) offer four theoretical models of PR 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 1989:299). The Grunig and Hunt evolutionary model specifies two developments in PR. First, two-way communication (listening and speaking to publics) has at least begun to replace one-way (speaking only). And second, PR 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 PR typically falls into one of the four models (Guth and Marsh 2005).

- **Press Agency /Publicity Model**

The first model, press agency/ 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/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. 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. Press agency model applies when a PR 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 publics; it is about dis communication. 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 PR. 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).

- **Public Information Model**

The second model, public information, developed about 1900. Feedback is not an essential element in this PR model (Botan and Hazleton1989). In this role, practitioners act like reporters 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. The public information model does not volunteer negative information (Culbertson and Chen, 1996).

- **Two-Way Asymmetrical Model**

The third level in the development of PR is the two-way asymmetric model that emerged in the 1920`s. The communication obtained from the receivers is used to tell management what their publics will accept. Grunig and Hunt (1984) noted: “the organization does not change as a result of PR; 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. Their 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 PR should be practiced: in PR, the broad goal is to persuade publics to behave as the organization wants them to behave before beginning a PR 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 PR 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).

- **Two-Way Symmetrical PR Model**

Best practices in PR suggest that a 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 PR 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 (Ibid: 354). One reason the two-way symmetrical model for PR 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).

The two-way symmetric model is marked by its interactive 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 et al., 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 PR 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-PR.

Thus organizations employing open systems PR 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 dominant coalition in this organization believes : the purpose of PR is to change the attitude and behavior of the management as well as it is to change the attitude and behavior of publics, PR should provide mediation for the organization-to help management and publics negotiate conflicts, the purpose of PR is to develop a mutual understanding between the management of the organization and the publics` that the organization affects, before starting a PR 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 key publics, but not primarily to enhance persuasion. Relationship building, not persuasion, is the primary goal. Research suggests that all four types of PR are alive and well in various places. All play a role in specific situations. However, Grunig (1992) reported substantial evidence that truly excellent PR emphasizes the two-way models, particularly the symmetric version (Culbertson and Chen 1996).

A symmetrical worldview incorporates 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 strategic 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 worldview that values dialogue and two-sided input. Excellent PR departments have practitioners who have learned a theoretical body of knowledge in PR (Cutlip et al., 2006).

The two-way symmetrical model conceptualizes both the persuasive and relationship building goals of PR (Grunig & Dozier, 2002). In their recent work on the models, however, Grunig and (1992) followed Hellweg`s (1989) suggestion and redesigned the four models in terms of two continua: One of Craft and one of Professional PR. In other words “practitioners of craft PR seem to believe that their job consists solely of the application of communication as an end in itself. To them the purpose of PR is simply to get publicity or information into the media or other channels of communication. Practitioners of professional PR in contrast rely on a body of knowledge as well as technique and see PR as having a strategic purpose for an organization: to manage conflict and build relationships with strategic publics that limit the autonomy of the organization (Grunig & Dozier, 2002).

CHAPTER THREE: Research Methodology

Overview

This chapter illustrates what kind of research design, methods and procedures were the researcher followed to answer the research questions and attain the research objectives. Accordingly, this research involved a case study research design and pre dominantly qualitative method with varied data collection instruments.

This method is selected due to its suitability to the nature of data to be gathered and the flexibility it provides as a social research. Finally the collected data were analyzed descriptively.

3. Design of the Study

This study followed case study research design. And hence, it assessed the case of KZPRO current practices and challenges. The study involved pre dominantly qualitative and a little bit of quantitative study analysis. According to Yeoman (2006), qualitative method with in-depth interviews/key informant interview and document analysis are used in most part of public relations research.

As Dozer, (2002) and Kothari, (2004). Qualitative method in research is often used to measure relatively worthy full finding as referring to quantitative methods.

So, in this study the data were collected through direct observations, key informant interview document analysis, and questionnaire. To this reason key informant interview and questionnaire were taken as a main data gathering tool beside to document analysis.

3.1. The study participant

The study participant in this study were 7 KZPRO workers, 4 Bonga town administration PR unit workers and 48 Woreda PR units workers. These participants were taken by purposive sampling technique.

3.2. Study Population and Sampling Techniques

The researcher of this study selected government PR sector purposively for the useful of the study. The total population of the study was 75 i.e. total number of employees under Kafa Zone Administration PR office which includes: 12 Woreda PR units, 1 Town administration unit and 1 zone PR office. The study followed purposive sampling technique to get more relevant respondents/ samples, which were selected based on their PR related job responsibility and tasks.

This method of sampling allows researchers to choose specific groups or types of people as a modal in particular based on adequate knowledge and experience in a deliberate manner and enables to reach a targeted sample quickly and where sampling for proportionality was not the primary concern (Yin, 2011). In this regard, 59 samples were selected purposively among the population. The study also employed comprehensive sampling technique to select 14 key informants among purposively selected samples. The population and sampling of the study is shown below in each PR units and Zonal office.

Table 2: Sample respondents taken from Kafa Zone PR office and subordinate Units (Survey, 2019)

SN	Name of PR office/ unit	Total Emp.	PRP №	SN	Name of Organization	Total Emp.	PRP №
1	Kafa Zone PRO	13	7	8	ChettaWPRU	4	4
2	Bonga Town PRU	7	4	9	TelloWPRU	5	4
3	Ghimbo WPRU	6	4	10	AddiyoWPRU	4	4
4	Decha WPRU	5	4	11	GewattaWPRU	4	4
5	Shishoinde WPRU	4	4	12	Giesha WPRU	6	4
6	Bitta WPRU	4	4	13	GobaWPRU	4	4
7	Chenna WPRU	5	4	14	SailemWPRU	4	4
<i>Total employees and samples respectively</i>						75	59
<p><u>Key:</u> <i>Emp.</i> - employees; <i>PRP №</i> - Number of employees with direct PR responsibilities who are selected as respondents of the study; <i>PRO</i> – PR office; <i>PRU</i> – PR units; <i>WPRU</i> – Woreda PR units.</p>							

According to the current organizational structure of Woreda PR units, there are directly PR related employees (a PR unit coordinator, reporters, media monitoring and public comment coordinators and an audiovisual person). The sampling of respondents for key informant interview will be selected by the researcher based on the respondent's role in the office.

3.3. Data Collection Instruments

The study employed varied data collection instruments: Key informant interview, document analysis, open-ended questionnaire and direct observations.

There are several rationale to select these techniques. First, the researcher planned to get detailed data on practice and challenges of PR in the office, since the research involves qualitative aspect of the study. Therefore, it is recommended to social research due to its suitability to the nature of data to be gathered and the flexibility it provides (Creswell, 2007).

Second, the population of study is very small. Therefore, to increase the reliability of data it is preferable to use key informant interview, document analysis, open ended question and observation to get detailed and representative data. Third, these instruments are selected to the triangulation purpose. In this regard, the researcher has evaluated data in contrast to the office documents that analyzed.

3.3.1. Observation

During this study observation was taken as a one kind of tool of data collection methods. How PR office and units are carrying out PR activities through billboard, notice, brochures, fliers and the like was observed. In this case how visibly they wrote the printed PR tools, the clarity of the messages and how their notice area are affordable to the public was the thematic area of the observation.

3.3.2. Questionnaire

The questionnaire was another data collection tool of this study. The data were gathered through these instrument among purposively selected 59 samples. Since a qualitative research favors a flexible questioning approach (Wimmer and Dominick, 2003), the questionnaire was included mainly open ended questionnaire and close ended items for back ground part of data. The qualitative aspects of the study evaluated the practice and challenges of the office in open ended and detailed items.

The study administered questionnaire to gather data from 45 selected sample.

3.3.3. Key Informants Interview

The key informant interview (KII) involves selecting and interviewing leaders and experts who are supposed to be knowledgeable on the field under investigation.

According to Harrison (2000), the job of the senior Public Relations professional in a government department is a key one.

In this study, the researcher has taken 14 respondents by comprehensive sampling from all Woreda units and zonal office based on the highest positions in the PR office.

KII was selected for this study for it is less structured and would therefore offer deeper understandings and evaluate the phenomena under investigation from different perspectives.

The interview took an open ended discussion in which the selected informants were encouraged to look their views on the problem or issue that was under investigation (Cutlip et al, 1994).

The questions was structured to yield qualitative data.

3.3.4. Document Analysis

Document analysis brings up issues not noted by other means; it is good source of background information; and it supports data gathered in interviews or observations. The drawbacks are bias due to selective survival of information; information may be incomplete or inaccurate; time consuming to collect, review, and analyze many documents; and information may be inapplicable, disorganized, unavailable, or out of date (Flick, 2009; Creswell, 2012; Creswell 2013).

Document analysis in this research was conducted to confirm the findings that brought by interview and questionnaire.

According to Flick (2009), the status of things as "documents" depends precisely on the ways which such objects are integrated into fields of action, and documents can only be defined in terms of such fields.

In this study, documents that entail us activities, practice, strength of PR organization and the content of duties used for supporting the research were analyzed. These include strategic plan of the organization, public comments recordings, evaluation and monitoring reports.

Table 3: *Sample documents taken from Kafa Zone PR office and subordinate Units*

No	Selected documents for analysis	Key points that analyzed
1	The vision, mission, value and objective of the organization	<ul style="list-style-type: none"> • Content of activities in line with PR
2	Strategic plane of the organization	<ul style="list-style-type: none"> • Roles, Practices, the SWOT
3	Evaluation and monitoring reports	<ul style="list-style-type: none"> • Strength & gap of the Org.
4	Public comments recordings	<ul style="list-style-type: none"> • Strength, weakness and interest of the public

3.4. Data Collection Procedure

The data source for this research came from four areas. The first source of data in this regard were collected from the Government PR office and units. Key informant interview with heads of PR was employed with an aim of finding out their reflections on matters related to this research. Interview were prepared and administered to the heads of PR office units by face to face.

Additionally, documents on public relations were analyzed and the findings are presented. Here the emphasis was on findings out the procedures, principles and strategies that are aimed at establishing and developing the practice of public relations. Besides, public relations tools and strategies at the institutional level were also observed.

There are about 1 PR office and 13 Woredas PR units including town administration in Kafa zone and Woredas PR units that are accountable to the zone PR Office. 17 open-ended interrelated questionnaires were drawn from the research questions prepared under which the researcher grouped them into five. This approach served to build on respondents' proper understanding of the public relations practices and to further investigate invisible factors hindering the profession. Accordingly, questions in the first group are categorized under the current status of the profession and the general characteristics of the public relations activities in the Office. The second and third group questions fall under PR offices and their expected tasks and activities. Thirdly, challenges of the organization and how their task could be improved was dealt with.

Since the sample number in each PR organization is very small it was manageable to collect data only by the researcher. And hence, the data were collected by 4 phases. In the first phase, the data were collected from the Zonal office, Bonga town, Ghimbo, Diecha, and Gobaworedas. The second phase, data were collected from Bitta, Chenna, and Shishoinde; in the third phase from Tello, Chetta, and Addiyo; and in the fourth phase from Giesha, Gewatta and Sailem respectively.

As it was also manageable to conduct multiple data through multiple tools simultaneously, the researcher attempted to gather the data through direct observation and key informant interview at first. At the same time questionnaire was given at hand to the respondent. On the second round the researcher collected the questionnaire and analyzed documents simultaneously.

3.5. Methods of Data analysis

According to Wimmer and Dominick (2003), data analysis in qualitative studies is done early in the collection process and continues throughout the project

Qualitative researchers use an inductive method: Data are collected relevant to some topic and are grouped into appropriate and meaningful categories; explanations emerged from the data themselves (Wimmer and Dominick, 2003).

Based on this, the research conducted here on PR activities of the kafa zone PR office and units relies on the three major categories that this study would discuss; the current PR activities, challenges that they faced and the forth coming opportunities of the profession was dealt in the study.

As the research is qualitative one, the data analyzed were explained in the form of narration. And the researcher preferred to employ a simple code system for responses he gathered from key informants. The recorded interview were transcribed to English version and summarized by the researcher to analyze.

To keep ethical standard of the research, the informants' personal names were intentionally declined for the reason that they might not feel doubtful.

The researcher has prepared structured probing questions in the form of a discussion guide and approached each of the interviewees friendly until they gave him at least the right possible answer which they thought for. By conducting interviews to examine opinions, attitudes, and overall assessment of the practices, he collected the data and compared and contrasted the similarities and differences of the responses to find out the nature of the PR practices and its challenges in the PR offices.

The data gathered were analyzed first by categorizing the items based on the research question of the study. In this regard the categories for analysis was: current PR practices and roles, PR tools with their effectiveness, challenges, and remedial opportunities. Data collection should be grouped into appropriate and meaningful categories, and then explanations emerged from the data themselves (Wimmer and Dominick, 2003).

3.6. Ethical considerations

Researchers ethically responsible to ensure that participants are not exposed to potentially harmful research practices. Particularly, in research participants should be voluntary and that the participant has the right to know about nature, purposes, and duration of the research (Abbott, 2011).

In this regards, the researcher followed the basic ethical considerations in research.

He started data collection after obtaining a formal letter from the University to facilitate the fieldwork before the study began.

The researcher had explained the objective of the study for all sample respondents verbally before the research started, and explained for participants that if they are not comfortable with the research questions they could quit or refuse at any point

Therefore the researcher had tried to conduct data from the wright person and recorded the sound based on the interest of the key informant. The data were carefully analyzed and not distorted. Finally the recorded data kept in secret so as it couldn't be abused by others.

3.7. Reliability of the research

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. Audio was recorded and transcribed carefully before summary. And also piloted study was done on questionnaires. In this case some ambiguous, vague and unclear words were corrected and few instructions were also changed.

3.8. Validity of the research

Validity is the accuracy and meaningfulness of inferences, which are based on the research results. It 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 his 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

CHAPTER FOUR: Data Analysis and Interpretation

Introduction

The aim of this section is to present what has been gathered through multiple tools on the research *entitled the practices and challenges of PR activities in Kafa zone government PR offices*.

In this way, key informants were selected to get in-depth idea on current public relations practice and its challenges that the organizations are facing. Document analyses have also been incorporated to the finding. And also open-ended questionnaires was administered to PR practitioners and workers. The data was again gathered through observation by check list.

Finally, the study required to establish basic data about the respondents in terms of their gender, educational levels, their work experience, professional training and job title/position.

4.1 Results

This research involved key informant interview to gather depth data that require current PR activities and challenges in zonal level office and Woreda PR units.

In this way, fourteen key informant interviewees from the zone and Woreda office/units/ have participated. The interviewees were selected because of their position/job title, experience, expected knowledge and exposure to the public relations works.

According to the data analyzed from interview and questionnaire , the organizations has central structure that linked Woreda with zone; zone with region and so on. And hence, the public relation activity in KZPRO is putting its core activities and strengthening its existence by reporting what is happening in the society and their comments to their higher organizational level. Even though PR activities need skilled man power and expert that can run the professional and ethical duties of public relations, in all the 14 studied organization have no PR professional that educated and graduated with PR. Even short term training that given to the practitioners that can enhance their professional skill is only 28%. This indicate the PR activities in studied organization is carried out in inferior quality. As all of the fourteen key informants confirmed, the due emphasis has not been given to the profession by government.

The organizations were giving high emphasis to image building of the zone and Woreda environment, to this reason every news that prepared to media was edited by the highest

authority of the zone administration or Woreda administration. Here every aspect is evaluated in terms of image; but not for the benefit of public.

Every investigated news as corruption, good governance and resource wastage never permitted by the officials to be given to media.

According to the majority of respondents, the practitioners didn't use communication model knowingly but the activities that performed by the studied organizations showed one way or public information is the dominant communication methods in KZPRO.

Based on the result, the public relations organizations were not involving the PR practitioners in the planning and decision making process at Zonal and Woreda level. This leads to the conclusion that the PR office is not functioning by engaging in research and a problem solving activities.

Communication policy and strategy is essential for effective communication that can bring two way understanding and benefit between the public and the organization. The communication in PR can run through its instruments or tools and can be controlled, uncontrolled and semi-controlled. From this point of view KZPRO mostly determine to fail on some of the controlled PR tools like; Brochures, flyers, annual report and Photographs displays. Uncontrolled and semi controlled type of PR tools need expertise to exercise and the work was not well equipped and budgeted.

The organization face serious challenges while PR practice and implementation of KZPRO activities. Among these are low staffing levels, financial constraints and the lack of a zonal communication strategy framework and poor understanding of the role of PR by top administration heads, insufficient of budgets for various activities, inadequate equipment like cameras, computers, studios and standby vehicles

4.1.1 Education Levels of Respondents

Table: 4 *Education Levels of Respondents*

Education Level	Frequency	Percent
Level-2	12	20.33
Diploma	20	33.9
Degree	26	44.07
Masters	1	1.7
Total	59	100

As it has been showed in the table the educational level of the workers that serving as a PR practitioners were varied. The sum of master and BA degree holders of the

respondents haven't been exceeded 46%. This shows the practical skill of researching, critical thinking and media relational activities are blurred in the studied organization. Since above the average of the workers (54.5%) were diploma and Level-2 the strategic activities of PR was not implemented due to the professional skill of the workers.

4.1.2 Area of qualification of the respondents

Table: 5 *Qualification of the respondents*

Area of qualification	Frequency	Percent
Amharic	18	30.5
Information Technology	13	22.03
Kafi Noonoo	16	27.12
Theatrical arts	1	1.7
English language and Literature	9	15.25
Journalism	2	3.39
Public relations	-	0
Total	59	100

In all of the 14 studied governmental PR organization there were no PR professionals that qualified with public relations as it shown in the table above. This means public relations in specified organizations were implementing in traditional approaches. The result of lesser performance in PR implementation can directly relate with the due person to the due position.

4.1.3 Professional Training of Respondents

Table: 6 *Professional training background of the respondents*

Education Level	Sample of the study	Who took professional training	Trained workers in %
Level-2	12	2	3.3
Diploma	20	5	8.5
Degree	26	9	15
Masters	1	1	1.7
Total	59	17	28

In the absence of the right person to the right place, short term professional training is advised to fill the knowledge and skill gap to some extent. In studied organizations short term professional training rate is only 28%. So the workers' skill gap was not filled by intended and goal oriented trainings. This directly led the workers to traditional routine work other than creativity and professional based task.

4.1.4 Practitioners within the organizations

Table:7 *The PR workers rate in the organizations*

Job Title	The required human resource	The current human resource	Percent(%)
Office managers	14	14	100
Audio-visual person	14	14	100
Reporters	15	14	93.3
Media monitoring coordinators	14	7	50
Print materials producers and distributors	28	5	17.86
Media monitoring officers	14	4	28.6
Market coordinator	15	1	6.7
Total	114	59	

The current human resource is 51.8%

An organizations should occupy their job positions to achieve the goal and objective that set in advance. As indicated in the table, the current human resource in studied organization is almost half (51%). In some cases like in market coordinator 93% human resource showed vacant. Except Office managers, Audio-visual person and Reporters, the rest are in average and below the average. From this it is easy to conclude that the due emphasis is not given by concerning governmental bodies so as to get fruit full results from PR sector.

4.1.5 Key Informants Interview analysis

4.1.5.1 The current status and activity

Public relations has known activities that engage in mutual benefit between the public and the organization. Apart from this when the interviewees are explaining about their organizations' current activities, they are not serving as a mediator of the organization and the public at large. According to the informants, the organizational structure changed in federal level as well as regional level, but this was not came in to existence in zone and Woreda level. Currently the organization have no known structure that entail what and how to do.

As another informant their organizational activities became alert for reporting that asking from the south regional bureau. Most working agenda are coming from there. The other agenda from zone administration like documentary films, festival celebration and the likes.

Other respondent also admitted that the society do not state about their concerns that is existing in their life and environment. The English translation of their interview was as follows;

“The public are not trusting us when we are trying to gather their comments and different issues that need replay from officials. They doubt with our performance look us symbol. Most of the time they expected us as government diplomat that collect news and societal rumors to officials. (PR2 & PR13).”

Other respondent also revealed the existing activities of the employees in the following manner:

There is weekly reporting relationship of Woreda with zone; zone with region. We report this by hard copy or through telephone on every current issues, performance or on comments raised by the people. During these kind of sessions, public relation practitioners who have attempted to serve as a bridge between the government and the public get high criticism. Bad news hided for the sake of image (PR014).

However, according to one of the top level manager response, there is systematical filtering information that gathered by the public relation practitioners while reporting or putting a pressure only to enrich the news and to avoid inaccurate information.

4.1.5.2 Activities in line with the theory or models.

The question regarding to the types of public relations models the organizations utilize in their daily jobs as indicated that almost all of them were not aware of what model is, how it is used with PR activities and even they did not hear about theory and models in line with their profession throughout their task.

But as respondent PR07, “The office usually uses one-way communication with the public and other stakeholders for awareness activities such as posting information on websites, giving news to Medias, dispatching brochures and pamphlets, printing the so called “BUNO” annual magazine and dispatching to the organization.

According to Grunig and Hunt’s (1984) classification of PR models, this opinion is in line with the press agency/publicity model which are the cornerstones of traditional media relations programs.

Among the four models of public relations developed by Grunig and Hunt (1984), Press Agency/Publicity Model, Public Information Model, Two-Way Asymmetrical Model, and Two-way Symmetrical Model provide the most utilized frameworks for the nature of communication in the practice of public relations (Okay & Okay, 2008).

From these four models, the public information model appears to be the most dominantly employed public relations model by the PR practitioners in Kafa zone government PR office. Other research findings also show that the public information model is the most widely used model by government and public sector agencies (Wilcox, Cameron, 2012; Broom & Sha, 2013).

The PR offices has also a trend of publicity. The workers are engaged to contribute literature to the so called “Debub Nigat” monthly publishing newspapers that printed and came from south communication directorate. But as the researcher observed the six continuous printings, no audience column was left to. In relation with this view, the importance of effective communication with the public to establish ongoing, reliable and respected external communication process should be given priority (Wells & Spinks, 1999).

As one of the office manager remarked he follows the public information model to get the information out to the public through dialogue and public complain comments gathering session. In certain circumstances, the nature of the issue to be communicated but it is still one way i.e. from public to comments collectors. According to the reflection forwarded by another respondent during interview, the public relations model usage depends on the sensitivity of the issue in the society. To hear from his mouth; *“if the issue requires a public involvement like plantation and contribution to the great renaissance dam the public idea will be gathered and reflected by the concerned body, through the nearby FM media or through social media site.*

During such circumstance, public relations model that fits with the purpose at hand - two-way communication has to be used by the PR practitioners (PR04).” From these, it is possible to conclude that the reporting relationship with the top level management is dominated by government and authorities in power. The PR practitioners were not given the duty to serve the public interest by following the guiding principle of social responsibility, their sources of information are government offices, their nature of reporting relationship is one sided where there is tight control of information by top authorities. This in turn results in poor performance of the zonal PR office as a whole in standing as a bridge between the government and the public. This finding contradicts with what Cutlip, Center and Broom (2006) has been said about the practice of Public relations must be practiced with a commitment to social responsibility and ethics.

4.1.5.3 The role and responsibilities of the PR office/ and execution

Broom and Smith (1979) proposed five practitioner role models: problem-solving process facilitators; expert prescribers; communication process facilitators; technical services providers and acceptant legitimizers. And all these roles should be exercised efficiently if an organization planned to reach to highest level of public acceptance.

Based on the replies of majority key informants, it is clear that the public relations is not involving the PR practitioners and general public in the planning and decision making process at Zonal and Woreda level. This indirectly leads to the conclusion that the PR office is not functioning properly by engaging in a problem solving activities.

However, this practice opposes with the scholars' view of considering the concerns of the public which are collected through scientific methods in the strategic planning and decision making process. As Haywood (2002), strategic planning uses research to define and redefine the perceived problems. The English version of respondent PR9 & PR14 based on this was as follows; "... *mostly our task based on other organizational activities. We couldn't do what we plan but helping other organization is expected as our entire duty.*" According to the data gathered from interview and questionnaire showed the studied organization failed to exercise their role and responsibility in two ways. The first one is the direct intrusion of officials to PR organization and the second one is the fitness of the practitioners to their profession.

4.1.5.4 The relationship approaches.

Government PR Office is an organization which has so many stakeholders about whom it should care about. The Office, therefore, has a huge responsibility of communicating different parties such as government offices, internal employees, community members and other stakeholders that are important to the organization.

Communication policy and strategy are essential for effective understanding that can bring two way benefits to the public and the organization. Effective communication methods always should be founded on structured communications, including both formal and informal exchanges, to keep employees, organizations, and the different (stakeholders) informed.

As Dozier, (2002), excellent PR departments scan the environment and continuously bring the voices of the publics, especially activist publics, into decision-making

Based on this circumstance in Kafa Zone PR Office (KZPRO), a communication strategy was not put into process.

The Office has no planned communication strategy but some yearly events like Kafa nations New Year celebration festival is communicated with the society directly and through media. Internal public communication only depends on meeting when there are organizational problems.

There has not been specific written guideline for each practice of public relations such as press release, press conference, etc. As PR10 and PR01 told, the external PR relation is mostly strengthen by when practitioners are writing news for the media.

As PR04 admitted even though writing news for media has a good advantages for external PR, they are not doing this activities in planned and regular way. Hence, inclusive communication strategy, objectives, procedures, and directives were not designed for both internal and external communication for the firm organizational relations.

4.1.5.5 Public Relations tools of the office/ unit.

According to Wells et al (2003) PR tools are categorized depending on the amount of control the company has in its communication. He divided PR tools as controlled, uncontrolled and semi-controlled. From this point of view KZPRO mostly determine to fail on some of the controlled PR tools like; Brochures, flyers, annual report and Photographs show. As all the interviewees results depicted PR tools like; press release, special event and crisis communication haven' ever been implemented in their organizations. Three of the respondents (PR09, PR05 and PR02) given a reason for this as uncontrolled and semi controlled types PR tools need expertise to exercise in our organization and the work should be well equipped and budgeted.their actual translations was as follows “ *the simple way for us to broadcast information is public information it top-down. The other methods and techniques are vague to exercise due to knowledge and logistics.*” As another key informant, he himself is trying to exercise uncontrolled PR tools like, Social media to help his organization and the public.

4.1.5.6 Challenges of the organizations

According to the findings of the study, the challenges facing PR practice and implementation of KZPRO activities are low staffing levels, financial constraints and the lack of a zonal communication strategy framework and poor understanding of the role of PR by top administration heads, insufficient of budgets for various activities, inadequate equipment like cameras, computers, studios and standby vehicles.

According to informant PR07, within organizational communication is among the challenges other than mentioned above. The English version his thought is as follows; “while we are trying to plan for doing news, printing magazine and setting training, even the same staff member is wrongly relating the task with personal benefits i.e. “*per dime chasing. this demoralize us from effective PR activities.*” As the researcher has informed lack of properly defined roles of PR, lowly placement of PR in the management hierarchy and lack of educated PR professional in KZPRO were impediments. As another 13 informants explained, the PR practice of the organization is not given due emphasis by the upper government structure. Due to this the organization has not obvious structure now a days even though the structure is changed in federal and regional level one year ago. The communication link between zone and Woreda as well as region has not clear cut boundary. As periodical communication strategy and approaches did not existed through the organization, the desired results of the organization was not much fruitful and the strategies fail to achieve the desired goals.

4.1.5.7 Opportunities of the organizations

Though there are enormous impediments that thrashed to track back the effective government PR practice, as three of the key informant suggest there are also opportunities which could serve as a spring board to bring PR as a front liner profession. Legal attention toward the sector, regulations and manuals developed by Government PR secretariat office, availability of social media, the availability of PR course in higher institution level and beginning to conduct PR research are the main opportunities for PR that expected to lift up the professional quality.

Therefore, the perception for the KZPRO to be able to achieve its targeted strategic objectives, the aforementioned challenges should be resolved in time and properly. Furthermore, the finding of respondents on the challenges of the bureau’s communication strategies implementation implies similar results.

4.1.5.8 Actions to be taken

The same question and interview on *the action be taken* have been administered to the respondents. According to their suggestion, to improve PR practice in KZPRO of government several measures should be taken into account. These measures include the provision of adequate and conducive work environment for PR practitioners.

The professionals should be upgraded to higher PR professional level. PR organizations should be supported by different bodies; especially from zone administration by providing enough budget that can fully equip the organization and above all the organization should be free by its profession.

The PR workers should have continuous training of staff, incorporating them into key decision making organs, formulation of Communication Policy to standardize and professionalize PR practice as key in the improvement of PR practice in their office and units.

The study also showed that as can as possible the KZPRO workers struggled to succeeded on implementing the strategies and play an important role in persuading and encouraging the community to actively participate on the implementation of the organization strategies. Moreover, they tried to use the old way of communication models to reach to the public whom they represented.

4.1.6 Document analysis

In this research the documents like Vision, Mission, value and Objective of the organization, Strategic Plan, Evaluation and monitoring reports, Public comments' document were collected and analyzed. This was done purposively due to the data relevance to PR aspect. Some vital finding were also depicted that could support the interview findings. The mission statement of the organization's direct translation is ***“By working hard to the fast and efficient flow of information between the society and government, and looking well informed society by 2017 E.C”***

As the organization mission statement indicated, they devoted to work the fast and efficient flow of information between the society and the government. Even though the mission statement tried to plan about a firm societal relationship which will be accomplished at 2017 E.C, the PR tool that they sought to use was only mass media which is old. So the organization missed the world fastest media (new media) for the full accomplishment of the organizational mission.

The vision statement also set looking the branded image of the zone in 2017 E.C, by building well informed society. The objective on its behalf states; enhancing the number and equity of media, informing the society with current issue. This is directly derived from the federal or region that couldn't be applicable in zone and Woreda level.

From this point of view, the organization was miscalculated others activities of media building. So simple analysis can direct the plan was not prepared by PR professionals or expertise based on the organizations' status.

Ethical principles of the organization have been listed down that should serve as a guide in the daily public relations practices of the PR offices. More or less, the so called ethical principles which the researcher would briefly see shortly, support the principles that were stated in the KZPRO.

Both the ethical principles and the responsibilities and duties mentioned seems lovely. Nevertheless, it would be appropriate to ask if these principles are came in to play effetely why zonal people were at turmoil and unstable? If were well managed and well communicated by all the PR officers, most importantly, KZPRO as an institution entitled to lead government public relations. Though a number of issues about the essence, role and practice of public relations are addressed almost in all the documents the researcher analyzed, much is not seen on the ground on how KZPRO integrates and coordinates its work with the zonal governments PR practitioners.

The strategic plan of the organization is also analyzed. According to the document, the overall objective of the guideline would be ensuring fast government communication system. Disseminating correct, timely and comprehensive government information were attentively recorded core activities of KZPRO. And achieving this objective would be expected as presenting the right picture of the zone to the other neighbor zones, external world as well as to the internal public. According to the researcher this document forbid due emphasis to the core PR activities that PR organization must full fill for the wellbeing of mutual understanding and benefit of their organization and the public. Among these the one is managing crisis. This activity is the core of PR that will be planned at hand before something wrong happen to the organization. If it happen in case the resolving mechanism early planned as the crisis will not be escalated into catastrophic stage. Another vital activity that PR organization shouldn't missed was conducting research and public opinion survey. An organization whose call is always about public should sake for their need, opinion and idea by conducting desirable research and survey. PR organization also expected to plan and manage the events as they do not be out of control. Based on this, to say that PR activity in KZPRO is a forgotten governmental structure that gliding by unprofessional is not wrong.

In this research documents from KZPRO were collected and analyzed as follows:

4.1.6.1 Vision, Mission, value and Objective of the organization

Since the vision, mission, value and objective of KZPRO is uniform in zone level and in subordinate Woredas, the researcher tried to focus only the zone office document content that in line with PR. As the organization mission statement indicated, they devoted to work the fast and efficient flow of information between the society and the government. For this flow of information they set old media as a tool. Even though the mission statement tried to plan about a firm societal relationship which will be accomplished at 2017 E.C, the PR tool that they sought was only mass media which is old. So the organization missed the world fastest media (new media) for the full accomplishment of the organization mission.

The vision statement also set looking the branded image of the zone in 2017 E.C, by building well informed society. The objective on its behalf states; enhancing the number and equity of media, informing the society with current issue. From this point of view, the organization was miscalculated others activities of media building. So simple analysis can direct the plan was not prepared by PR professionals or expertise.

Ethical principles of the organization have been listed down that should serve as a guide in the daily public relations practices of the PR offices. More or less, these so called ethical principles which the researcher would briefly see shortly, support the principles that were stated in the KZPRO.

The ethical principles which the document stated are as follows:

1. To be responsive kindly to public information demands,
2. Serving the organization honestly by communicating the correct information,
3. Developing transparency presenting factual evidences to the public,
4. Keeping confidential information that endangers the organization and the country,
5. Discharging responsibility by communicating the public with correct and credible information,
6. Respecting public's right to information,
7. To be a role model by responding quick information,
8. Giving special attention to quality information.

Both the ethical principles and the responsibilities and duties mentioned above seems lovely.

Nevertheless, it would be appropriate to ask if these principles are came in to groundeffetely why zonal people were at turmoil and unstable? If were well managed and well communicated by all the PR officers, most importantly, KZPRO as an institution entitled to lead government public relations. Though a number of issues about the essence, role and practice of public relations are addressed almost in all the documents the researcher analyzed, much is not seen on the ground on how KZPRO integrates and coordinates its work with the zonal governments PR practitioners.

4.1.6.2 Strategic Plans of the organization

KZPRO strategic plan listed its activities in three major parts. These were;

1. Making facility for fast government information flow
2. Displaying information with electronics and print media
3. Working for good image of the environment

According to the document, the overall objective of the guideline would be ensuring fast government communication system. Disseminating correct, timely and comprehensive government information were attentively recorded core activities of KZPRO. And achieving this objective would be expected as presenting the right picture of the zone to the other neighbor zones, external world as well as to the internal public. According to the researcher this document forbid due emphasis to the core PR activities that PR organization must full fill for the wellbeing of mutual understanding and benefit of their organization and the public. Among these the one is managing crisis. This activity is the core of PR that will be planned at hand before something wrong happen to the organization. If it happen in case the resolving mechanism early planned as the crisis will not be escalated into catastrophic stage. Another vital activity that PR organization shouldn't missed was conducting research and public opinion survey. An organization whose call is always about public should sake for their need, opinion and idea by conducting desirable research and survey. As doing for unknown public is almost doing nothing. PR organization also expected to plan and manage the events as they do not be out of control. Based on this, to say that PR activity in KZPRO is a forgotten governmental structure that gliding by unprofessional is not wrong.

4.1.6.3 Evaluation and monitoring reports

The researcher had been devoted to look the evaluation and monitoring minute of the PR office. Almost four quarter's evaluation occasion were observed.

The success and organizational gap or failure are recorded correctly. But the matter was similar failures and strengths were evaluated throughout the 4 quarters.

4.1.6.4 Public comments' document

Like evaluation and monitoring report recording public comments were also recorded. The idea was mostly on good governance issue. The comments were coming through telephone and sometimes by the interview of the reporter. But this document was not as such strong and regularly recorded. They blame human power for this.

4.1.7 Analysis of the questionnaire

This research has attempted to collect data from the PR practitioners beside to the managers and coordinators. It was to confirm the data gathered from key informant and document analysis. Similar questionnaires was prepared and administered to 45 PR zone and Woreda practitioners. The questionnaires were fully open-ended except the background of the respondents and these questionnaires were divided in to five groups for the sake of the respondents ease to fill the questionnaire.

The finding depicted almost the same result with that of the interview and document analysis.

The study established that the current PR work in KZPRO mostly entail about publicity by monitoring of print materials and preparing news media.

PR in studied organization is covered by unplanned activities like the general occasion and festivals that was celebrating in the zone. These activities are banner preparation, brochures and photograph exhibition that can contribute to the ceremony of the festival. Engaging in ceremonial situation is expected as the core duty of PR practitioners by officials.

Preparation of advertising materials, writing speeches, and preparing news and helping the organization are the routine task of the PR workers in studied organizations. Most organizational activities are carrying out without manuals and regulations that can direct how activities are relating with their profession. The public grievance comments are collected by the reporter and reported to the concerning body, but they may or may not be answered. Even though, PR communication is guided by models, all the respondents didn't know about communication models.

This kind of PR uses one-way communication, doesn't listen to stakeholders in any meaningful way, ignores the media, and uses spin to help an organization not take appropriate responsibility.

In today's world where transparency is becoming increasingly important, barrier PR simply won't work.

Base on skilled PR professionals, as indicated in the background information of KZPRO PR practitioners showed that, no one practitioners were graduated and hired in the position. Most of them don't aware of what skills and rolls are expected for the profession that they represent. But few respondents expressed they have been taken a short term training on peace journalism, ways of data gathering and about conflict resolution.

The study of KZPRO showed that few workers struggle as can as possible to implement the strategies and play an important role in persuading and encouraging the community for active participation on the implementation of the organizational strategies. However the the study showed this profession needs to improve from the point of view of its social and organizational benefit. These measures include the provision of adequate and conducive work environment for PR practitioners, the professionals should be upgraded to higher PR professional level, PR organizations should be supported by different bodies; especially from zone administration by providing enough budget that can fully equip the organization and above all the organization should be free by its profession. The PR workers should have continuous training of staff, incorporating them into key decision making organs, formulation of Communication Policy to standardize and professionalize PR practice as key in the improvement of PR practice in their office and units. The analysis is here under:

4.1.7.1 Status of the Public Relations organization and the General Characteristics

The study established that the current PR work in KZPRO mostly entail about publicity by monitoring of print materials and preparing news media.

According to most respondents PR in their organization is covered by unplanned activities like the general occasion and festivals that was celebrating in the zone. As another respondent, these activities are banner preparation, brochures and photograph exhibition that can contribute to the ceremony of the festival. Engaging in ceremonial situation is expected as the core duty of PR practitioners by officials.

Preparation of advertising materials, writing speeches, and preparing news and helping the organization are the routine task of the PR workers in studied organizations.

As respondents, most organizational activities are carrying out without manuals and regulations that can direct how activities are relating with their profession. The public grievance comments are collected by the reporter and reported to the concerning body, but they may or may not be answered. Even though, PR communication is guided by models, all the respondents didn't know about communication models. But as Mathew Cabot, (2012) emphasized today's organizations must listen to their stakeholders/publics. There needs to be a dialogue, not a monologue. Additionally, organizations must demonstrate they have heard their publics by adjusting policies and products to their publics' needs and wants as much as possible.

There are at least two ways to practice public relations and they are the polar opposites of each other. One way to practice PR is to be a barrier that protects an organization from its publics. This kind of PR uses one-way communication, doesn't listen to stakeholders in any meaningful way, ignores the media, and uses spin to help an organization not take appropriate responsibility. The problem is, if the organization wants to maintain relationships with its stakeholders, "barrier" public relations doesn't work at least in the long term.

In today's world where transparency is becoming increasingly important, barrier PR simply won't work.

A much more effective (and ethical) way to practice public relations is to be a bridge that connects an organization to its publics. Practitioners who see themselves as bridges use two-way communication with the organization's stakeholders, conduct transparent dialogue and respond affirmatively.

4.1.7.2 Roll and skill of PR Profession

According Wilcox et al. (1992) PR need the following skills:

- Writing
- research
- interpersonal communication
- media and cultural literacy
- critical thinking
- business knowledge

Practitioner roles have been a major focus for theory development within the systemic perspective. Broom and Smith (1979) proposed five practitioner role models: problem-solving process facilitators; expert prescribers; communication process facilitators; technical services providers and acceptant legitimizers. Due to this the background of KZPRO PR practitioners showed that, no one practitioners were graduated and hired in the position.

Most of them don't aware of what skills and rolls are expected for the profession that they represent. The respondents also confirmed this as they were not taken any professional training. But few respondents expressed they have been taken a short term training on peace journalism. How to gather data and about conflict resolution. As Bereket Yeheysh (2015), the PR practitioners have not well understood the concept of Public relations especially its management function to create mutual understanding with the publics rather they are considered to stage the debate other than mediates it. They use different tools which are not enough to reach the public on regular basis.

4.1.7.3 Challenges for Public Relations Practices

The practice of public relations in under study is very deprived and highly challenging for effective performance and implementation of public relations activities. Geremew, (2017) observed that the issues of public relations is still at its pre-historic stage which deals with propaganda, publicity, and manipulation. The respondents under study mentioned enormous hinders that met in their working life. These are

4.1.7.4 Opportunities and improvisation

The study of KZPRO showed that few workers struggle as can as possible to implement the strategies and play an important role in persuading and encouraging the community for active participation on the implementation of the organizational strategies.

However the respondents suggested that to improve PR practice in KZPRO of government, several measures should be taken into account. These measures include the provision of adequate and conducive work environment for PR practitioners. The professionals should be upgraded to higher PR professional level. PR organizations should be supported by different bodies; especially from zone administration by providing enough budget that can fully equip the organization and above all the organization should be free by its profession.

The PR workers should have continuous training of staff, incorporating them into key decision making organs, formulation of Communication Policy to standardize and professionalize PR practice as key in the improvement of PR practice in their office and units.

Moreover, they tried to use the old way of communication models to reach to the public whom they represented.

4.2 Discussion

The research entitled, *The Practice and Challenges of Public Relations: A Case of Government PR Offices in Kafa Zone, Ethiopia*, has involved different tools to gather reliable data for analysis.

Key informant interview administered to gather depth data that require current PR activities and challenges in zonal level and Woreda PR units. Document analysis was also carried out in strategic PR concerning documents on specific PR lined areas of activities to know that how PR is implementing in planned and emphasized way. Questionnaire is administered to the PR practitioners to amalgamate the data gathered by the former tools. In this case the researcher tried to approach this tool with qualitative research, by designing fully open-ended questions except the background information of the respondents. The results that came from all data gathering tools depicts the same finding. And the results were similar with the researcher's observation.

According to the data analyzed, the studied organizations has central structure that linked Woreda with zone; zone with region and so on. And hence, the public relation activity in KZPRO is putting its core activities and strengthening its existence by reporting what is happening in the society and their comments to their higher organizational body. According to Taylor & Francis (2012), most governmental PR organizations were not free by themselves, they couldn't plan and implement in terms of PR science but they stand to fill the will of government politics.

This strongly hurts the core side PR. Through these the observed organization's PR workers were failed to define about the current functional organizational internal structure and the organization had insufficient PR workers.

The research conducted by Tesfaye Bezabih, (2018) confirmed this finding as the professional Public Relations practice is in difficult condition as the office is not professionally and structurally organized.

Even though PR activities need skilled man power and expert that can run the professional and ethical duties of public relations, none of the organizations were implementing their activities with professional that skilled with PR. As to the whole key informant and most respondents result showed, short term professional trainings were not given so as to make them proficient. This indicate the PR activities in studied organizations were performed in inferior quality.

This finding is also confirmed by Geremew, (2017) who has been conducted a research on the practice of public relations in Ethiopia. He asserted PR is not positioned with skilled workers like as the other organization.

According to Spurgeon & Bereket (2018), the PR practice is limited governmental organization due to the lack of expertise, absence of budget and infrastructure.

As the majority key informant interview results indicated, Most of PR workers don't aware of what skills and rolls are expected for the profession that they represented. But few respondents expressed they have been taken a short term training on peace journalism, ways of data gathering and about conflict resolution.

Tesfaye (2018) has been depicted the results that resembles with this finding. On the same way, (Etang, J, 2002) finding confirmed the less attention of government for the weakness to train of PR organizations.

The organizations were giving high emphasis to image building of the zone and Woreda environment, to this reason every news that prepared to media is edited by the highest authority of the zone administration or Woreda administration. Here every aspect is evaluated in terms of image building; but not for the benefit of public. As Rahel Demoze's (2013) finding confirmed that, the PR organization has failed to implement effective public relation plans while the organization is attempting its utmost power to building positive image with in the public's mind.

The finding down in studied organization depicts every investigated news as corruption, good governance and resource wastage never permitted by the officials to be given to media.

So the freedom of PR organization in studied area is under question. Gubay,s (2017)finding also assured this reality.

While the activities of the studied office and units, relating with theories and model is unthinkable. But the activities are showed to the researcher one way communication or public information was the dominant communication methods in KZPRO. This was confirmed by the research result of (Minas Ermias, 2010).

Based on the result, it is clear that the public relations practitioners are not involv in the planning and decision making process at Zonal and Woreda level. As Bereket (2015) and Minas, 2010) findings depicted that PR workers are not involved in managerial decision making.

In studied area crisis plan and management is carrying out by one department the so called Danger protecting and provision that established under the zone agriculture. If incident or emergency happened, only camera man will be called for incident recording and storing. This leads to the conclusion that the PR office is not functioning by engaging in research and a problem solving activities.

Communication policy and strategy is essential for effective communication that can bring two way understanding and benefit between the public and the organization. The communication in PR can run through its instruments or tools and can be controlled, uncontrolled and semi-controlled. From this point of view the whole key informants interview result and the most respondents results from questionnaire showed that KZPRO fully fail on some of the controlled PR tools like; Brochures, flyers, annual report and Photographs display.

They believed uncontrolled and semi controlled types of PR tools need expertise to exercise and the work was not well equipped and budgeted. According to a research conducted in in Eastern Zone of Tigray, Professional Public Relations practice is at infant stage because the PR office is not professionally and structurally organized Bereket Yeheysh(, 2015)

There was also a problem in relation to implementing some strategies like broacher and magazines in reaching to the external customers (Gubay 2017).

The research has been endeavor to see the PR organizations impediments that pulled back from their activities. According to this the researcher has observed serious challenges while practice and implementation of the PR in KZPRO.

Among these are low number of human resource, lack of a zonal communication strategy framework, poor understanding of the role of PR by top administration heads, insufficient of budgets for various activities, inadequate equipment like cameras, computers, studios and standby vehicles. Researchers like; Shimelis Mulatu (2017), also observed the same result on his research “The Practice of Government Public Relations: A Case Study of Ethiopian Government Communication Affairs Office.” Lack of transparency, poor understanding of PR role, and non-recognition of PR as a management function are the challenges. A research conducted by Bereket (2015), also depicted that the challenges of governmental PR organizations are: lack of skilled human power(professionals), belittling attitude towards the office especially from the top leaders, absence of adequate capacity building trainings, structure of the office (human resource), lack of logistics and financial constraint.

As the most key informants result showed, the PR tool that the organizations were using only mass media which is old. So the organization missed the world fastest media (new media) for the full accomplishment of the organization mission. Concerning this a research finding of Komodromos (2014),) assured this reality.

Some activities of the studied organizations are directly derived from the federal or region PR that couldn't be applicable in zone and Woreda level. This implicate the expertise competence of PR workers so as to prepare applicable and manageable plan. Shimelis (2017) finding has confirmed this as illegal working chains are factors hampering the progress of government public relations practices.

Ethical principles of the organization have been listed down that should serve as a guide in the daily public relations practices of the PR offices. More or less, the so called ethical principles which the researcher would briefly see, support the principles that were stated in the KZPRO.

Both the ethical principles and the responsibilities and duties mentioned seems lovely. Though a number of issues about the essence, role and practice of public relations are addressed almost in all the documents on the researcher analyzed, much is not seen on the ground on how KZPRO integrates and coordinates its work with the zonal governments PR practitioners. Rahel Demoze, (2013) finding has been also depicted the same result as the written material could not coincide with the existing reality.

According to the researcher the document analyzed haven't given due emphasis to the core PR activities that PR organization must full fill for the wellbeing of mutual understanding and benefit of their organization and the public.

Among these the one is managing crisis. As it has been also confirmed in Tesfaye,(2018) finding this activity is the core of PR that will be planned at hand before something wrong happen to the organization or if it happen in case the resolving mechanism early planned as the crisis will not be escalated into catastrophic stage. Another vital activity that PR organization shouldn't missed is conducting research and public opinion survey. An organization whose call is always about public should sake for their need, opinion and idea by conducting desirable research and survey. This was also supported by (Bereket 2015; Rahel 2013; Geremew 2017).

PR organization also expected to plan and manage the events as they do not be out of control. Based on this, to say that PR activity in KZPRO is a forgotten governmental structure that implementing by unprofessional.

PR in studied organization is covered by the general occasion and festivals that was celebrating in the zone. Engaging in ceremonial situation is expected as the core duty of PR practitioners by officials.

Preparation of advertising materials, writing speeches, and preparing news and helping the organization are the routine task of the PR workers in studied organizations. This was also seen in the works of (Minas 2010; Spurgeon & Bereket 2018).

Most organizational activities are carrying out without manuals and regulations that can direct how activities are relating with their profession. The public grievance comments are collected by the reporter and reported to the concerning body, but they may or may not be answered.

As the study of KZPRO showed that few workers struggle as can as possible to implement the strategies and play an important role in persuading and encouraging the community for active participation on the implementation of the organizational strategies. However the the study showed this profession needs to improve from the point of view of its social and organizational benefit.

CHAPTER FIVE: Conclusions and Recommendations

In this study, the researcher has tried to assess the practices and the challenges that the PR organizations are facing. The PR model and PR tools used to serve the overall public and organizational communication approaches have also been investigated. The key informant interviewees all agree that the PR office in studied organizations are scarcely practicing the fundamental PR activities in the zone and subordinate Woreda PR units. Besides, the results of document analysis and observations shows the presence of one-sided and biased nature of reporting . As a result obtained from questionnaire and interview showed the observed organizations were not governed by the theory and model of PR. Thus, the research questions were answered by collecting data from the interview, documentary analysis and questionnaire.

5.1 CONCLUSIONS

- Based on the data analyzed KZPRO maintains its existence by reporting what is happening in the society to their authorities. The reporting relationship was dominated by tight control of authorities.
- As the interview and questionnaire results showed that all the studied organizations had no skilled PR practitioners. Even there were no professional training given to them which could enhance professional execution quality. This indicates that the PR activities in studied organization were with inferior quality.
- With regards to planning and decision making process, the interviewees revealed that it did not involve the PR practitioners and general public at Zonal and Woreda levels.
- The practice of KZPRO did not make use of the fundamental PR process including, researching, planning, communicating and evaluating of the public relations practices. Based on this research, it is possible to conclude that the practices of PR practitioners in performing their duties was not satisfactory and was suffering from credibility in openly serving the public.
- Based on the key informant interview held, there were no adequate supports such as providing necessary logistic, services and financial aids provided for the PR practitioners to discharge their social responsibility duties.

- Thus, despite the belief of the whole employees in the PR office that they should serve as a bridge for the government and the public, their practice indicated that all their activities were serving only the government. They couldn't stand as a bridge between the public and government.
- The organizations were giving unbalanced efforts to image building of the zone and Woreda environment that also neglected the benefit of the public. KZPRO had no communication model, policy and strategy that can bring two way understanding and benefit between the internal and external public. The dominant communication tool was the controlled PR tools like; Brochures, flyers, annual report and Photographs display.
- According to the study, the challenges of KZPRO were low inadequate human resources, financial constraints and the lack of a zonal communication strategy framework and poor understanding of the role of PR by top administration heads, insufficient budgets for various activities, inadequate equipment like cameras, computers, studios and standby vehicles.

5.2 RECOMMENDATIONS

Based on the above conclusions, the following recommendations were forwarded:

- Since PR became a crucial tool for the governments in order to address public concerns, the Kafa zone PR office and Woreda PR units should avoid the one sided reporting or should improve the two-way relationship building mechanisms. The organizations can apply new media usage, continuous meeting with public, and open debating session with public through FM radio media. Since the practice of using traditional PR tools were becoming so unproductive nowadays, the zone administration PR office should start to use modern PR tools, which are proven successful and productive in terms of money, time, effort, coverage and accessibility to the public.
- PR organization has its own internal and external publics which need care to handle. The KZPRO should identify and manage internal and external publics carefully according to their behavior and need so as to insure mutual benefit and understanding. Continuous debate and convincing discussions should be opened through internal public and PR managers as well as zone and Woreda administrators.

- External publics should be assessed and forwarded by concerning Woreda or zone authorities; this should be facilitated by PR organizations.
- The top level zone administration management body should also work closely with the PR practitioners and avoid the practice of domination or tight control of authorities. This can be solved with tight relation and discussion between the PR office heads and zone administrator. In doing so the PR practitioners would be able to serve as a bridge between the government and the public.
- The Kafa zone PR office and Woreda PR units should make use of fundamental PR process including, researching, planning, communicating and evaluating of the public relations practices. Public concerns should be investigated in a scientific approach so that timely and effective solution can be provided.
- The Kafa zone PR office has to work strongly with the south region PR office to adopt newly established structure and to fill the PR organizations with the skilled efficient human resource and provide professional development trainings for the existing PR practitioners so as to fill knowledge gap among the workers.
- Kafa zone PR office and Woreda PR units should use public relations at full level to assist the news media coverage of their activities. In the due process, the zone administration should realize the public's right of access to information since it is essential for realizing democracy and good governance. Following these process would enable the zone administration to open up for public concerns, be responsible citizens, make informed choices rather than acting out of ignorance or misinformation.

REFERENCES

- Abbott, K. S. (2011). *Research Design and Method: a Process approach Eight Edition*. New York: Mike Sugarman.
- Alison, T. (2004). *The Public Relations Handbook* (Second Ed.). Routledge Taylor and Francis Group.
- Beglar, N. M. (2009). *Inside Track, Writing Dissertation and Thesis*. Person Education Limited.
- Belch, G. E. (2003). *Advertising and Promotion, An integrated Marketing Perspective (Six Edition)*. New York: Belch Advertising and Promotion.
- BereketYeheysh (2015), An Assessment of the Practice of Public Relations in Eastern Zone of Tigray. *International Journal of Science and Research (IJSR) ISSN (Online): 2319-7064*.
- Broom, G.M. and G.D. Smith (1979). 'Testing the practitioner's impact on clients'. *Public Relations Review* 5(3): 47-59.
- Cornelissen, J. (2004). *Corporate Communication Theory and Practice*. London. Thousand Oask. New Delhi: Sage Publication.
- Creswell, John W. (2013) *Research design: qualitative, quantitative, and mixed methods approaches* 4th ed.
- Creswell, J. W. (2007). *Qualitative inquiry and research design: Choosing among five approaches* (3rd ed.). Thousand Oaks, CA: Sage.
- Cutlip, S. et al (1994). *Effective Public Relations* (7th ed.). New York: Prentice Hall, Inc.
- Cutlip, M. Scott and Center H. Allen. Glen M. Broom. 2006. *Effective public relations*. New Jersey.
- David E, G. (2004). *Doing research in the real world*. Sage Publications.
- Dey, I. (2005). *Qualitative Data Analysis, a User Friendly Guide for Social Scientist*. Routledge Taylor and Francis Group.
- Dinan, D. M. (2008). *A century of Spin How Public Relations Become the Cutting Age of Corporate Power*. London: Pluto Press.
- Dozier, L. A. (2002). *Excellent Public Relations and Effective Organization*. Mohawha New Jersey London: Lawrence Erlbaum Association Publisher.
- Esenwein, D. C. (2005). *The Art of Public Speaking*. New York Baltimore Philadelphia: Cori Samuel.

- Fembrun, C. B. (2007). *Essentials of Corporate*. London and New York: Routledge Tailer and Francis Group.
- Ferrillo, P. (2017, September 20). *How to Respond to a Cyber Attack-Public Relations and strategic*. Retrieved from Tomorrow: <http://www.levick.com>
- Fumbrun, C. B. (2005). *Essentials of Corporate*. London and New York: Routledge Taylor and Francis group.
- Garcia, J. D. (2007). *Reputation Management, the Key to Successful Public Relations and Corporate*. New York London: Routledge Taylor and Francis Group.
- Geremew (2017), The Practices and Challenges of Public Relations within Two Ethiopian Towns:
- Grunig, James E. and Hunt, Todd. *Managing Public Relations*. (Orlando, FL: Harcourt Brace Jovanovich, 1984),
- Gubay Jock Guin (2017), *Assessing the Public Relations Tools, Models & Practices in Gambella Regional State Communications Affairs Office (South West Ethiopia)*.
- Haynes, D. N. (2011). *Public Relations Writing Form and Style Ninth Edition*. Canada: Cengage Learning.
- Heath, Robert L. (2005). *Encyclopedia of public relations*. Sage publishers. USA. ISBN 0-7619-2733-6
- Holloway, C. D. (2011). *Qualitative Research Methods in Public Relations and Marketing, Second Edition*. London and New York: Roulledge.
- Holloway, C. D. (2011). *Qualitative Research Methods in Public Relation and Marketing (Second Edition)*. London and New Delhi: Routlefge.
- Jason Muddy, A. (2012). *Managing the Public Relations in a Crisis*. AXIA Public Relations.
- Jefkins, P. b. (2004). *Public Relations and Contemporary Issue*. Amsterdam, Boston, London, New York: Elsevier Butterworth-Heinemann.
- Johnston, K. (2017, May 12). *Challenges of public relations in the 20st century*. Retrieved from Chron: <http://www.smallbusiness.coron.com>
- Kirk Hallahan, D. H. (2007). *Defining Strategic*. New York.
- Kothari, C. (2004). *Research Methodology, Methodology and Technique (Second Revised Edition)*. New Delhi: New Age International (p) limited publisher.

- Kruckeberg, D. (2013). *This Is PR, The Realities of PR eleventh edition*. Cengage Learning.
- Legion, A. (2002). *Public Relations Hand Book, the American Legion*. New York.
- L'Etang, J. (2002). Public relations education in Britain: A review at the outset of the Millennium and thoughts for a different research agenda. *Journal of communication management*,7(1),43-53.
- Lewis, J. R. (2003). *Qualitative research Practice, A Guide for Social Science Student and Researchers*. London. Thousand Oaks. New Delhi: Sage Publications LTD.
- Marcos Komodromos, (2014), A Study of PR Practitioners' use of Social Media Tools in Cyprus, *Journal of Developmental Entrepreneurship*, Vol. 19, No. 2, DOI: 10.1142/S1084946714500113
- Mathew Cabot. (2012). *Introduction to Public Relations*. San Jose State University: AJEEP
- Mekee, L. F. (2005). *Applied Public Relations*. London: Lawrence Erlbaum Association Publisher.
- Minas Ermias (2010),*The Practice of Public Relation of Ethiopian Telecommunication Corporation: The Case of Central Addis Ababa Zone*.
- Mugenda M.O and Mugenda. A.G (2003) *Research Methods: Quantitative and Qualitative Approaches* .Nairobi: African Centre lore Technology studies
- Olbana Tombora (2018), *Investigation in to Oromia Regional Government Communication Strategy use and Public Relation Practice*.
- Oliver, S. M. (2004). *Handbook of Corporate and Public Relations Pure and Applied*. Routledge.
- Page, E. (2016). Transparency, accountability essential for credibility of report. *The Reporter*, 2.
- Pearson, E. (2012). Other popular names. In P. Education, *What Is Public Relations?* (p. 14). London: Educating Pearson.
- Peter FransAnthonissen, R. B. (2008). *Crisis, Practical PR Strategies for Reputation Management and Company Survival*. Kogan Page.
- Polarde, C. (2010). *Public Relations and Social Media TIPS*. Sydney: CPs.
- PR Statistics and facts*. (2017, May 3). Retrieved from The statistics portal: <https://www.statista.com>

- Price, T. (2008). *A new Guide to Crisis Management, When Disaster strikes*. Washington DC: Foundation for Public.
- Quesinberyystokes, A. R. (2009). *Global Public Relation, Spanning Boarders, Spanning Culture*. Canada USA: Routledge.
- Rahel Demoze (2013), *An Assessment of Public Relation Practice; The Case Of Ethiopian Airlines Enterprise*. Addis Ababa.
- Shimelis Mulatu, 2017. *The Practice of Government Public Relations: A Case Study of Ethiopian Government Communication Affairs Office*.
- Smith, D. (2002). *Strategic Planning for Public Relations*. London: Lawrence Erlbaum Associations Publisher.
- Stockes, A. R. (2009). *Global Public Relations, Spanning Boarder, Spanning Cultures*. Routledge.
- Spurgeon & Bereket Wondimu (2018), *Perception and Practice of Public Relations among Municipality Employees in Ethiopia*. ISSN 0976-0911 e-ISSN 2249-8818
- Taylor & Francis (2012), *The Practice of Government Public Relations*, Crc Press Group, Llc.
- Tenagne, Z. (2018). *PR offices Frustrated by Crisis than Drought case of the country. The Reporter Newspaper Amharic Version, 1*.
- Theaker, A. (2004). *The Public Relations Hand Book, Second Edition*. London, New York: Routledge Taylor and Francis Group.
- Theaker, A. (2012). *The Public Relations Handbook*. London and New York: Routledge Taylor and Francis Group.
- Tesfaye Bezabih, 2018 "The Practice and Challenges of Public Relations in Ethiopia: The Case of Government Universities". *Journal of Advertising and Public Relations*, 1(2), pp. 27-37.
- Veen, T. (2017). *Public Relation History of Ethiopia*. (p. 18). Addis Ababa.
- Wilcox, D.L., Ault, P.H. and Agee, W.K. (1992) *Public Relations Strategies and Tactics*, Harper Collins.
- Wirthlin, A. (2009). *Strategic Public Relations*. London: Public Relations Book.
- Wimmer, D. Roger and Dominick, R. Joseph. 2003. *Mass media research: and introduction*. 7th edition. Thomson Wadsworth. USA.

YeoMans, R. T. (2006). *Exploring Public Relations*. England, London, New York: Pearson Education.

Yin, R. K. (2011). *Qualitative Research from Start to Finish*. The Guilford Press.

APPENDIX –I Questionnaire of the respondents

Jimma University
Graduate studies Program
College social science and humanities
Department of English Language and Literature
Questionnaire for public Relations practitioners

Dear participant

My name is Sintayuehu Salilih. I am undertaking a research on practices and challenges of public relations in Kafa Zone in partial fulfillment for the award of Master of Arts (MA) degree in public relations and corporate communications at the School of social science and humanities, University of Jimma.

Please offer a few time to complete this questionnaire. Do not write your name. Any information given will be treated with utmost confidentiality.

Participation in this research is voluntary.

Part- I. General information

1.1 Sex

Male female

1.2 Educational Status A. PhD B. Masters C. Degree D, Diploma
E. Under Diploma

1.3 Professional training (if any)

.....
.....

1.4 Current Post/Job Title

.....
.....

Part-II .The following questions refers to PR activities and challenges. They are divided in to five groups for the sake of clarity. Please brief them how you are involved in your organization.

Status of the PR organization and the General Characteristics

1. How are government PR activities carried out in the Office/unit?

2. What are the PR strategies employed by the PR Office/unit for both the internal and external public?

3. How the organization is relating its task with the necessary theory and model?

Roll and skill of PR Profession

4. What are the public relations functional roles, do you have operational procedures and manuals?

5. How important is the use of public relations information for the citizens?

6. What skills are required by public relation practitioner?

7. How is PR involved in crisis situation in the zone/Woreda?

8. How PR practitioners make a relation with media? What will come if they disobey this?

Activities in line with PR

9. List down the major PR activities you do in your office?

10. How effectively is PR organizational structure established in your office/unit?

11. What tools do your organization is using to reach to external and internal publics?

Challenges for Public Relations Practices

12. List out some of the challenges that Public Relation specialist are facing?

13. What are the major internal challenges you face in your office?

14. What are the major external challenges you face in your office?

Opportunities and improvisation

15. Is there remedial opportunities that help you overcome the challenges in your office?

16. Explain how you can improve your PR activity in your office/ unit

17. Give suggestions on how best PR services can done in your organizations?

Thank you for participating in this study

APPENDIX –II Amharic version of the questionnaire

Amharic version of the Questionnaire

ጅምዩኒቨርሲቲ
የድህረምረቃትምህርትክፍል
ሶሻልሳይንስናህወማኒቲከሶሌጅ
የእንግሊዝኛናስነፅሑፍዲፓርትመንት

የህዝብ ግንኙነት ስራ ለሚሠሩ የተዘጋጀበፅሑፍ የሚመለሱ ጥያቄዎች

ውድተሳታፊ!

በጅምዩኒቨርሲቲ፣ሶሻልሳይንስናህወማኒቲከሶሌጅየእንግሊዝኛናስነፅሑፍዲፓርትመንት

“Practices and challenges of public relations in Kafa Zone” በሚልርዕስለህዝብግንኙነትናኮርፖሬትኮምዚኬይሽንለሁለተኛዲግሪማሟያየሚሆንጥናታዊፅሑፍበማዘጋጀትላይአገኛለሁ።

ለዚህጥናትመሳካትየእርሳተሳትፎአጅግወሳኝበመሆኑይህንንጥያቄእንዲሞሉትበአክብሮትአጠይቃለሁ።

በዚህመጠይቅስምመጻፍአይጠበቅብዎትም።ጥያቄዎቹንየሚሞሉትበገዛፍላጎትዎይሆናል፤

ሚስጠራዊነቱምበተገቢውየተጠበቀነው።

ክፍል- I.አጠቃላይመረጃ(በሣጥንውስጥ የ ×ምልክትበማድረግይለዩልኝ)

1.5 ያታ

ወንድ ሴት

1.6 የትምህርት ደረጃ ሀ. ዶክትሬት ለ. ማስተር ሐ. ድግሪ መ. ዲፕሎማ
ሠ. ከዲፕሎማ በታች

1.7 በስራ ቆይታዎ ከሚሠሩት ሙያ ጋር የተያያዘ የአጭርም ሆነ የረጅም ጊዜ ስልጠና የወሰዱት ካለ ይግለፁ

.....

.....

1.8 በዚህ ተቋም ውስጥ ያሉት የስራ ድርሻ ቢገለፅ

.....

.....

ክፍል- II. በፅሑፍ የሚመለሱ ጥያቄዎች

ውድ የዚህ ጥናት ተሳታፊ፤

የሚከተሉት ጥያቄዎች የህዝብ ግንኙነት ተግባራትንና በውስጡ የሚገኙትን ግሮች የሚዳስሱናቸው፤፤

ለምሳሌ እንዲመችም በአምስት በታተክፍለዋል፤፤

እያንድ አንዱን ጥያቄ በጥሞና ከተረዱት በኋላ ከስራ ለፅሑፍ በተተወው ቦታ እንዲሞሉ ስጠይቆ ለሚያደርጉት ቀናም ላሽ በቅድሚያ በማመስገን ነው።

የህዝብ ግንኙነት ተቋማቱ አሁን የሚገኝበት ገፅታና ባህሪያቱን በተመለከተ

1. እያንዳንዱን የህዝብ ግንኙነት ስራ በምታከናውኑበት ጊዜ

የትኞቹን የአሰራር መመሪያ/ማኑዋልት ጠቀማላችሁ? በዘርዘር ቢገለፅ፤

2. ተቋማችሁ በሚሰራው የህዝብ ግንኙነት ስራ የትኛውን ተቋማት ሞዴል ይከተላል? በምን መልክስ

ነው ከሚሠራው ስራ ጋር የሚያገናኘው?

3. የህዝብ ግንኙነት መረጃዎች ለዜጎች ያላቸው ጠቀሜታ ወይም አስፈላጊነት ምን ያህል ነው?
በምን መልክ እነዚህን መረጃዎች ተደራሽ የምታደርጉት?

4. ተቋማችሁ የትኛውን ሞዴል (communication models) ይጠቀማል?

የህዝብ ግንኙነት ተቋማት ሚናና ስራው የሚፈልገው ክህሎት

5. በተቋማችሁ የህዝብ ግንኙነት ተግባራት ናቸው ብላችሁ በየዕለቱ የምትሰሩባቸው ስራዎች ምን ምን ናቸው? ስራው ስምን መልክ አለው?

6. ለውስጥና ለውጭ ባለድርሻ አካላት ተደራሽ በመሆን ጠንካራ ግኑኝነት ከመፍጠር አኳያ በተቋማችሁ ያሉ የስትራቴጂዎች ዋና ዋና ወይም አንዲርገጥ ቦታዎች ምን ምን ናቸው?

የቀውስ ጊዜ ተግባሮች እና የቀውስ አስተዳደር በተመለከተ ፣

7. በዙፍ በወረዳው በሚከሰቱ ሰው-ሰራሽ ምሆኖች ለፈጥሮ አደጋዎች ወይም ከስተቶች ላይ የህዝብ ግንኙነት ስራዎች በምን መልክ እንደሚከናወኑት?
በቀውስ ጊዜ ባሉ ሁኔታዎች ባለድርሻዎቻችሁ እንደሚከናወኑት?

8. የተቋሙን የውስጥና የውጭ ባለድርሻ አካላት ወቅታዊ አስተማማኝ መረጃ በመስጠት ሁሉንም የህዝብ ግንኙነት ተግባራት በማቀናጀት በኩል ያለው እንቅስቃሴ እንዴት ይገለጻል?

ለህዝብ ግንኙነት ተግባራት ፈታኝ የሆኑ ጉዳዮች

9. ለመንግስት የህዝብ ግንኙነት ስራዎች መቀላጠፍ አመቺ አይደለም፤ ፈታኝ ናቸው የሚባሉት ምን ምን ጉዳዮች ወይም ተግባራት ናቸው?

10. የህዝብ ግንኙነት ሙያ በህዝቡ ዘንድ ያለው አመለካከት እንዴት ይገለጻል? በዚህ ዘርፍ ያደረጋችሁ ትግናት አለ?

11. መረጃን ከመቆጣጠርና ከማሰራጨት አንጻር የተቋማችሁ የህዝብ ግንኙነት ባለሙያዎች ያላቸው ነጻነትና የመንግስት ሚና እንዴት ይገለጻል?

12. የህዝብ ግኑኝነት ፖሊሲ፣ ሌሎች ስራ ላይ ያሉ አዋጆች፣ የመንግስት መመሪያዎችና ደንቦች፣ ከባለድርሻ አካላት ጋር በሚኖራችሁ መስተጋብር ያሳደሩት ተፅዕኖ አለ?
የትኞቹ ነገሮች፣ ፖሊሲዎች ወይም

መመሪያዎችናደንበኞችናቸውበዚህረገድበባለድርሻአካላትመካከልስኬታማተግባቦትእንዳይኖርመሰናክል
ሆነዋልተብለውየሚታመኑት?

የተቋሙ የአሁን እድሎችና በቀጣይ ሊስተካከሉ የሚገባቸው ጉዳዮች

13. በተቋሙ ለህዝብ ግንኙነት ተግባራት ስኬት ልንጠቀምባቸው ሲገባን ያልተጠቀምናቸው ጉዳዮች ካሉ
ቢዘረዘሩ?

14. በተቋሙ በስራ ወቅት የሚገጥሙ ፈታኝጉዳዮችን ምን ምን ስራዎችን በመስራት ማስተካከል ይቻላል?
በመንግስት፡ በምትሰሩበት ተቋምወይምበሌላባለድርሻ አካልሊደረግየሚገባስራ ምንድነው?

ውድጊዜዎንሰውተውይህንመጠይቅበመሙላትሰለተባበሩኝእጅግአድርጌአመሰግናለሁ!

APPENDIX –III Key informant interview

Jimma University
Graduate studies Program
College of social science and humanities
English Language and Literature Department
Interview for practitioners

Dear public relation managers

My name is Sintayuehu Salilih I am undertaking a research on practices and challenges of public relations in Kafa Zone in partial fulfillment for the award of Master of Arts (MA) degree in public relations and corporate communications at the School of social science and humanities, University of Jimma.

Please offer a few minutes to complete this interview. Any information given will be treated with utmost confidentiality.

Participation in this research is voluntary.

Part- I. General information

1.9 Sex

Male Female

1.10 Educational Status A. PhD B. Masters C. Degree D, Diploma

E. Under Diploma

1.11 Professional training (if any)

.....

1.12 Current Post/Job Title

.....

Part- II.

Key informant interview

- 4 How do you explain the current status and activity of your office/ unit?
- 5 How your organization is implementing its plans in line with the theory or models?
- 6 What are the PR role and responsibilities of your office/ unit currently and how do you carry out your roles in your office/ unit?
- 7 What mechanisms your organization is using to strengthen the internal and external publics relationship?
- 8 What kinds of PR tools your office/ unit using to carry its activities?
- 9 What are the challenges facing your office/ unit through practice of PR?

- 10 What opportunities are there in the organization?
- 11 What are the remedial actions to overcome the challenges in your office/ unit?

Thank you for your time

Amharic version of the Interview Questions

ለቁልፍ አስረጃዎች የቀረቡ መገኛ ጥያቄዎች

1. ከህዝብ ግንኙነት ተግባር ጋር በተገናኘ ተቋማት ሁሉም አሁን ያለበት ደረጃና በተጨማሪም እያከናወነ ያለውን ተግባር ቢገልጹልኝ?
2. ተቋማት ሁሉም ያቀደውን የህዝብ ግንኙነት ተግባራት በምን መልኩ ከቴሎግራም ሞዴል ጋር አገናኝቶ ያከናውናል?
3. ተቋማት ሁሉም በአሁን ሰዓት የህዝብ ግንኙነት ሚናውን እና ኃላፊነቱን በምን ደረጃ እንዴት እየተወጣ ይገኛል ?
4. የውስጥና የውጭ ባለድርሻ አካላትን ግንኙነት ለማጠናከር ተቋማት ሁሉም የሚጠቀሙ ስልት እንዴት ይገለጻል?
5. የትኞቹን የህዝብ ግንኙነት የተግባብ መሣሪያዎችን (communication tools) ተቋማት ሁሉም ይጠቀማሉ? ህደቱስ ምን ይመስላል?
6. በተቋማት ሁሉም ውጤታማ የህዝብ ግንኙነት ስራ እንዳይሰራ የውስጥ ችግሮቻችሁ ወይም ማነቆዎች ምን ምን ናቸው?
7. ከተቋማት ሁሉም ውጭ በሌሎች ተቋማት፤ ባለድርሻ አካላት፡ ድጋፍ ሰጪዎች እንዲሁም በሌሎች በኩል የሚገጥሟችሁ ችግሮችስ?
8. በተቋማት ሁሉም መልካም አድሎች የትኞቹ ናቸው?
9. በተቋማት ሁሉም የሚስተዋሉ ችግሮችን ለመቅረፍ የመፍትሄ ሐሳቦችና አስተያየቶች ይዘረዝሩልኝ?

ውድ ጊዜዎን ሰጥተው ይህን ቃለ-ምልልስ በማድረግ ስለተባበሩኝ እጅግ አድርጌ አመሰግናለሁ

APPENDIX –VI Guide line to document analysis

Jimma University
Graduate studies Program
College social science and humanities
Department of English Language and Literature
Interview for practitioners

Guideline to Document analysis

The contents and types of documents of the office/ units to be assessed in document analysis will be:

Vision, Mission, value and Objective of the organization

- Content that in line with PR

Strategic Plans of the organization

- activities that in line with PR
- roles that in line with PR
- practice that in line with PR
- strength, weakness, opportunities and threats of the organization

Evaluation and monitoring reports

- strength and gap of the organization

Public comments' document

- strength of the organization
- weakness of the organizations
- interest of the public in line with the organization service

APPENDIX –VII Criteria of observation

Observation

The following are the criteria for observation when data collected from PR office and units.

- Visibility of written text
- The availability of a Place where notice and other billboard are posted
- Clarity of message

APPENDIX –VIII Information of the study sample

No	Name	Sex	Address	Profession	telephone	Educ. status	Key informant
1	Adugna Haile	M	Gewata	Audio-visual	0917881052	Diploma	
2	Hasia abbamecha	F	Gewata	reporter	0910293377	BA	
3	Habtewold ademe	M	Gewata	Office manager		BA	✓
4	Ago Atumo	M	Gewata	Media monitor		BA	
5	Aire Yeshe	F	Gesha	Media monitor		BA	
6	Abaynesh Abebe	F	Gesha	Audio-visual	0965767313	Level 2	
7	Yinur Emiru	M	Gesha	Reporter	0919121147	Diploma	
8	Birhanu Metachew	M	Gesha	Office manager	0917316044	BA	✓
9	Sara Ayele	F	Decha	Audio-visual	0925956442	Level 2	
10	Kasa Bimiregn	M	Decha	Office manager	0917473463	BA	✓
11	Tarikua Ayu	F	Decha	Media monitor		BA	
12	Yesuf Arega	M	Decha	Reporter		Diploma	
13	Tesfanesh Ejigu	F	Telo	Reporter	0927549104	BA	
14	Tesfaye Tekalign	M	Telo	Audio-visual	0966432532	Level 2	
15	Wubshet Kasanu	M	Telo	Office director	0917279329	BA	✓
16	Werkayehu Alemu	F	Telo	Media monitor		Diploma	
17	Demewz Oyato	M	Adiyo	Office manager	0939223370	BA	✓
18	Girma Mengisu	M	Adiyo	Reporter		BA	
19	Lukas kinde	M	Adiyo	Audio-visual		BA	
20	Oogo Shimo	M	Adiyo	Media monitor		Diploma	
21	Aster Mekuria	F	Bonga	Office manager		Diploma	✓
22	Belachew Bahiru	M	Bonga	Audio-visual	0939141248	Level 2	
23	Emebet Amha	F	Bonga	Reporter	091785066-	BA	
24	Aynu Ashame	F	Bonga	Print materials distributor		Level 2	
25	Tarekegn Birhanu	M	Chena	Office manager	0913134413	Diploma	✓
26	Sara H/mariam	F	Chena	Reporter	0975599937	Diploma	
27	Zilek Adamu	M	Chena	Reporter	0923602901	BA	
28	Habtamu Abebe	M	Chena	Audio-visual		BA	
29	Lakech G/georgis	F	Shisho-inde	Office manager	0932006831	Diploma	✓
30	Nigusie W/georgis	M	Shisho-inde	Media monitoring	0917951034	BA	

31	Mechalo Mekuria	M	Shisho-inde	Print materials distributor		Diploma	
32	Habtamu Regasa	M	Shisho-inde	Reporter		diploma	
33	Tegegn Mirku	M	Bitu	Office manager	-	BA	✓
34	Girma Gizaw	M	Bitu	Audio visual	0946260633	Level 2	
35	Sudy gadisa	M	Bitu	Reporter	0979362173	BA	
36	Achomia Daba	F	Bitu	Media monitoring		BA	
37	Takale Tadele	M	Cheta	Media monitoring	0935034779	BA	
38	Musie Haile	M	Cheta	Reporter	0917279623	Level 2	
39	Takale Tadssie	M	Cheta	Office manager	0935034779	BA	✓
40	Werkagegnehu Abu	F	Cheta	Print distributor		Diploma	
41	Tekalign Mechalo	M	Saylem	Reporter	0946247730	BA	
42	Adamu Ayele	M	Saylem	Office manager	0921298566	BA	✓
43	Aynafar Melo	M	Saylem	Print distributor		Level 2	
44	Ayichew Shigo	M	Saylem	Media monitoring		Diploma	
45	Abel Tesfaye	M	Gimbo	reporter		Diploma	
46	Selomon Degef	M	Gimbo	Audio-visual		Level 2	
47	Tatek Birahanu	M	Gimbo	Office manager		BA	✓
48	Mekonen Tesfaye	M	Gimbo	Print distributor		Diploma	
49	Baynes Budkes	M	Goba	Media monitoring		Diploma	
50	Akalu Illik	M	Goba	Office manager	0945649061	BA	✓
51	Teshome Aragaw	M	Goba	Audio-visual		Diploma	
52	Birtikuan abate	F	Goba	Print distributor		Level 2	
53	Asres Adaro	M	zone	Media mo. coordinator	0917157458	BA	
54	Tekalign Haileyesus	M	zone	Office manager	0924379010	BA	✓
55	Tesfaye Werku	M	Zone	Media monitoring	0917824644	BA	
56	Zerihun Hailemichael	M	zone	Reporter	0913296267	BA	
57	Habtamu Nuru	M	zone	Audio-visual		Diploma	
58	Meshesha Takeke	M	zone	Print distributor		BA	
59	Agegnehu Mengesha	M	zone	Market coordinator		MA	