



College of Social Sciences and Humanities  
Department of Media and Communication Studies  
MA in Public Relation and Corporate Communication

ASSESSING THE PRACTICE OF PUBLIC RELATIONS PRACTITIONERS IN  
CREATING SERVICE AWARENESS AND REPUTATION: COMMERCIAL  
BANK OF ETHIOPIA IN FOCUS

By:

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*A Thesis submitted to the Department of Media and Communication Studies. In partial fulfillment of the degree of Master of Art in Media and Communication Studies*

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## DECLARATIONS AND APPROVAL

I hereby declare that this thesis entitled Assessing the Practice of Public Relations Practitioners in Creating Service Awareness and Reputation: Commercial Bank of Ethiopia in Focus. The study has been carried out by me under the guidance and supervision of Dr. Tesfaye Gebeyehu and Dr. Meheretu Adnew.

The thesis is original and has not been submitted for the award of any degree or diploma to any university or institutions.

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## **ABSTRACT**

*Public relations are very important tool to facilitate the effort of CBE undergoing public attitude and disseminate information to publics. The general objective of the study was assessing the practice of public relations practitioners in creating service awareness and reputation of commercial bank of Ethiopia. It identified the profession, practice, experience, awareness, role and tools of public relations practitioners in CBE. It assessed whether the pr practitioners practice their roles effectively to create service awareness of commercial bank of Ethiopia. The study adopted case study design. The study used qualitative research approach and purposive sampling method. The study employed in-depth interviews, focus group discussion and document analysis to understand pr practices. The qualitative data and the document review, data analyses were done using thematic analysis method. The result indicated that public relations are powerful pivot to achieve effective communication between internal and external publics. Public relations ensure consistency of message and flow of information that is communicated with aim of CBE. The study mainly indicated that less attentions was paid to professional public relations practice, poor understanding and misconception of profession; activities were not considered a top management function. Lack of effective professional skill, unrelated field of study, lack of human power, lack of adequate budget and absence of adequate capacity to building trainings were main challenges of the practice in CBE. Therefore, the study recommended that to creating effective service awareness and to sustain reputation of CBE, PR unit should recognized active PR programs. Beside, CBE better to give due attention to public relations practice, top management and practitioners should understand their strategic public relations activities.*

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## **List of Abbreviations and Symbols**

|      |                                       |
|------|---------------------------------------|
| BIPR | British Institute of Public Relations |
| CBE  | Commercial Bank of Ethiopia           |
| CPR  | Canadian Public Relations             |
| FGD  | Focus Group Discussion                |
| PR   | Public Relations                      |
| PRSA | Public Relations Society of American  |
| RQ   | Research Question                     |

# **CHAPTER ONE**

## **INTRODUCTION**

### **1.0. INTRODUCTION**

This chapter introduces the study; it is a presentation or description of the background, the problem of statement, the research questions and objectives. This section also will discuss about Objective of the study, its significance, scope and limitations.

### **1.1 Background of the study**

The Banking sector acts as the life blood of modern trade and economic development to provide them with a major source of finance Kotler and Keller (2006). Banks largely depend on competitive marketing strategy that determines their success and growth.

In banking, credibility and value are mainly gained from the organization's reputation. It is argued that reputation is the most valuable asset of a bank (Beavers-Moss, 2001).

With the abundance of information around worldwide, companies are more vulnerable than ever to misinformation about their product and service. An audience's attitudes and beliefs about a company can greatly influence its success. Therefore, the public relations professional helps to monitor and control conversations about a company or client(Jefkins, 2018). This is why it is not possible to do successful banking without public relations (Heath, Toth, & Waymer, 2009).

PR plays a central role of organizational boundary-spanner and achieves duties of strategic management. The goal of PR is not only in the dissemination of information, but also involves facilitating mutual understanding and resolving conflicts between an organization and its publics(J. E. Grunig, 2013).

Success in the field of public relations requires a deep understanding of the interests and concerns of each of the company's many stakeholders. The public relations professional must know how to effectively address those concerns using the most powerful tool of the public relations trade, which is publicity (Bacue et al., 2008).

Therefore, Public relations are a two-way communication process involves working with public. It is the responsibility of the public relations to disseminate information on what the Bank does and how it does it.

According to, Muhammad, Basha, and AlHafidh (2019) create a climate of mutual understanding between the bank and its esteemed customers. It involves all the undertakings an organization uses to build relationships with customers through deliberate products and services.

Earlier research shows that PR is one of the most important parts when considering the promotion main in the banking industry. The nature of the business with a need of high levels of trust, explains the importance of public opinion to be successful.

In total marketing approach, public relations play a critical role in corporate branding. Three main functions of public relations are receiving of information (out-in), communication with external stakeholders (in-out) and managing communication inside the organization (in-in) (Khajeheian & Mirahmadi, 2015).

According to Wilcox, Ault, and Agee (2006) public relations goal is to achieve positive relationships with various publics in order to effectively manage the organization's reputation.

## **1.2. The Profile of Commercial Bank of Ethiopia**

Commercial Banks play a vital role in the economic development of a country. They also create new demand deposits in the process of granting loans and purchasing investment securities. They facilitate trade both inside and outside the country by accepting and discounting of bills of exchange. Banks also increase the mobility of capital and also they provides services such as accepting deposits, making business loans, and offering basic investment products (Birara, 2014).

Commercial Bank of Ethiopia (CBE) was established in 1942 and it is the largest and the leading commercial bank in the country. As a June 2019/20 bank report, it had about 999 billion Birr in total assets and held approximately 735 billion birr of deposits and about 107 billion birr of all bank loans in the country. It has around 1500 branches across the country with 21.6 million account holders and more than 40 thousand permanent workers were found as a report of (Commercial Bank of Ethiopia, 2019/20). Within its Business Development wing, the bank has

instituted Promotion and Brand Management department to carry out its promotional activities and to manage brand related matters (CBE annual report, 2019/20).

### **1.3. Statement of the Problem**

Public relations according to Chinweoke (2015) is the activities of a corporation, union, government or other organizations in building and maintaining sound and productive relations with public to adapt itself to its environment and interpret itself to the society.

The Canadian Public Relations Society defines PRs practice as the "management of relationships between an organization and its diverse publics, through the use of communication, to achieve mutual understanding, realize organizational goals, and serve the public interest." This means that a company aiming to harness the full potential of public relations must create two-way relationships, and financial service providers are the source of many relevant stories and useful information.

According to Likely (2009) public relations are a tool to facilitate the efforts of a company undergoing changes, and to spread the word about its initiatives and the people contributing to these changes. As such, public relations may act as a powerful pivot for the banking sector, particularly in our time of technological uncertainty, and are thus necessary now more than ever.

On the other hand Lerbinger (2006) there was a time when many companies did not see the value of public relations, unless a crisis happened. The basic cause for firm's poor image in the mind of its public is the gap that lies between its line of communication, understanding and cooperation as between the organization and the society at large.

Even now, some public relations professionals face challenges in convincing key executives of their value to the function of the company. The main reason for the company's poor image in the mind of the society is the gap of mutual lines of communication, understanding acceptance and co-operation between an organization and its publics (Heath & Coombs, 2006).

According to Njoroge (2016) public relation serves systematic approach to solve problems. It is creating an understanding between the organization and the target audience, with the objective of building good will and good image. Public relations departments in some organizations have

large staffs and generous budget, even though, the original motivations for the functions have long been forgotten and their mission is not clearly defined.

In case of this, the public relations industry simply lacks credibility people just do not take the industry seriously. Furthermore, the discipline might be regarded dispassionately as being positively beneficial to society but also questions why organizations are reluctant to let public relations' professionals "beat their own collective drum"(Ukaj, 2016).

In addition to Davis (2007) Public relations deserves to be taken seriously by organizations, but most times, it is assigned solely 'low end' tasks given roles that invariably underestimate its value. Therefore, the home for public relations functions is still not clear in most organizations.

As a Ströh (2007) also emphasizes that to solve these problems, organizations need to recognize and acknowledge and start from the premise that public relations is the function that manages the communication between an organization and its publics in order to build and enhance healthy relationships to the benefit of all parties involved. Most organizations have given little or no attention to public relations while some organizations do not understand the role that public relations plays within an organization and, therefore, have failed to position the discipline.

There have been a lot of studies done in the area of public relations in Ethiopia. Gezihagne (2018) , studied that the Practice and Challenges of Public Relations in Ethiopia: The Case of Government Universities. The finding of the investigation uncovered that the PR specialists, the main role of the universities public relations offices are not well understood by the university community as well as the external publics.

In addition to this Ermias (2009) investigate the Practice of Public Relation of Ethiopian Telecommunication Corporation: The Case of Central Addis Ababa Zone. The performance of the PRs department in creating and maintaining favorable image in the minds of its public was at moderate level. The department did not utilize its resources as well as its effort in order to create an image better than the corporation has now.

According to the above studies public relations role is misconnected or misunderstood and underestimated.

The nature of commercial bank needs of high level of trust, explains the importance of each services for public to be successful. In the Commercial Bank of Ethiopia, public relations are one of the most important parts when considering the awareness of services.

According to CBE marketing survey report (2018/19) has numerous banking services that the public relations practitioners are need to create awareness and enhance understanding. Such as, low level of public awareness in using E-payment products and services. The CBE had public relations unit but its role was held or overlapped by other department, the absence of attention and misunderstood of the PR unit leaving a gaps in this area. Has all previous gaps been fully addressed.

This study therefore was motivated by the need to establish the assessing the practice of public relations practitioners in creating service awareness and reputation: commercial banks of Ethiopia in focus.

#### **1.4. Research Questions**

This study is designed to seek answers for the following research questions:-

1. What are the activities played by PR practitioners in creating service awareness in CBE?
2. What are the PR tools used by PR practitioners in CBE?
3. What are the strategies CBE PR used to create service awareness?

#### **1.5. Research Objectives**

##### **1.5.1 General Objective**

The aim of the this research was to establish the practice of public relations practitioners in creating service awareness and reputation in commercial banks of Ethiopia and the study was narrowed to Ethiopian Commercial Bank.

##### **1.5.2 Specific Objectives**

The following specific objectives were address in this study

1. To find out the activities play by PR practitioners in creating service awareness in CBE.

2. To identify the PR tools used by PR practitioners in CBE.
3. To investigate the CBE PR strategies used to create service awareness

### **1.6. Significance of the Study**

The research aims to assess the practice of public relations practitioners in creating service awareness and reputation: Commercial Bank of Ethiopia in focus. It will contribute in the following major areas for stakeholders.

The research finding will state the problem of how to understand and appreciate the practice of public relations practitioners in creating service awareness. Depending on the finding of the research, different trainings and seminars may be held to increase the awareness of major stakeholders. The finding is also important to researchers and scholars, as the collected data will potentially provide a foundation for other interested researcher to undertake a better and detail study in the area. In addition,

This information can also be a source of reference in libraries on issues related to public relations and communication. Decision makers can also benefit from this information in their offer to understand the cause for, effects and impacts of public relations campaigns on behavior and attitude change.

The findings will be interest to other researchers who may want to conduct research on the issue and add to the existing literature on this topic. It is also hoped that the findings of this study can be help the public relations unit at commercial bank adopt a better strategy that will enhance mutual understanding between the organization and its publics.

Finally, the finding and recommendation will help commercial bank in policy directions towards differentiating themselves from competitors in the industry. Again, the research will also serve as a reference material for future studies.

### **1.7 Scope of the Study**

The demarcation of this study was delimited it only tries to assess the practice of public relations practitioners in creating service awareness and reputation: Commercial bank of Ethiopia in focus.



The study is focused on commercial bank of Ethiopia. The study would only conducted in main branch of commercial bank of Ethiopia because of the limited time available, absence of PR unit in districts or branches and financial constraints.

### **1.8. Limitation of the Study**

This study was faced certain constraints:-The first one is worth keeping in mind that the sample size of the study is limited in one CBE head office. This was being often creating limitation on the broad of the study. Second the shortage of researches and other references in related to service awareness creation in bank organization. Third examining all branches of bank is impossible due to absence public relations practice and units. The other limitation was faced for this study lack of empirical literature especially in the subject area of the CBE.

To handle these challenges the researcher was tried relevant materials to carry out the study effectively for instance the limitation of time by using activities effectively.

### **1.9. Organization of the Study**

The study was presented in five chapters. The first chapter consists of background of the study, statement of the problem, basic research question, and objective of the study, significance of the study, scope of the study, definition of key terms and organization of the study. The second chapter presents review of literature which has greater importance in showing a direction of public relations activities from different scholar's perspective. The third chapter describes the research methodology. It explains the study design, population of the study, sampling methods, sample size, instrument, data collection procedure and methods of data collection and analysis. The fourth chapter deals with the data presentation, analysis and interpretation of the research study. The fifth chapter provides summary of, conclusions and recommendations based on the real findings of the research. Lastly, it contains list of references and appendix.

# **CHAPTER TWO**

## **REVIEW OF RELATED LITERATURE**

### **2.0 Introduction**

This chapter reviews relevant literature in the public relation vast and numerous activities in creating product and service awareness. To be able to answer the research question and reach the objectives the researcher has been selective in the search of relevant activities and some concepts. Some of the parts are definitions of Public Relations, public relations activities, function of public relations, theories and model considered in creating product and service awareness. Relevant literature on the practice of public relations practitioners in creating service awareness were presented in this chapter.

### **2.1. Definitions of Public relations**

Quoting the definition offered by the World Assembly of Public Relations Association Theaker (2013) asserts that “Public Relations practice is the art and social science of analyzing trends, predicting their consequences, counseling organization leaders and implementing a planned program of action which will serve both the organization and the public interest.”

As a Canadian Public Relations (CPR) Society’s Annual General Meeting held on June 7, 2009, in Vancouver, British Columbia, CPR members in attendance were introduced to new, official definitions (in English) of Public Relations which was adopted by the CPRS national board in February, 2009, in Fredericton, “Public Relations is the strategic management of relationships between an organization and its diverse publics, through the use of communication, to achieve mutual understanding, realize organizational goals, and serve the public interest.”

According to Banik (2002) PRs defined as the establishment of two way communications to resolve conflicts of interest and the establishment of understanding based on truth, knowledge, and full information from these perspectives public relation requires execution of communication programs designed to bring public acceptance and common understanding.

The British Institute of Public Relations (BIPR) defines public relations as a deliberate, planned and sustained effort to establish and maintain mutual understanding between an organization and

its publics. This definition suggests that public relations are not a random endeavor. It is a process that is deliberately planned to achieve a given goal or objective, which is mutual understanding between an organization and its publics and must be planned. “Sustained effort” means that a process does not end until it has achieved its objectives. This means that as a public relations officer, you must always endeavor to carry our plans to a logical end, despite any difficulties you may encounter in the process.

Public Relations is a form of communication that well supports and adapts to a company’s various advertising components. As much as it works to strengthen these components, there is also one obvious difference between advertising and public relations. Advertising controls the overall message with visibility while PR reaches in and provides the advertising message with credibility and trust(Sandin & Simolin, 2006).

On the other hand, Reddi (2019) stated that the effectiveness of Public Relations practice as a department or consultancy is dependent on the managerial status of Public Relations in any organizational management structure. Regarding to PR effectiveness Hendrix, Hayes, and Kumar (2012) Public Relations as a top management function could paint the picture that in reality Public Relations practice is a top management function.

## **2.2. An Overviews of public relations role in organization**

Today, Public Relations are widely recognized as an essential tool in the creation of goodwill and understanding among customers, employees and the general public.

According to Lim, Goh, and Sriramesh (2005) thought public relations is intended to implement the various plans and communication to target audiences and identify various media and reach the appropriate audience and communication bodies and individuals abroad, opinion leaders and centers of various information. In other words, Public relations can truly mean the difference between life and death for an organization, or the difference between profitability and failure. In addition, public relations is bigger than that and it has many jobs(Jacquie, 2007).

According to PR functions Chege (2014) he stated that to create, maintain and protect the institution’s reputation, enhance the prestige, and present favorable image. Public relations may function to educate certain audience about many things relevant to the institution, including the

business in general, new legislation, and how to use a particular product as well as to overcome misconceptions and prejudices.

According to Geerman and Rodchua (2016) noted that customers are important to banking institutions because without customers, banks would not be in business. On the other hand, banking institutions are also important to customers because customers trust them with their money. Applications of customer relations in the banking industry Customers are as important to organizations as organizations are also important to customers.

PR helps increase the level of awareness and helps improve the image of the organization.(W. K. Smith, Gonin, & Besharov, 2013). As a result, it can change attitudes, and preferences with respect to products and services offered by the organization (Hughes & Fill, 2007).

### **2.3. Function of Public Relations**

The term of public relations has many functions, some traditional and other creative. However, there are some 3 significant jobs for public relations, such as contact, media relations, research, planning, improve mental image, campaigns and crisis management.

According to Akturan and Şevik (2016) PR is the art of presenting a company (or person) to the public, usually via the media, ideally in a positive manner that improves the reputation of that company (or person) and subsequently impacts positively on that company's sales/ uptake of that company's services/ the company or individual's overall reputation.

Public Relations Society of America GEOFFREY M (2017),in its “Official Statement on Public Relations,” to clarify the function of public relations:

1.Public relations helps our complex, pluralistic society to reach decisions and function more effectively by contributing to mutual understanding among groups and institutions. It serves to bring private and public policies into harmony.

2.Public relations serves a wide variety of institutions in society such as businesses, trade unions, government agencies, voluntary associations, foundations, hospitals, schools, colleges and religious institutions. To achieve their goals, these institutions must develop effective relationships with many different audiences or publics such as employees, members, customers, local communities, shareholders and other institutions, and with society at large.

3. The managements of institutions need to understand the attitudes and values of their publics in order to achieve institutional goals. The goals themselves are shaped by the external environment. The public relations practitioner acts as a counselor to management and as a mediator, helping to translate private aims into reasonable, publicly acceptable policy and action.

Public relations are aimed at securing mutual understanding between an organization and its public and thus create goodwill. According to Lautrette et al. (2007) public relations is a management function practiced by a wide range of organizations: companies, governments, non-political parties, organized sports and the media. Their goal is to achieve positive relationships with various publics in order to effectively manage the organization's image and reputation.

## **2.4. Public Relations Activities in Bank**

### ***2.4.1. Consumer Relationship Activities***

Ramakrishna (2016) Stated that the role of Public Relations: building sales is the primary consumer relations objective. A satisfied customer may return; an unhappy customer may not. Hence, the following are major focuses of keeping consumer relationships:

1. Keeping old customers
2. Attracting new customers
3. Marketing new services and items
4. Expediting handling of complaints.

### ***2.4.2. Employee Relationship Activities***

The employee publics are board level, management level, middle management level, supervisory level and executive/entry level. Essentially, communications must be effective to address every group. It must be continuous, respectful and candid to reinforce consistent management message and understanding. Corporate public relations people often spend a great deal of time in developing employee communication programs(ZERFU, 2014).

### ***2.4.3. Investor Relationship***

The importance of investor relationship lies in the obligation of public limited banks to disclose and disseminate vital information that may have impact on investors' decisions. It is responsible for communication activities such as: Annual Reports, Annual Meeting, and Media Coverage (ZERFU, 2014)

### ***2.4.4. Government Relationship***

This is monitoring public affairs, environment, politics, religious considerations, physical developments and regulations for compliance and adjustments. In particular, it involves maintaining close relationships with such financial supervisory and regulatory bodies as the Central Bank(ZERFU, 2014)

### ***2.4.5. Media Relationship***

The mass media have great relative influence as a communications vehicle. They have the power of publicity. Tench and Yeomans (2009)Securing positive publicity through the media still remains the heart of Public Relations practice. The Public Relations practitioner's work with the media is to convey the most effective impression for the bank. This is to attract a positive publicity(ZERFU, 2014)

### ***2.4.6. Community Relationship***

It is critical that companies maintain the role of good community citizens within the markets where they have offices and manufacturing facilities. According toTench and Yeomans (2009) Organizations conduct a variety of special programs to improve community relations, including providing employee volunteers to work on community projects, sponsoring educational and literacy programs, staging open houses and conducting plant tours celebrating anniversaries and mounting special exhibits.

### ***2.4.7. International Community Relationship***

Communication media around the world have converted the globe into one large village united by satellite and internet technology. What happens in one corner of the world is instantly transmitted to another. Just as activities to guard against any economic hardship or consumers'

protest of unfair treatment would be transmitted across the world to yield bad image. Hence, international relationship must be managed well (ZERFU, 2014).

#### ***2.4.8. Financial Relation Activities***

Financial relations is creating and maintaining the investors trust and promoting cordial relationships with the financial sector. According to Coombs (2007) financial relations includes all communication efforts aimed at the financial community such as press releases sent to business publications, meetings with investors and analysis and annual reports which the gov't require of public held companies. Financial relations have become a key aspect of public relations activity.

### **2.5. Public Relations Tools in Bank**

#### ***2.5.1. Publications:***

Publications tools include publishing the annual reports, brochures, articles, company's newsletters, pamphlets and magazines, diaries and calendars. Using these all tools, the bank tries to provide information on its products, services, facilities, schemes, achievements, etc. These all publications reach the shareholders, general public, employees, customers, traders. Can create a good awareness and image of banks. (Lattimore, Baskin, Heiman, & Toth, 2012)

#### ***2.5.2. Press Releases:***

This is where the important information about the product or services is summarized in a way that will catch the media's attention. Just as the marketer would customize the advertising message for each target, he needs to customize press releases for the various media he contacts (De Semir, Ribas, & Revuelta, 1998).

#### ***2.5.3. Events:***

Companies were arranging special events like news conferences, seminars, exhibits, contests, anniversaries, sponsorship in sports and cultural events. It can draw public attention toward new products, other activities, and achievements by arranging special events. (Hill & White, 2000)

#### **2.5.4. News**

Public relations professionals prepare favorable and interesting news stories about the company activities, products, employees and achievements. Though, news requires a great deal of skills, knowledge, and experience. Public relations officer needs to maintain good relations with reporters and editors for getting more favorable coverage to the company (Hill & White, 2000).

#### **2.5.5. Speeches:**

Speeches are also widely used for public relations. Key position holders such as managing director, general manager, or outside experts deliver speeches on the company's products, policies, its outstanding achievements, etc., before a large audience to get popularity among various masses. Carefully prepared and effectively delivered speeches build the company's image. Speeches delivered during special functions can create a good impression on various groups of people(Hill & White, 2000).

#### **2.5.6. Identity Media:**

Company must create its distinctive visual identity. A company uses advertisements in forms of signboard, hoardings and wall-paints. It can use word, logo or symbol, slogan, picture, uniform of the employees to create a unique image or fame(Doorley & Garcia, 2020)

#### **2.5.7. Brochures:**

A brochure is a multi-panel publication that covers information usually on specific subject. A brochure is also called as pamphlet or flyer. Every organization needs to explain a new program, process and to sell a product by describing its features(Dozier, Grunig, & Grunig, 2013)

### **2.6. Role of Public Relations in Financial Sectors**

Regarding role of public relations Chingozho (2018) stated that the role of the PR professional is to be advocate for product, company, or firm, and ultimately help to keep an image that is favorable. They are the contact and relationship holder for the public. This position requires honesty, commitment, and integrity.



Furthermore, the public relations specialist will need to make constant correspondence with the media, including journalists, reporters, writers of blogs or websites, and people who manage podcasts or video casts. This requires great communication and a very personable individual.(Chingozho, 2018)

Public relations “publics” refers to groups whose attitudes, opinions and behavior can affect or be affected by an organization.R. D. Smith (2013), emphasizes the importance of identifying the organization’s important publics. There is the need for every organization to undertake a careful evaluation of the audiences it legitimate activities and priority. In many financial institutions, the customers often hold this position.

According to Baines, Egan, and Jefkins (2007) Public relations is the art and science of sharing genuine, credible, relevant news and information to grow, maintain and protect brand acceptance, awareness, reputation and sales, when appropriate. Public Relations create measurable, fact-based conversations, events and activities conceived to make positive.

In addition, Jeucken (2010)“Public Relations is important in the banking sector because as an industry that keeps people’s treasure (money), it needs the trust and confidence of the general public to operate and succeed. Banking is relevant to virtually every human activity. Therefore, it has to operate based on letting every segment of the society understand its ‘situation’ at every point in time“

On the other side in the Nigerian environment where bank failure had done a lot of damage to banks reputation, Public Relations are a must for confidence restoration and sustenance in the industry. As an bank industry that stores people wealth the banking must be made to “look good” all the time through Public Relations (Okeke, 2017)

## **2.7. Definition of Corporate Reputation**

According to scholar Fombrun (2012) corporate reputation is defined as a collective evaluation of a corporation’s attractiveness to a specific group of stakeholders relative to a reference group of corporations with which a corporation competes for the resources.

## **2.8. Public Relations and Corporate Reputation**

Studies have demonstrated that corporate reputation is positively affected by public relations activities; therefore, reputation management is an important part of public relations strategies.

Public relations scholar J. Grunig and Hung-Baesecke (2015) Suggested that reputation was one of the dependent variables of public relations effectiveness along with relationship with stockholders and employee satisfaction. Plowman (2001), argued that maintaining the reputation of an organization was the most important function of public relations. More practically, Kim (2001) argued that as the unit of public relations expense increases, a positive effect on the company's reputation is expected. Corporate reputation is formed on perceptions, that is an aggregate perception of all stakeholders, and that it combines a firm's past actions, current state and future prospectus (Mikola & Väkeväinen, 2016)

### ***2.8.1 Concept of corporate identity***

Corporate identity is the articulation of what a company is and how it works. Tied to the way the company carries out its business activities and to the strategies it adopts and implements, corporate identity is also a means of differentiating the company from others (Tanković, 2015). It reflects the unique characteristics or corporate personality deeply embedded in the behavior of the organization's members which helps employees fully identify with the organization (Balmer & Gray, 2000)

## **2.9. Empirical review of studies**

This part presents empirical literature related to the practice of public relations practitioners in creating service awareness.

According to Getenet Teklewold (2019) Internal Communication Strategies and Practices of Public Relations in Ethiopian Sugar Corporation findings of the study were indicated that communication strategy and crisis communication with limited elaborations, the internal electronic communication channels are pretty much effective than prints and face-to-face communications, employees have best interpersonal communication with PRs practitioners: the practitioners couldn't get horizontal and vertical professional training that helps their profession, practitioners are not fully independent, no professional association is found in Ethiopia that

guarantees PRs practitioners, they have budget shortages and these all affect public relations to practice effectively.

On the other study Mesay Yilma (2019) has investigated a study on Communication Strategies and Language Use: Ethiopian Airlines Public Relations in Focus. The study found that Ethiopian Airlines Public Relations thoughts and ideas of employees rarely entertained as the communication trend is usually one way. The higher management including the CEO is not easily accessible for both the media and employees resulting poor communication among employees and the management and unhealthy relationship between the media and the company. Inappropriate language and problems related with headline selection word limit and page limit has also been observed on the publications of the PR at Ethiopian airlines.

On the other hand Kuria (2010) has investigated a study on relationship marketing practices among commercial banks in Kenya. The purpose of the study was to establish the nature of relationship marketing practices and to determine the extent to which relationship marketing is practiced among commercial banks in Kenya. This study was a cross-sectional survey undertaken among the commercial banks in Kenya. The population of the study was the 44 commercial banks. A survey of all banks was undertaken. The study found that the banks have applied products oriented Customer Relationship Marketing practices to a great extent. The findings indicate that employee oriented Customer Relationship Marketing strategies are present and enhanced top a great extent. From the findings it emerges that communication oriented Customer Relationship Marketing strategies have been applied to a moderate extent. The study further found that loyalty oriented Customer Relationship Marketing activities are not enhanced in the commercial banks in Kenya. The study recommends that that the Kenyan commercial banks need to critically reconsider several aspect of the customer relationship marketing strategies especially on the areas of technology adoption and its interaction with Customer Relationship Marketing.

On the other study in Nigeria Chinweoke (2015) the Contributions of Public Relations in Selected Nigerian Banks”. The doctoral thesis was executed using the survey method, complemented with interviews. The sample for the study was 600 people drawn from 10 banks at the quota of 60 respondents per bank. Findings of the study were as follows,

1. All the banks have Public Relations philosophies which strive to build and sustain a positive image for their institutions and to be proactive to the needs of their stakeholders.
2. All the banks surveyed had Public Relations departments, designated variously as “Corporate Affairs, “Public Affairs” or other names.
3. The head of the Public Relations Department was not a member of the executive management

There are a few studies that have incorporated religion as part of a study of public relations activities and cultural patterns. For example, Gaither and Al-Kandari (2014) have incorporated the circuit of culture to examine the public relations activities and cultural patterns of selected Islamic banks in Kuwait. They used some Islamic orientation values such as religious authority, affinity with the past, fatalism, and common kinship, attachment to the eternal life and spirituality and idealism. Based on their findings, it was indicated that religiosity has a significant impact on public relations activities and cultural patterns in the Middle East banks activities.

Therefore, from the points and empirical review, it is clearly understood that public relations practices is inevitable for the well-being of any organization as well as promoting favorable environment for the organization especially profit making organizations like banks and other financial sectors.

## **2.10. Theoretical Review**

According to scholars there is no a single theory that explains all about public relations; however, public relations advanced into an area of communication base in international enquires, in particular in the western economy it has become a research based maturing subject which include multidisciplinary characteristics.

Thus while scholars stated, there is no one theory that fully satisfies every explanation for public relations practices. Public relations practitioners have to consider various theories when they make decision about how they can build successful relationships with their publics(J. E. Grunig, 2002) .

Specifically for this study, the researcher was used among theories of public relations which focus not only on the organization but also on its publics as mutually dependent actors for mutual benefit in the public relations practices and process. Thus, the study was employed only one main theories namely system theory of public relations.

### ***2.10.1. The Systems Theory***

The systems theory also offers useful insights to the role of public relations. Systems theory provides a framework through which to view bank' and their relationships with the environment(J. E. Grunig, 2002). It is used to explain how public relations helps understand and manage the relationships bank with its stakeholders and customers who make up its environment.

Therefore, systems theory looks at organizations as made up of interrelated parts, adapting and adjusting to changes in the political, economic, and social environments in which they operate. Institutions have recognizable boundaries, within which there must be a communication structure that guides the parts of the organization to achieve institutional goals. The leaders of the organization create and maintain these internal structures.

Although, according to the systems perspective organizations depend on resources from their environments, such as raw materials, a source of employees and clients or customers for the services and products they produce.

The system theory in relation to this study helps to deduce that Public Relations which functions as a system in an organization is interdependent on other structures or departments to be effective and in meeting the overall organizational goal. Most organizations that have functioning Public Relations offices have the Public Relations role as a whole with sub-divisions like events, sponsorship, crisis management, media relations and various others.

Generally, system theory is possible to identify organizations stakeholders and by spanning organizational boundaries it can identify each side relationship needs. If decision makers keep their systems open, they allow for the two-way flow of resources and information between the organization and its environment. They use that information for adapting to the environment or they may use the incoming information to try to control the environment.

## **2.11. Grunig and Hunt' four model of public relations**

Public relations practitioner James Grunig, who has been practicing public relations for more than two decades, generated four public relations theories and models, now very well recognized, together with Morsing and Schultz (2006). Since they were first introduced, these four models of public relations have helped construct advances in the field of public relations (Verčič & Grunig, 2000).

Grunig and Hunt chose to use the term “models” to explain their four types of public relations, so that they see a model as describe how they believe that public relations has advanced through history. The four models of public relations are intended as a means to help understand how public relations are practiced – according to (Morsing & Schultz, 2006).

**2.11.1. Press agent/publicity model**, this model serves as propaganda, whereas the purpose of public relations in the public information model is the dissemination of information. This is, however, not essentially meant with a swaying intent (Morsing & Schultz, 2006). Press agent of the press agency model merely wants to sell products or services, and accurateness or trustworthiness of what is communicated is not of high significance (Morsing & Schultz, 2006).

Public relations practitioners use persuasion to shape the thoughts and opinions of key audiences. In this model, accuracy is not important and organizations do not seek audience feedback or conduct audience analysis research. Public relations was termed press agency by Grunig and Hunt because of its reliance on generating publicity with little regard for truth, Publicity and press agency are synonymous terms meaning simply to generate attention through the use of media (Cho, Schweickart, & Haase, 2014).

**2.11.2. The public information model**, this model accuracy of the messages, however information about the audience is not considered essential (Cho et al., 2014). It moves away from the manipulative tactics used in the press agent model and presents more accurate information. However, the communication pattern is still one-way. The uses press releases and other one-way communication techniques to distribute organizational information. The public relations practitioner is often referred to as the in-house journalist (J. E. Grunig & Grunig, 2008).

These concepts are based on a one-way dissemination of information. They are not management-based models because strategic management is based on research. Research is what makes management a strategic pursuit based on knowledge and data that comprise two-way communication(Pearson, 2009).

**2.11.3. The two-way asymmetrical model.** Two-way communication (imbalanced) presents, a more “scientifically persuasive” way of communicating with key audiences. The mind of the audience and tailor the message in order to get the most effective reaction(Pearson, 2009).The model is particularly popular in advertising and consumer marketing, fields that are specifically interested in increasing an organization’s profits. Its uses persuasion and manipulation to influence audiences to behave as the organization desires. As a Bernays (2015)Public relations research seeks to determine what publics know and understand or believe about the client organization, issues of importance. Research is a key component of this model.

**2.11.4. The two-way symmetrical model,** Two-way communication (balanced), the public relations practitioner should serve as a liaison between the organization and key publics, rather than as a persuader. The term “symmetrical” is used because the model attempts to create a mutually beneficial situation (Van Dyke & Verčič, 2009). And also Negotiation, resolution of conflict, mutual understanding, and mutual respect between the organization and its publics are the desired results of this model(Van Dyke & Verčič, 2009). However, it does not use research with the intent to persuade, but to build mutual understanding between both publics and organizations. It is a collaborative approach to building understanding, and, although not perfectly balanced, it is a moving equilibrium in which both sides in the communication process have an opportunity to have input and change an issue.(Bernays, 2015).

In summary, the historical development of the field showed four distinct models of public relations, as identified by Grunig and Hunt. All are still in use in public relations practice today, and these terms are used in the academic literature and in public relations management. The one-way models are not based on social scientific research but on a simple dissemination of information. The two-way models are based on research, which is what makes them the two-way management model.

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3. Introduction**

This section highlights the overall methodological considerations. It includes study location, type of research design, population of the study, sample size, sampling technique, data type and source, data collection instrument and procedure, data processing and analysis.

#### **3.1. Location of the Study**

The setting of the study was the Head Quarter of Commercial Bank of Ethiopia Addis Ababa, Gambia Street. The Head Quarter has many employees who are directly related to public relations unit and can provided information for the study purpose.

#### **3.2. Study Design**

The study adopted case study design. The case study used qualitative research approach and purposive sampling. A research design was programmed that guides the researcher in the process of collecting, analyzing and interpreting the data. The researcher decided to use the case study form of research design to provide solutions to the research problems. Case study research involves gathering data that describe events and data collection(Czarniawska, 2004).

However, in this study, the researcher used totally qualitative research design. Why Qualitative for this study? According to Strauss and Corbin (1998) qualitative study design is a typical research approach which enables to come up with data that cannot easily be produced by statistical procedures or other means of quantification. Moreover, qualitative research was preferred to collect data about human life realities, experiences, behavior, emotion and feeling, organizational function, social movement, cultural phenomena and their interaction with nature (Apuke, 2018).

The study was aimed to assessing the practice of public relations practitioners in creating service awareness in commercial bank of Ethiopia. To do so, it was the qualitative approach preferable by researcher.



### **3.3. Population of the Study, Sample Size and Sampling Technique**

#### ***3.3.1. Population of the study***

The study was conducted in the commercial bank of Ethiopia Head Quarter. The target population of the study was the employees of bank and PR practitioners of Commercial Bank of Ethiopia.

#### ***3.3.2. Sample size***

It would be impossible to study the entire population in the study, taking sample is necessary. This study employed purposive sampling method to determine sample size. The Commercial Bank of Ethiopia has many employees in Public Relation unit, marketing, and advertising and sales promotion department. From those, nine key informants who were bank manager and public relations practitioners were taken to participate in the study, as they were very close to the research topic and working in the creating of service awareness.

#### ***3.3.3. Sampling Techniques***

In order to answer the research questions, it is doubtful that researcher should be able to collect data from all cases. Thus, there is a need to select a sample. The entire set of cases from which researcher sample is drawn in called the population. Since, researcher neither has time nor the resources to analysis the entire population so they apply sampling technique to reduce the number of cases.

The researcher used non-probability Sampling technique. There are several sampling methods included in non-probability techniques, such as: Quota sampling, convenience, theoretical and snowball sampling (Bloor & Wood, 2006). The researcher went to study the cases; he believed that could provide essential information for answering the research questions. Purposive or judgmental sampling is a strategy in which particular settings persons or events are selected deliberately in order to provide important information that cannot be obtained from other choices (Maxwell, 1996). It is where the researcher includes cases or participants in the sample. This was made the researcher depend on the availability of the selected cases; this is referred to as purposive or judgmental sampling.

### **3.4. Source of the Data**

All required data for this study was collected from primary and secondary sources. The data were collected from the public relations unit of Commercial Bank of Ethiopia from Head Quarter. Those are magazines, journals, speeches, in-depth interview, focus group discussion and news were used as primary sources. And also different recent documents (annual report, brochures, press releases, social media and website) were used as secondary sources of data.

### **3.5. Data Collection Tools**

To gather the required data for the study in-depth interview, focus group discussion and document review were employed. In-depth interview and focus group discussion have been used as the main tools to gather data from the participants, also document analysis were used as a supplement information tool. The researcher was get detail information from in-depth interview and focus group discussion it is important to understand the feelings, experiences, awareness and perception of the participants

#### ***3.5.1. In depth-Interview***

Interview was a major tool for this study and it enabled the researcher to get in depth information from the respondents. Interviews are useful learning method about individual perspectives. Interview are also effective for getting people to talk about their personal feelings, opinions, and experiences (Opoku-Amankwa and Nicholas (2009). This technique is selected mainly because of its strength in providing detailed background about the reasons why respondents give specific answers. Therefore, the researcher conducted interview with CBE PR manager.

#### ***3.5.2. Focus group discussion***

The focus group discussions were one of the most commonly used in qualitative research. They allow forming groups of people and sharing their views under the guidance of the researcher(Morgan, 2002). Unlike interviews was conducted with individual interviewee focus groups create setting in which diverse perceptions and concepts on particular topics can surface(Dilshad & Latif, 2013).

However, the CBE public relations professionals who were working in organizations specifically in PR unit are the target of the researcher for focus group discussion. Thus, focus groups were

helpful to get wider reflections for the practice of public relations practitioners in creating service awareness in commercial bank of Ethiopia.

According to Lindlof and Taylor (2017) the procedure of focus groups is purposive. Sample of 6 to 12 people who were working in the same place and similar tasks are selected to meet at a site to discuss subjects of interest to the researcher.

However, for this study one group was formed which has 8 participants. The participants were selected only from PR unit. They were the public relations practitioners or PR professionals.

### ***3.5.3. Document Review***

Data was analyzed from documents of bank annual reports, archives and other modes of communication were reviewed to examine the practice of public relations practitioners in creating service awareness. Also recent documents from PR department from (2018-2021), products that include the brochures, magazines and annual report were reviewed.

## **3.6. Data Collection Procedure**

In order to conduct the research on the Commercial Bank of Ethiopia letter of asking permission to Commercial Bank of Ethiopia Head Quarter were written by Jimma University Department of Media and Communication studies.

After it confirmed, first in-depth interview were conducted by the researcher based on prior appointments agreed upon with interview in the respective office. In order to make the thematic narrations simple and easy, the researcher used voice recorder for interview with their permission. While the interview guide was being made, the researcher takes notes from the interview responses. Second, Focus Group Discussion was also conducted with eight PR practitioners for discussed about the research questions and the researcher takes notes from the FGD responses. The FGD responses were personally delivered by the respondents at place of their work. Third, the researcher analyzed more than three published documents from the CBE PR unit.

Then after, the collected data was organized and interpreted. Lastly, the final draft of this thesis was prepared and submitted to Jimma University College of Social Science and Humanities Department of Media and Communication Studies.

### **3.7. Method of Data Analysis**

This research followed qualitative method and analyzed the collected data through careful and accurate. Related with this, qualitative data analysis deals with meanings were expressed through activities and narration. This narrative forms are the basis of qualitative research discipline. The documents and interview results were analyzed qualitatively with sentences.

Data analysis was based on the techniques outlined by Miles and Huberman (2002) who argued that qualitative data analysis should consist of some stapes: such as data reduction, data display, and conclusion drawing. During data reduction, short summaries and field notes were written to highlight important recurring themes and patterns. The interview, focus group discussion guide were first prepared in English and then translated to Amharic language and again re-translated to English language.

Therefore, collected data was coded then thematic analysis using the computer based data analysis. Thematic analyzed is a method for identifying, analyzing and reporting patterns with in data.

### **3.10. Ethical considerations**

In this study, different ethical issues were considered. Those are, Confidentiality: the participants were guaranteed that the collected information will not be made available to anyone who was not involved in the study and it will remain confidential for the purposes it is intentional on behalf of. Regarding permission: the researcher sought permission to carry out the research formal written letter before the study conduct from the Jimma University. Informed consent: the prospective research participants were fully informed about the procedures involved in the research and were asked to give their consent to participate. And privacy: the participant was remained anonymous throughout the study and even to the researcher themselves to guarantee privacy.

# CHAPTER FOUR

## DATA PRESENTATIONS, INTERPRETATIONS AND DISCUSSIONS

### 4.0. Introduction

This chapter deals with the analysis and presentation of data collected about PR practice discussed in connection with research questions. The discussion with all parts focused on assessing the practice of public relation practitioners' in creating service awareness: Commercial bank of Ethiopia. As clearly stated in chapter one the general objective of the study is to assessing the practice of public relations practitioners in creating service awareness: commercial bank of Ethiopia in focus.

### 4.1. Respondents' Demographic Information

This section indicates general demographic background of sample informants their age, sex, Educational Status or level, fields of educational qualification, work experience and working position in the commercial bank of Ethiopia.

**Table 1: Distribution of respondents' sex**

| N <sup>o</sup> | Sex    | Frequency | Percentage |
|----------------|--------|-----------|------------|
| 1              | Male   | 8         | 89%        |
| 2              | Female | 1         | 11%        |
| Total          |        | 9         | 100%       |

*Source: own Survey data, 2021*

The researcher sought to establish the sex of the respondents in selection of the sample. It was observed that majority (89%) of the respondents were male while (11%) of the sample were female based on this it shows that male respondents are much more than females but all are participated.

**Table 2: Age distribution**

| No    | Age interval | Frequency | Percentage |
|-------|--------------|-----------|------------|
| 1     | 31-35        | 1         | 11%        |
| 2     | 36-40        | 5         | 56%        |
| 3     | Above 40     | 3         | 33%        |
| Total |              | 9         | 100%       |

*Source: own Survey data, 2021*

Related to age intervals the data were divided into five age groups based on cutting points that divide the whole data into five equal parts: 31-35 , 36-40 and above 40. Among respondents, (11%) were within the range of aged between 31 and 35, (56%) respondents were aged between 36-40 and (33%) respondents were above 40 years and none of the respondents was aged below 35 years.

**Table 3: Educational Status/level/ of Respondents**

| No    | Educational level | Frequency | Percentage |
|-------|-------------------|-----------|------------|
| 1     | 1st degree        | 5         | 56%        |
| 2     | 2nd degree        | 4         | 44 %       |
| Total |                   | 9         | 100 %      |

*Source: own Survey data, 2021*

Regarding the level of education, from the total respondents' majority (56%) had a first degree. (44%) had masters in the public relation department of commercial bank of Ethiopia. This shows that majorities of the informants were qualified enhance good public relations activities in the CBE. However, their background of study not relate with subject of public relations.

**Table 4: Field of education distribution of respondents**

| No    | Field of education           | Frequency | Percentage |
|-------|------------------------------|-----------|------------|
| 1     | Management                   | 2         | 22%        |
| 2     | Business Administration      | 2         | 22%        |
| 3     | English Language             | 4         | 44%        |
| 4     | Journalism and Communication | 1         | 12%        |
| Total |                              | 9         | 100%       |

*Source: own Survey data, 2021*

Regarding the field of education, total PR practitioner’s background of education is (44%) English language,(22%) business administration, (12%) journalism and (22%) management. This data indicates that the majorities of the informants were qualified and had higher education in English language one of respondent have PR professional or journalism and communication professionals. Understanding what practitioners perform and how their activities produce the right programs, influence strategic planning, and help achieve organizational goals, has helped explain the power of the public relations in an organization.

Dozier stressed that practitioners must be aware of what it takes to be excellent, and they must have the knowledge and skills to carry out this mission (Dozier & Lauzen, 2000)

**Table 5: Work experience and position distribution of respondents**

| No    | Years of experience | Frequency | Percentage |
|-------|---------------------|-----------|------------|
| 1     | Less than 5 years   | 3         | 34%        |
| 2     | 6- 10 years         | 2         | 22%        |
| 3     | Above 10 years      | 4         | 44%        |
| Total |                     | 9         | 100%       |

*Source: own Survey data, 2021*

Respondents were also asked on the number of years they have worked in the Commercial Bank of Ethiopia in public relation department were majority (44 %) had an experience of years 10 and above. The others (22 %) percent had an experience of less than 10 years, (34%) percent of below 5 years. This is an indication that majority of practitioners have experience in the field of bank and thus aware of most of customer needs and how they should be handled through better public relations.

**Table 6: Work position**

| No    | Position        | Frequency | Percentage |
|-------|-----------------|-----------|------------|
| 1     | Managerial      | 1         | 11%        |
| 2     | Non –managerial | 8         | 89%        |
| Total |                 | 9         | 100%       |

*Source: own Survey data, 2021*

According to work position (11%) percentage had manager in the bank remain (89%) were non-managerial position in the CBE public relation department

## **4.2. Results from Interview**

For this study, the participants of interview were CBE public relation practitioners or PR manager and all questions were open-ended type.

### **4.2.1. Roles of PRs Practitioners creating the service awareness of a CBE**

Regarding the issues related to the roles of PRs practitioners in creating the service awareness of a CBE, CBE manager explained that they have multitasks,

*Our activities were not limited in one role in CBE public relations. We communicated with our stakeholders and customers through effective public relations communication channels. We were committed to achieve the aim of CBE creating service awareness on the minds of potential customers and other important public for bank. We also role must to help the bank develop and maintain good relationships and reputation. (personal interview with CBE Manager).*

As the CBE PR unit manager explained that in many organization people works without knowledge or without educational background of public relation. Still now many organization public relations have not got attention they used as a misconception and misunderstanding. This is the same in CBE. Most of practitioners practiced without educational background of public relations fields.

However, in CBE public relations practitioners were have very huge missions. They have responsibility to communicating with different customer and stakeholders to keep the benefits of bank and they also always works to create service awareness and disseminate its objectives. They also promoted new services and products by using different promotional materials and media channel. Public relations practitioners practiced helps to protect reputation and goodwill of CBE (Personal interview with CBE Manager).

This indicated that their activities were increased economical value and creates cordial relationship with a community. They were not only relationship but also bring opportunity, new customers and enhancing the reputation of the CBE.



The value of public relations although they perform vital communication functions for their organizations, there continues to be doubt that the work and contributions public relations professionals make is influential enough to have a direct impact in realizing organizational goals(White & Verčič, 2001).

In general, they works to inform the internal and external public or potential customers', prospective customers, stakeholders, employees and ultimately persuade new customers and try to maintain a positive or favorable views about the CBE.

#### **4.2.2. Tools of Public Relation Used In Creating Service Awareness of CBE**

The researcher sought to know from the CBE how the organization communicates with its external and internal publics. In order to, achieve their organizational mission and vision.

Accordingly, the CBE manager explained that to stimulate positive perceptions of the stakeholders and customers and create its service and product awareness, CBE public relations practitioners were used different media tools. Such as broadly categorized in to electronics, print and social media (Personal interview with CBE Manager).

We must use different media tools and tactics to create service awareness and enhance relationships with these publics. The common public relations tools were press releases, brochures, pamphlets, posters, letters, postcards, calendars, agenda books, audio and video messages, TV, Radio, magazine newspapers and social media were utilized regularly (personal interview with CBE Manager).

CBE manager explained that,

*We also closely relationship and works with the inside or Popular National Media National and Regional TV Channel, FM Radio in Addis Ababa and Regional, Newspapers effectively to create service awareness of CBE. The most used tools in these categories were TV, Radios, News Release, Magazine, Newspapers, Brochures and Posters. We were working and good relationship with them. In addition, we used social media which is the most easily accessible media connects our majority of the customers or publics (personal interview with CBE Manager).*

This indicated that CBE Public relations practitioner's activities encompass all the devices, activities and tools employed by organization to maintain cordial relationship with their various customers. Thus, make to provided creating service awareness and building image of CBE.

On the other hand, many research findings also revealed that social media is a powerful tool and can be used by organization to help connect theories of organization and leaders with low cost to achieve intended missions (Mergel & Greeves, 2012).

These all data indicates that more of communication in the CBE is one-way communication. Therefore, there is no way to handle customer's feedback. Except social media, there feedback was collected immediately. However, Public relations practice have been targeted on CBE service and product awareness creation and focused on enhancing attitudes and concern of potential customers and stakeholders.

#### **4.2.3. The Messages Constructed to Create Service Awareness of CBE**

Message constructing is a very important point in public relations communication unit.

As CBE PR unit manager explained that everyone seems to know the term public relations but not everyone understands what it means. In many organization the profession and its function is working by other person. In case of CBE the public relation function is a great way to build and create the service and product awareness and its activities promote the reputation of the bank (personal interview with CBE Manager).

The public relation manager also explained that,

*Actually, in CBE PR unit each and every message was constructed having with its reasons, we were construct each messages based on customers interests. Before we construct important messages regarding bank service and product appropriately discussed with all district managers. Currently, CBE have 30 districts in different regional side in the country. And in each districts there were millions of customers and stakeholders. And also those constructed influential messages disseminate in popular national media (personal interview with CBE Manager).*

He was continued the expression CBE PR unit conduct media survey would provide basic information special to choose popular media in order to reach general public. It helps to understand the customers' behavior towards media; this includes how the general public perceives, select, and use media, and become attached to the media throughout the various situation of their private and social live (personal interview with CBE Manager).

In general, public relations tasks were disseminating accurate information and facts about bank to the customers and activities to maintain positive awareness in order to get attention from target publics.

#### **4.2.4. The message disseminate down to the public's to create service awareness of CBE**

As a pr manager explained that media play an important role in increasing of creating service awareness on the minds of public relations issue. Media is the most powerful tool of communication in emerging world and enhanced the awareness and presents the real stage of publics. So that, we disseminate important information through defined channel and media in order to reach various target customers, stakeholders or publics.

CBE PR manager explained that:

*Actually, once in our tasks the disseminated objective and the target public are identified, there are different ways to create service awareness. Like creating and distributing CBE program materials. Such as flyers, pamphlets, annual reports, posters, brochures and publishing information in state wide publication. Specially, Newspaper, magazine, TV, Radio, and social media on CBE official website (personal interview with CBE Manager).*

Therefore, to reach large numbers of people they were widely used different National Media tools, like news release, newsletter, and brochures are for the purpose of communicating and creating service awareness in CBE, and we use effectively the electronic media, such as, Ethiopian Broadcasting Corporation/EBC/, Ethiopian Broadcasting Service /EBS/, Fana Broadcasting corporate, Walta TV and other local media such regional TVs and FM radios practitioners write, send information working with cooperation (personal interview with CBE Manager).

According to Zerfass, Linke, and Röttger (2014) among the functions of public relations is a media relation. Dealing and communicating with the news media is the most important part in media relations. Media Relations is the process of spreading information via the media (TV, radio, internet, newspapers, etc).

This data indicated that public relations practice to disseminate information working with the news media allows for awareness of the entity to be raised as well as the ability to create an impact with a target customers and stakeholders. This is all done through a wide range of different media tools and can be used to encourage both one-way and two-way communication.

#### **4.2.5. Public Relations Practitioner's Awareness or Understanding about the CBE Practice.**

Public relations are an art and not everyone can communicate and articulate issues easily. Issues of the awareness, image building and how to handle different publics need someone with technical skills; everyone can speak but fail to be an effective speaking strategic.

CBE PR unit manager explained that the public relations practitioners have capability about to create service awareness about CBE program; it also helps to achieve the goals and objectives of the bank. Also they understanding and efforts to promote the reputation and image building practice (personal interview with CBE Manager).

According to (Castelli, 2007) argues that knowledge and expertise was seen as a significant tool in public relation practices today, the public information role expanded to developing communication strategies and tactics to position issues.

In addition, to this CBE manager replied that,

*We have awareness and concepts about to build well image and create a positive impression and creditability of CBE service and products. It is important to maintain interest and confidence in the existing service and products. We must have public relations activities also help to simply maintain staff to develop and circulate information with media or manage events. Mutual understanding must be established between CBE stakeholders and customers (personal interview with CBE Manager).*

Similarly, the CBE PR manager explained that Public relations practitioners practice with the knowledge of professional manner, that means he or she usually would not wait for instructions

from manager, but takes the initiative to create awareness and solve the problem; seeks to anticipate and adjust to change leads the public relations effort (personal interview with CBE Manager).

This indicated that public relations practitioners must have an inquiring mind, in case to this, they were want to learn everything possible about the product, service, customers and stakeholders about CBE and its competitors. Public Relations practice frequently they must tried a number of approaches in order to create service awareness and maintain reputation of CBE.

Furthermore, the manager stated that the successful public relations practitioners always have energy, drive and ambition. This is a very important element in the practice of public relations practitioners. Most of the public relations practitioners are willing to work and takes to reach their goals (personal interview with CBE Manager).

Public relations contributed to effectiveness by building quality, long-term relationships with strategic constituencies. Where, he or she is able to shape the organization goals and objectives. (J. E. Grunig, 2002).

According to another scholar “Public Relations are the management function which evaluates public attitudes, identifies the policies and procedures of an organization with the public interest and executes a program of action and communication to earn public understanding and acceptance.” (Pfau & Wan, 2006).

Generally, Public relations practitioners practice were played very important parts for CBE, it helps to communicate with its vision, mission. Achieve its objectives and goals at any situation which a bank is set to intend on its customers and stakeholders.

#### **4.2.6. The PR practitioners’ practice of monitoring and evaluating for creating service awareness of CBE**

Measuring and evaluating the effectiveness of a public relations program is necessary to ensure that established the objectives are met.

The most basic form of measuring effectiveness comes from compilations of message distribution and media placement. One elementary form of evaluation is simply to count how

many news releases, feature stories, photos and letters and other tasks are produced in a given period of time in the public relations unit.

The CBE manager mentioned that the monitoring and evaluation the effectiveness of public relations practice involves commonly measurement of changes in attitudes, opinions, and behavior, which can often be subjective and up to interpretation.( personal interview with CBE manager)

CBE PR manager statement indicated that in public relations unit held the evaluation and monitoring is carried in these ways:

*In fact, we must examine public relations practice how well the practitioners present themselves, how they handle given activities or events. And how much amount of exposure were CBE received in media and public, in the same how many number of attempted to create service awareness and place of awareness in the minds of public, the number of work to made impressions and activities having reached target customers and stakeholders (personal interview with CBE manager)*

Although, CBE PR manager explained that evaluation of a public relations program is the measurement of results next to established objectives, which are set during the planning process. In order to improve results the next time is a major reason for evaluating public relations efforts. Therefore, his believe before any public relations program can be properly evaluated, it is important to clearly establish a set of measurable objectives (personal interview with CBE Manager).

On the other hand, as a CBE public relation manager in PR unit there is no regular schedule for monitoring and evaluation the achievement of each activity, most of time in our bank all public relations activities were evaluation occurred annually. Public relations practitioners practice identified and their strengths and weakness were measured on focus of goals and objectives (personal interview with CBE Manager).

Therefore, public relations activities evaluating should have not conducted only at the end of year, it should be conducted in each quarter. This because, CBE public relations unit have enormous program, therefore it needs to handling each activity within its proper measurement. Also data indicated that there is not gain important feedback about public relations practitioners strengthens and weakness in the practices from the customers and stakeholders.

In this thought scholars stated that the broad nature of evaluation is the practice of involves the systematic collection of information about the activities, characteristics and outcomes of programs and products for use by specific people to reduce uncertainties, improve effectiveness and make decisions with regard to what those programs, practitioners or service are doing and affecting. (Watson & Noble, 2007)

#### **4.2.7. Current awareness and reputation of CBE**

Service awareness is one of the important factors in today marketing and customers' behavior analysis. Public relations activities were certainly aware the service of public interest. This means, stakeholders and customers are interested with the providing service. It helps to use the organizations service and also influence to attract new customers.

According to Hansemark and Albinsson (2004) awareness is an overall customers attitudes towards a service providers or an emotional reach on to the difference between what customers anticipate and what they receive, regarding the fulfillment of some need or desire.

The CBE PR unit manager explained that the success of service awareness in the bank is reflected in the service performance of the reputation of organization. The activity that creating service awareness is describes the degree of customers understanding a service and product by its name. Current awareness and reputation were indicated to the familiarity and confidence of customers and stakeholders and publics with CBE service and product (personal interview with CBE Manager).

The awareness and reputation of CBE were increased more than ever he mentioned that,

*Currently, accessibility of the CBE was enhanced significantly, contributing to the financial inclusion endeavor of Ethiopia more than ever. CBE was distributed the access of service as much as in country, tried to reach from urban to rural remote area and giving banking service in some area of Kebel town in rural area. The customers and potential stakeholders trust and loyalty were developed more than ever on the service of CBE. And CBE developed the competitive advantages more preferable than from other any banks in Ethiopia (Personal interview with CBE manager).*

According to 2018/19 report CBE customer recruitment also increased by 2.8 million, because it is effort made by the existing and large number of new branches opened during this year. Consequently, the number of account holders of the bank were rose and thousand numbers of branches were increased, so that with such a solid customer based and branch network, CBE was positioned well in the banking industry to continue its leaders in all parameter.

As a Nguyen and Leblanc (2001) stated that Customers of service of organization use a variety of information during an interconnection process, and as a result form their concrete opinion about the bank. Effective service awareness gives rise to customer interest and helps in maintaining that relationship with the potential customers and stakeholders, which in persuade them to serve the bank service.

Similarly, the CBE PR manger replied that reputation also gives greater advantages for CBE in a crowded in a today business. And it is a visible signal of CBE service, it is high important in the banking industry. Likewise, it can help to attract new customers and existing loyal customers and stakeholders seen and forward positive appreciation of the activities in the CBE (Personal interview with CBE manager).

According to scholar creating service awareness that related directly to the exactly preserving or retaining customers for a bank and is the crucial factors for setting up and then upholding the loyal relationship with potential customers(Taylor & Kent, 2010).



### 5.3. Result from Focus Group Discussion

Participant of focus group discussion in this study were practitioners who were working in the CBE PR department. The discussion was conducted in their office and audio recorded after having the official consent of the informants to be recorded. The researcher conducted discussion using an advisors approached question guide. All question based on open-ended type. Total participants eight (8) from all the participants only one (1) is female while seven (7) are male. They came from different backgrounds in terms of education, sex, age and years of experience. Since, to keep the confidential identity of sources, code has been assigned to each individuals were assigned by the letters (I1, I2, I3, I4, I5, I6, I7 and I8 ).

**Table7: Code of participants for focus group discussion**

| No. Participants | Code of participants | Period of data conducted | Place of data collected |
|------------------|----------------------|--------------------------|-------------------------|
| 1 Participant1   | Individual (I1)      | 19 May - 18 June 2021    | CBE PR office           |
| 2 Participant 2  | Individual (I2)      | //                       | //                      |
| 3 Participant 3  | Individual (I3)      | //                       | //                      |
| 4 Participant 4  | Individual (I4)      | //                       | //                      |
| 5 Participant 5  | Individual (I5)      | //                       | //                      |
| 6 Participant 6  | Individual (I6)      | //                       | //                      |
| 7 Participant 7  | Individual (I7)      | //                       | //                      |
| 8 Participant 8  | Individual (I8)      | //                       | //                      |

*Source: own Survey data, 2021*

#### 5.3.1. The practice and role of PR practitioners in creating service awareness of CBE

Public Relations have many roles within banking activities, but the most important may be that it serves as an outlet and tool for shaping an image and creating awareness. The most important thing to remember about public relations is that it is not advertising. Though PR may have a similar outcome or influence on the company as advertising, PR is less biased and self-serving. It is information based, stating facts like a new service and product release.

Respondent I2 said that he considers public relations as very relevant to achieving CBE objectives and goals.

*“Public relations unit is very important in helping CBE to achieve its goals. The goal of CBE PR unit is to build contact with stakeholders and potential customers and to attract other new customers. Therefore, in order to achieve this, public relations is should be very equipped in the sense that through public relations practice, then the bank can say what they do, for instance the activities in creating service awareness and building acceptable relation with publics, our mission as well as the vision. Another point to achieve the goals is that public relations provide the avenue to organize properly to reach the outside world to explain to them our goals which will lead to ultimately achieving them. So I think public relations are very relevant in the achievement of goals.”*

Another respondent I1 explained that the role of public relation in the CBE is providing information to the customers through different tools such as brochure, magazine, and organizing event, and press release, press conferences to disseminate information for the customers by means of print media and broadcast media. According to him public relations unit was member of the management. The unit took part in management discussion with other CBE department. But they were not influential in decision making. However, the CBE PR unit has been serving as source of information by analyzing and interpreting about internal and external situation in CBE.

Similarly, respondent I4 said that” at CBE the PR unit has a communication strategy which clearly indicates the activities to be implemented with the aim of keeping stakeholders informed of the objectives and functions of CBE. Some of the functions of PR unit include creating awareness, conducting seminars and workshops, branding and liaising with internal external stakeholders using different activities”.

Another respondent I3 also stated that “Public relations activities are important in the operations of organization development program. Public relation practices to establish the different special focus on achieve objectives of CBE. Public relations core activities were

analyses the public perception & attitude, identifies the CBE policy with public interest and then executes the program for communication with the public”.

Likewise, respondent I5 reply that Public Relations can create service awareness and build up the image of CBE. At the time of adverse publicity or when the CBE is under crisis an effective Public Relations can remove the misunderstanding and can create mutual understanding between the CBE and its customer.

When respondents were asked, whether the public relations practitioner is involved or participates in management functions.

Concerning this, the most of the respondents stated that they help establish and maintain good line of communication, understanding and acceptance between CBE and potential customers and stakeholders. Therefore, they were participating in the CBE management of problems or issues solve, that means helps management to keep informed on public opinion regarding CBE activities. And Identify and emphasizes the management to serve the customers and stakeholders interest. But, they have not got the chance in the process of decision-making.

Furthermore, PR practitioner has play core role in creating service awareness and positive reputation of CBE by acting strategies in favorable way, giving information for the management about CBE customers and stakeholders.

According to Theaker (2012) the management perspective of public relations is twofold: first helping to collect and interpret information from the social environment so that strategic decision can be made and second the communication of the strategic vision. Public relations practitioners help to give managers good information which may be vital for managers in order to impart the right decisions. And also the communication perspectives of public relations are used to provide genuine information about their organizations.

Furthermore, respondent I6 said that,

*”My role in the organization has been preparing different publications such as brochures, magazines, fliers, posters, special events, banners and organizing press*

*conference, press release for print and broadcast media. And also disseminate information through social media. “*

Therefore, the study confirmed that the statement of Noble (2007) in order to manage the bank image and stakeholder relationships of organizations, public relations practitioners employ a variety of communication tactics, including media releases, media events, social media accounts, backgrounders, fact sheets, pamphlets, annual reports, newsletters, and other materials which implied the technician role and informational model of public relations.

In addition, to this PR recognized desires, needs, and attitudes, of bank customers and will transfer to managers of organization and by providing technical consultation to organization policy makers can play significant share in policy formulating and executing activities of organization (Botan & Hazleton, 2006).

### **5.3.2. The PR tools are uses to create service awareness of CBE**

Public relations offers an excellent toolset for generating attention whenever there is something newsworthy that marketers would like to share with customers, prospective customers, the local community, or other audiences.

For example, I7 said that the practitioners have been using different public relations tools for the purpose of providing information and creating service awareness on objectives and goals, also to achieve the mission and vision of the CBE.

Most of respondents used to disseminate important information to the customers, tools includes brochures, magazines, booklet, pamphlets, fliers, posters, special events, banners, video, audio documentary, posting on social media, like Face book, telegram, Twitter and CBE official website and also organizing press conference, press release for print and broadcast media to provide information for the public to create awareness.

As a respondent I8 in CBE PR unit there are two types of communication channel. These are internal and external, so he explain that the CBE for internal communication uses the tools are notice boards; emails, memos, meeting and website, print media, television, radio,

billboards, brochures, flyers and folders, speeches, social media and press releases are external tools utilized by the public relations units of the CBE.

The public relations unit of the CBE uses effectively Print and Broad Medias that are maintain and creating service awareness more than other channel. They are EBC, FANA BROAD CAST, Walta TV, ENA and Regional TV channels, Addis TV and FM Radio and popular newspapers like Addis Zemen and Reporter write and send the press release and news for those media organizations.

Similarly, Respondent I4 stated that news is the important tool of public relations. Public Relations unit spreads the news about the new service and products of the CBE. That help customers are in a better position to form an opinion about the CBE with they listen or read in any publication. As he speech is also an important tool to inform about the services and products. The vital views concerning the CBE and its creating service awareness being expressed by public relations practitioners are published in important newspapers. The copies of their speeches are distributed among publics. All these steps are necessary to project a better image and reputation of the bank.

In addition, to respondent I6 said that PR tools were also developing and distributing general information about CBE. This information may be in the form of an annual report, CBE briefing call, video pieces about the organization and its customers, which convey the CBE reputation and identity, vision, and goals.

He also explained the uses of media relations involve taking news to the editors, taking editors to the news, creating relevant news stories and managing the news. Building good relationships with the media is obviously a benefit. The personal contact with editors is covered in the PR activities. The other is need to produce a regular supply of news items as part of the deliberate, planned and sustained publicity effort.

Similarly, respondent I5 stated that special events are rapidly gaining popularity. Like, sport event, entertainment tours (such as concerts) and festivals. The event itself can serve as a compelling news angle for related publicity efforts, can be promoted through advertising, and

can serve as a distribution point for awareness and promotion incentives. With a little creativity, events can serve as an important point of differentiation from competitors.

Concerning, corporate identity respondent I8 mentioned that some organization get their “Logos” printed to have their clear identity among the masses of the public. One immediately identifies CBE after seeing (Logo) of the organization. This is also an important tool of public relations. Like, CBE logo it creates great impression on the minds of customers.

Regarding Social Media, respondent I8 replied that it’s another tool to communicate both internal and external that allows people to create, share or exchange of information, and professional interests, ideas, and images/video with public and virtual networks. While social media is easy to use, implement, and cost effective, know the reasons you want to use them, the sort of commitment you can make, and the results you hope to see.

Furthermore, scholars Coombs and Holladay (2015) stated that public relations practitioners are shifting to social media as the line between online and offline promotion becomes blurry. Social media affords public relations practitioners the opportunity of reaching out to and engaging with their publics in conversation. Public relations and communications professionals are in an excellent position to strategically guide all types of communications for their organization including social media

Similarly, in contrast to the one-way communication of traditional media, Social media communication is not only interactive, but also participatory, collaborative, personal and simultaneously communal allowing organizations to engage in publics in constant conversations, supportive behaviors and meaningful relationship (Kelleher, 2015).

### **5.3.3. The PR models used to creating service awareness in CBE**

The four models of PR and communication are practiced by Grunig and Hunt in year 1984. And the four models of Pr and communication are leading and bringing the researchers to understand their behavior in practicing like advertising or campaign. The models are using until today is because they are effective to convey the particular message from the sender to receive in order to achieve their objectives of placing their message in media.

The question regarding to explain what kinds of PRs models they carry in their day to day PR activities, as explained by respondent I7 that the PR unit usually uses one-way communication with the customers and stakeholders for the aim of achieve CBE objects. PR unit use some time the two-way symmetrical model .it help to maintain mutual cooperation and mutual restraint.

In addition, the respondent I1 stated that the one-way communication press agentry/publicity and public information model is disseminating important information to customers and stakeholders. They use the tools such as the press release, brochures, magazines, flyers, website, Radio, TV, Newspapers, newsletters, e-mail, postcard, posters, banner, and social media for the purpose of create service awareness and maintain CBE reputation and also share mission.

Among the four models of public relations developed by J. E. Grunig and Kim (2021), Press Agentry/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 data indicated that the public information and press agentry/publicity/ model appears to be the most dominantly public relations model by the PR practitioners in CBE unit.

According to J. Grunig and Hunt theory the public information model “the purpose is the dissemination of information necessarily with persuasion intent. The PRs person objectively reports information about the organization to the public. This model is focus more on the distribution of information than creating news. It intended to give clear and factual information to the public through media.”

According to, the two-way symmetrical communication explained by another respondent I2, The public relations model he uses focused on the sensitivity issue in the community. If the issue requires a public involvement process, public relations gathered and reflected up on by the concerned body. Such situation, public relations model that fits with dialogue and complete accurate on the basis of the investigation and communication to solve conflict with strategic personal dialogue, attitudes and behavior, believe to reach success with their target public.

Similarly, J. E. Grunig (2002) two-way symmetrical model is the most ethical, he also stresses that, “excellent public relations can help the rest of the organization be excellent.” Further, two-way symmetrical communication produces better long-term relationships with publics than do the other models of public relations with the aim of earning understanding, support, influencing opinion and behavior.

Therefore, this data indicated that one of Grunig main contribution to public relations theory is the symmetrical model of public relations. He described it as beneficiary both organization and publics. It is public relations with a social conscience and closely linked with some of the more altruistic of public relations. PR must increasingly be seen in the context of long-term strategic relationship management and engagement on emerging trends.

In fact, the respondent I3 explained that the One-way communication, PR model in public relation activities increase the service awareness and reputation of the CBE on their target public stakeholders, customers, employees. In addition, PRs expects establish a positive reputation and image of CBE service and product in the minds of the public, potential customers, and influence by creative stories of the awareness, ideas and thoughts practicing of attracting the attention through technique by distribute news, staged events, gathering, spinning. By carefully constructing message that inform, educate, persuade and positioning strategies to aid the care and success of the customers.

According to the academics such as Theaker (2004) stated that creates news to influence the audiences the precision and reliability are be compromised through the ways of stunts or specific publicity seeking. PR practitioners use various types of PR tools to make sure that public takes a specific course of action and behavior what they wish.

General speaking, From the above information from the all respondents, it possible to summarized, that the CBE public relation unit most commonly used model of public relations were the press agency/publicity/, public information and two-way symmetrical model to disseminate information to customers and create service awareness for the purpose of achieve their intended objectives and goals.



#### **5.3.4. PR Practitioners practice and Usage of the social Media to create service awareness**

In CBE PR unit the practitioners utilized social media as one of public relations tool, so it has strong side; because they have the practitioners actively given follow up comment, share and like then forward feedback for followers and friends easily.

So that, respondent I4 said that CBE PR unit has social media account Twitter, Face book, YouTube and Website. Social media are more appropriate to transfer messages from the bank to their public and it is effective in creating service awareness and building the image of the bank. News, news release, events, and other media are sometimes used by the CBE PR practitioners.

According to Social Media relates to the sharing of information, experience, and perspective throughout community-oriented websites and it is becoming increasingly significant in our online world. The geographical walls that divide individuals are crumbling, and new online communities are emerging and growing. Some of social media includes blogs, forums, picture, video sharing sites and website. which helps facilitate communication about ideas that users are passionate about, and connects like-minded individuals throughout the world (Weinberg & Pehlivan, 2011).

Besides, respondent I5 stated that Social media is a process that empowers organizations to promote their products through online social channels and to communicate with a much larger community. Since, information is more easily accessible online, and more significantly, that information is a lot easier to find.

Moreover, Coles (2015) classified marketing tools into two groups, traditional (News media) and new marketing tools. Some of the traditional marketing tools are: newsletters, news media, Websites, Televisions and radios. On the other hand, new marketing tools (Social media) includes: LinkedIn, Twitter, Face book, YouTube, Blog and other social sites. Social media marketing may be looked at in to two ways-either service awareness or networking (building relationships online). The service awareness is becoming more visible at the same time. Using social media for has plenty of benefits.

According, to the respondents I8 said that the main goal of CBE social media channels is to deliver information directly and easily to the customers which allows them to get feedback. It

also allows the CBE to achieve its goals in public relations. The content uploaded is news, press release, daily events in different forms as texts, videos, pictures.

Regarding, to social media respondent I7 also explained that,

*”The advantages of social media was allow direct communication with the customers and it is time and money saving. It also allows customers and stakeholders to make informed to reach decisions preferred CBE service. And also It is free, Have access huge audience, a communication tools to be utilized alongside more than traditional methods, Business can engage easily with their customers, Business will have a visible presence on the website and receive real time feedback.“*

### **5.3.5. The major activities of public relation practitioners in creating service awareness of CBE**

As a all respondents replied that their main activities were established maintain relationships with potential customers and stakeholders the media and responsibility were designing public relations campaigns, writing press releases, news, working with news media, arranging interview for CBE spokesperson, writing speeches, acting as a CBE spokesperson, invite media for press conference, writing for websites, social media, manage CBE reputation and image, and managing internal and external communication to create service awareness. And also keep interest of customers and stakeholders.

Likewise, respondent I6 said that,

*“The CBE PR unit has no its own public relations strategy. But, we have been practicing by employing other department communication strategy. This strategy focuses on creating service awareness, plan, program, achievements, and strategy by giving information, and to build good relationship between the CBE and customers.”*

In addition to this, all respondents agreed that the main activities of practitioners are, Community Relations, A business should be seen as a responsible citizen of the community it operates in. A comprehensive community relation program should focus on building a respectable image for the company in the community in the long run. Many organizations implement educational and health

related program for improving quality of life of the community members. Such activities help to build their reputation along with benefiting the society.

It is critical that CBE maintain the role of good community within the markets where they have offices and service facilities. Many organizations actively encourage their employees to take part in community participation, and local corporations are often major sponsors of community events and activities such as arts presentations covid-19 campaign, blood donation and green legacy.

Media Relations, Press coverage is a critically important public relations output. Public relations specialists use publicity efforts to try to get coverage in the print and broadcast media.

Employee Relations: Employees are the most valuable assets of the organization had to create employee goodwill for maintaining a loyal workforce. Loyal employees are more productive and interested in the well-being of the organization.

Customer Relations: The most important component of external public is the customer. The customer is the reason behind the existence of the organization. Public relations inform the customer about new products or changes in existing ones. Public relations play a crucial role in attracting the attention of the customers towards the organization offerings and help to differentiate the product from those of its competitors.

Government Relations: The CBE has to function under the control of government rules and regulations. The proper relations with various government officials and political parties to ensure smooth functioning of the CBE activities.

Crisis Communication: The role of public relations takes on vital significance during crisis situations. It is the responsibility of the public relations practitioners to give the honest and accurate information to the concerned publics and assure them of remedial measures taken to control the crisis.

#### **4.3.6. The challenges that face while in creating service awareness**

The researcher sought to know from the respondents what they considered to be PR challenges facing their CBE PR unit.

The CBE PR unit all respondents explained that the public relations practitioner's challenges were lack of effective and adequate media of internal communication, lack of trained staff or skilled human power on public relation profession, absence of job description, lack of recognition from management and lack of knowledge about PR strategies.

According to public relations practices are vital for the organization. But, the CBE PR unit faced challenges such as lack of professional human resources, language constraint, public relations misunderstanding at all levels practitioners, top management and bank.

This indicated that challenges of public relations practitioners' absence of effective and adequate communication media can made negative impact on internal public relations interaction. This is because for public relations practitioners to change the attitude of the internal public.

In addition, lack of credibility the public relations profession, the public relation practitioners should communicate based on truth with key public who affect image and reputation of CBE, such as customers, stakeholders and media. Therefore, public relations practitioners must work to change the public wrong perception on public relations by showing practically work for CBE and create service awareness on the attitudes of general public's.

### **5.3.7. The PR campaign to achieve CBE goals or to know different view of customers**

All CBE PR unit practitioners have not practice or held public relations campaign. In case of practitioners have not concept and skill to practice this as another common like daily activities.

This data indicate that the public relations practitioners more needs to technique of strategy to identify how to prepared public relations campaign. Furthermore, formulate strategies to meet CBE objective and goal and devising specific communication technique and selecting the form of media. Beside, the management in CBE need more understand and perception on the PR campaign.

Despite, respondent I2 said that he themselves the lack understanding about format of this practice as well as lack of adequate skill for strategic public relations campaign and communications.

Likewise, the previous study indicated that PR campaigns are critical to influencing public or organizational policy, modifying social norms and changing behavior. Fundamentally, they raise awareness of issues by facilitating the goal of effective public relations to generate or stimulating conversations about reality and letting those shape perceptions (Sheehan & Turnbull, 2013).

On the other hand, it is more technical, process-oriented it is ‘a systematic set of communication activities, each with a specific defined purpose, continued over a set period of time and dealing with objectives relating to a particular issue’ (Johnston & Macnamara, 2013).

This all data indicated that PR Campaign planning requires thorough research to inform messaging strategies, and the segmentation of the general audience into target publics for whom specific messages are tailored. Carefully crafted and effectively framed key messages are an integral element of strategy campaign. However, when excellent public relations is practiced through campaigns the programs meet the communication objectives, reduces cost of regulation, pressure, and litigation. Unfortunately, CBE public relations practitioners not practiced still the PR campaign.

### **5.3.8. The perception of public relations practitioners toward create service awareness of CBE**

As a Harrison and Bak (2017) said that the discipline takes care of an organizational reputation with the aim of getting an understanding and the necessary support for influencing attitude and behavior is known as the public relation practice.

This indicates that the PR perception benefits the organizational objectives by creating awareness and enhancing the relationship with the public.

Respondent, I4 replied that public relations have many objectives in CBE service operation. It has established good relationship with different potential publics, for example, customers, stakeholders and employees to make mutual understanding and cooperation.

In addition, to this the respondent I5 said that when PR practitioners practice are delivered with sincerity, thoughtfulness and energy that really knows what it is doing and have extensive experience in the profession, the results speak for themselves. They are able to establish trust with publics. Building trust with publics is an important component of public relations.

In this idea the other respondent I8 replied that public relations perception of the profession, expresses the feeling of the practitioners attitude towards the profession, behavior in daily activities.

Regarding to perception all respondents agreed that in CBE PR unit their committed and responsibility to achieve given objectives, that means

Provide information to the public that fosters understanding and promotes the CBE in a favorable light. They have responsibility to communicate accurate information about CBE programs, also to establish an open line of communication, to keep the public informed about service, explain the goals and objectives of a CBE to the customers. In addition to, they promote CBE images and reputations. And facilitate favorable news coverage. To keep public updated on service and product about the CBE.

This data indicated that CBE public relations practice are good for attracting, motivating the public to the product or service or towards the purpose of the objectives. It also is not only encouraging the awareness for the public but also resulting in better image and reputation of CBE.

#### **5.4.9. The strategy of evaluation PR practice in CBE.**

Public relations measurement and evaluation involves assessing the success or failure of much boarder, as PR effort that have as their aim seeking to improve and enhance the relationship that CBE maintain with key constituents. More specifically, PR evaluation determines the value or importance of PR program or effort, usually through appraisal or comparison with a set of CBE goals and objectives.

According, to the Goi and Yong (2009) confirms that nature of evaluation of public relation practice involves the systematic collection of information about the activities, characteristics, and outcomes of program, personnel and products for use by specific people to reduce uncertainties, improve effectiveness, and make decisions with regard to what those programs, personnel and products are doing and affecting.

In this thought central point is public relations practitioners' evaluation strategies to improve practice, effectiveness and obtaining feedback to enhance general activities in CBE.

Similarly, to confirm the value of communication in CBE public relations unit, the pr activities were evaluate through the process of objective to establishing CBE mission and vision. Therefore, the measuring strategy focused on the outputs, outtakes, outcomes and impacts of PR practitioners. But, in the CBE PR the evaluation held always in end of the year.

The evaluation strategy focused on the result of following points, such as

Objective-like all good measurement, it should start with clear organizational objectives. These can come in many different forms, whether they are awareness, informed, attitudes or perception. Following on from organizational objective are communication objective. This is reflected and mirrors the organizational objectives.

Outputs-in outputs, this covers the core measures across result. So for example, how many visitors to the website, how many posts, news release, magazine, brochures, news, and how many people attended the event, and how many potential readers of the media coverage get.

Inputs-this section covers two important areas. The first step is to define the target publics of the awareness and promotion. Second, the strategic plan and other inputs as describing some of the situation analysis, resources required and budgets.

Activities – this part is outlining what activities were carried out or researched, materials production etc.

Out-takes – this refers to the response and reactions of PR target customers to the activities. How attentive were they to the service, what was their recall, how well understand the topic, did the public engage with the service did the public to more informed.

Outcomes-this strategy measures the effect of the communication on the target customers and stakeholders. Have the target customers increased understanding, has it changed their attitude to the service or awareness, has it increased trust or preference, has it had an impact on the intention to do something or decision to use CBE service.

Impact-here is looking to cover reputation improvement, relationship improved or established, has it increase in service, change in CBE program or improved social changed. This is a clear demonstration of business outcome and link to organizational objectives.

This data indicated that applying effective strategy measurement and evaluation to communications program is vital in the field of public relations practice. It provides justification for why an activity was carried out, allowing public relation practice to assess whether the PR program achieved the objectives that it set out to meet. And evaluation provides insight to help shape the future activity of a particular CBE service, reputation and image, leading to better decision and improved outcomes.

#### 4.5. Result from Document Analysis

##### 4.5.1. CBE Brochure:

The most important contents of the brochure were introduction which precisely informs the readers about general facts of CBE, such as Back ground, structure, vision, mission and values.



And other important parts of CBE programs were explain about CBE service accessibility, products and services, promotion, marketing, shareholders, stakeholders, customers, relationship of the bank, new service of the bank, digital banking technological advantages and contact CBE service

addresses. Therefore, brochures briefly explain important information about CBE program with their attractive pictures, which were helps information in the brochure more reliable and credible.

Figure 1&2 Source: CBE brochure screen shot



### 4.5.2. CBE Magazine

The main parts of the Mudaye Neway magazine were message from CBE president; historical achievement of the CBE, the other is CBE's part in the national economic development of Ethiopia, the factors influencing customer loyalty in CBE and other banking sector. It included, human capital development in the Ethiopia banking industry. CBE agreements on moveable assets as a grant held for loan.

Likewise, CBE practice in corporate social responsibilities, stockholders' view about CBE. The rest content of the magazine was about the CBE corporate social responsibility; this gave information that is more vital. When and where it took place, rules of loan, photo and other entertainments that provided further information; the purpose of the magazine was to provide information to create awareness and to promote CBE image and reputation.



Figure: 3&4 Source: CBE magazine front and back screen shot

### 4.5.3. CBE Annual report

Similarly, the study was reviewed annual report document 2018/19 CBE including public relations unit. Based on document analysis the CBE PR unit report consists of different parts with its achievements. So that, in beginning of the report was an introduction, which precisely

informs about mission and vision of the CBE and public relations unit main objectives, which aim at providing timely and relevant information for internal and external community.

Also importance of communication and promotion to create awareness and to build positive image and keep reputation of CBE. It included public relations practices function for communicating and promoting CBE with internal and external community.



The next part of the annual plan explain about highlights of previous year performance, demonstrate different photos of CBE Shari advisory, CBE committee, executive managements, message of CBE president's and auditor report.

**Figure 5 & 6 .Source: CBE annual plan front and back screen shot**

Furthermore, the report was included implementation evaluation and identified strengths and weaknesses of CBE. Besides, the report indicates that in all goals and objectives of CBE achieved greater success. Specially, the progress of financial parts increased more than ever.

Generally, the main strengths of the CBE stated in the report the ability to practice public relations using different tools and media to build good image and to create awareness, in the public having mission and vision.

#### **4.6. Discussion on Major Findings**

This section established on the analysis of data gathered during the research question. The discussion based on the in-depth interviews, focus group discussion and document analysis to address the following research questions of the study. The first, what are the roles played by PR

practitioners in creating service awareness in CBE? The second, what are the PR tools used by PR practitioners in CBE? The third is what are the challenges PR practitioner's faces while creating service awareness? Last, what is the CBE PR strategies used to create service awareness?

In relation to background of respondents, among the total number of nine participants, (89%) were male and one (11%) was female. Based on age the majority (56%) of respondents are in age range of 36-40. regarding educational background the majority (44 %) 2nd degree holders in another profession not in PR. In fact, that all the participants were qualified.

However, the discipline of subject is not related with PR profession such as like, management, and business administration.

#### **RQ1. The roles played by PR practitioners in creating service awareness in CBE**

The findings clearly indicate that public relation practitioners have a vital role to play in CBE, today in every second millions of information units are exchanged in the world. Since development of human life improved, thus increase need to information and communication accurate and up to date information for community is the important and people with more information will be more successful.

According to Lautrette et al. (2007) public relations is a management function practiced by a wide range of organizations: companies, governments, non-political parties, organized sports and the media. Their goal is to achieve positive relationships with various publics in order to effectively manage the organization's image and reputation.

Public relations practitioners create various methods a bank uses to disseminate messages about its products, services, or overall image to its customers, employees, stakeholders, and publics. Therefore, the role of public relations is to create awareness, maintain and protect reputation, enhance its relationship of the CBE.

CBE PR unit communication manner indicates that the activities to be implemented with the aim of keeping stakeholders informed of the objectives and functions of CBE. Some of the functions

of PR unit include creating awareness, maintaining reputation and building image, with internal and external stakeholders using different activities.

According to Khodarahmi (2009) Public relations help organizations achieve their goals by forming relationships with strategic publics. It is necessary to promote ideas, community relations, or customer relations. Therefore, public relations are an ongoing strategic effort to communicate and develop relationships with publics.

Public relations play an important role in CBE new service introduction by creating awareness differentiating the service and product from other similar service even changing customers behavior. Public relation can help introduce new service through staging a variety of special events and handling sensitive situations.

According to Baines et al. (2007) Public relations is the art and science of sharing genuine, credible, relevant news and information to grow, maintain and protect brand acceptance, awareness, reputation and sales, when appropriate. Public Relations create measurable, fact-based conversations, events and activities conceived to make positive.

Furthermore, as a all respondent agreed the main role in the CBE has been preparing different publications such as brochures, magazines, fliers, posters, special events, banners and organizing press conference, press release for print and broadcast media. And also disseminate information through social media.

Public relation is important tool to define and emphasize the bank responsibility to establish and maintain communication, understanding, acceptance and cooperation between bank and its customers. These activities were increase economic value and create services awareness in the community. Also, bring opportunity and new customers. Enhancing the reputation of the bank and disseminating information.

Provide information through media, annual reports, press briefing, conference, social media, and handle customers complaints with dispatch because one dissatisfy customers is capable of causing great disaffection for a CBE. Create regular avenues for interactions between a bank and

its customers. Suggest corporate social responsibility program for the bank as a way of promoting and sustaining cordial relations between CBE and its customers.

According to Seitel (2007) the functions of public relations comprises writing, media relations, planning, counseling, researching, publicity, marketing communications, community relations, consumer relations, employee relations, government affairs, stakeholder relations, public affairs and issue management and website development.

Generally, the study data indicated that Communication between CBE and the customers is a necessity. Public relations play an important role in the effectiveness of bank. Confidence and cooperation are needed in order to conduct public relations practices productively and effectively. Public relations employees able to reflect their professional feelings to the practices considering how trust and cooperation can be established and strengthened.

#### **RQ2. The PR tools used by PR practitioners in CBE**

Public relations are important tool to facilitate the efforts of CBE undergoing changes public attitudes and disseminate information about initiates those customers and stakeholders. Public relations practitioners played as a powerful pivot for the CBE.

Public relations tools are very cost effective and often give greater degree of control more than broadly targeted advertising campaigns.

According to Lattimore & Toth (2012) using all PR tools, the bank tries to provide information on its products, services, facilities, schemes, achievements, etc. These all publications reach the shareholders, general public, employees, customers, traders.

CBE PR unit to encourage positive interest of the stakeholders and customers, to create service and product awareness CBE used different Electronics, Print and Social Media.

Those are brochures, magazines, booklet, pamphlets, fliers, posters, special events, banners, video, audio documentary, posting on social media, like Face book, telegram, Twitter and CBE official website and also organizing press conference, press release for print and broadcast media to provide information for the public to create awareness.

In addition, CBE PR unit used effectively the traditional media like EBC, FANA BROADCAST, Walta TV, ENA and Regional TV channels, Addis TV and FM Radio and popular Newspapers write and send the news for those media organizations.

Besides, the CBE public relations use social media as the tool of public relation in creating service awareness of CBE. Enhance relationships within the online publics.

Social Media important to the sharing of information, experience, and perspective throughout community-oriented websites and it is becoming increasingly significant in our online world.

Similarly, Kelleher (2009) stated that digital media are one of the easiest and most effective areas for bank to establish and develop relationship with their publics. It key customers directly, and that online interaction is positively and significantly associated with relational outcomes. Such as trust, satisfaction, commitment, control mutuality.

According to Mubushar, Jaafar, and Ab Rahim (2020) public relations tools could establish service awareness through remind and recognition. Public relations are concerned with the management of communication between a bank and its stakeholders.

### **RQ3. The CBE PR strategies used to create service awareness**

The key to any successive business is to strengthen its comparative competitiveness. And every team within it must have a source of competitive advantage. Understanding, identifying, creating, and sustaining a competitive advantage is at the heart of a good strategy.

According to Chege (2014) PR is to create, maintain and protect the institution's reputation, enhance the prestige, and present favorable image. Public relations may function to educate certain audience about many things relevant to the institution, including the business in general and how to use a particular product as well as to overcome misconceptions and prejudices.

Public relations are about sharing the right information to the right places and people. This helps build organizational image and reputation. In CBE PR activities monitoring and evaluating to communications program is vital strategy. Monitoring public relation practice to achieved the objectives and goals. And evaluation provides insight to help shape the activity particular CBE service, reputation and image,

For every outreach activities practitioners they make plan. The public relations practices make the customers and stakeholders what the key deliverables are and how they measure success.

According to (Lim et al. (2005)) public relations is intended to implement the various plans and communication to target audiences and identify various media and reach the appropriate audience and communication bodies and individuals abroad, opinion leaders and centers of various information.

Therefore, measuring and evaluating the effectiveness of a public relations practice is necessary to ensure that intended objectives and goals. In order to public relations practice can be properly evaluated, it is important to clearly establish a set of measurable objectives.

In CBE there is not appropriate schedule to monitoring and evaluating the achievement of each PR activity, most of time it conducted evaluation annually. It is impossible to identify strengths and weakness of PR practitioners in given goals and objectives.

In CBE PR unit the result shows clearly there is lack of understanding of evaluation process or lack of knowledge e of evaluation techniques as well as lack of knowledge on the part of PR practitioners activity in CBE. Evaluating strategy were focused on the activities were adequately planned, how could the activities have been effective and the intended CBE objectives were achieved.

Generally, Public Relations in creating service awareness are measured by how well they practice contributed to helping the CBE to establish mutual beneficial relationships with stakeholders and customers. Moreover, ability to explain the importance of service offering to be successful and gain reputation, building CBE positive relationships with the right media outlets.

## **CHAPTER FIVE**

### **CONCLUSION AND RECOMMENDATION**

#### **5. Introduction**

This chapter is focused on the conclusion and recommendation. The conclusions of the research findings that has been discussed and analyzed in detail in the previous chapters is briefly presented. In addition, general conclusions that are highly related with the research objective of this paper are offered. Furthermore, possible recommendations based on the findings are made.

#### **5.1. CONCLUSION**

Public relations also ensure effective message to achieve objectives and goals set by the institutions. Public relations practice makes sure when and how messages should be given out and the messages themselves are framed in order to communicate and achieve certain goals and objectives of the CBE.

Public relations are very important in achieving organizational goals because there is the need to have effective communication between the internal and external publics, the stakeholders as well as the media. Again, public relations are relevant because it ensures consistency in messaging. Public relations make sure that information that is communicated is in line with the thought of the CBE.

Public relations is an indispensable activity in banks and financial institutions, in order to inform and educate the public as well as counter adverse impact of the public's on their operations. Banks need public relations for competitive purposes either to maintain or to increase their market share.

The PR practitioners, is not considered a management function at the CBE and this has contributed to the poor internal Public relations. From this the researcher found that there was lack of understanding on the use of strategic PR practice and creating service awareness of CBE.



Public relations are also aimed to engaging, securing, retaining and maintaining the mutual understanding and cooperation of CBE and its publics. Also, public relations is a top management activity that involves planning, organizing, directing the budget of CBE PR unit to achieve its objectives.

Public relations have a skill in technical work. Such as writing, editing news release, and promotional materials, producing publications, liaising with media and they have working inseparable functions with to entity working unit together to achieve the CBE goals and objective of the public relations unit.

Public relations practices are considered to an important factor in the process of development of CBE creating service awareness and image building. Thus while, the study analyzed public relations practices of CBE public relations unit. The study has identified various public relations practices tools such as TV, radio, social media, newspapers, brochure, magazine, booklet, pamphlets, fliers, posters, exhibitions, website, organizing event, press conference and press release which aim to provide information to the public.

Furthermore, public relations are often closely involved in their activities and need to develop a structured understanding of the issues. They also need understanding and ability to identify logically the situations, such as publics, customers, stakeholders and Media.

Public relations practitioners' awareness is one of the important factors in today marketing and customers' behavior analysis. Public relations activities were certainly aware the CBE service of public interest. This means, stakeholders and customers are interested with the providing service. It helps to use the CBE service and also influence to attract new customers. Effective service awareness gives rise to customer interest and helps in maintaining that relationship with the potential customers and stakeholders, which in persuade them to serve the CBE service.

The success of any organization program depended on their effective communication and the project budget must be towards communication to create awareness and understanding about service on the minds of publics. And also evaluation and monitoring of public relations practitioners were focused on the activities were adequately planned, how the activities could have been effective and the intended CBE objectives were achieved. This is give chance to

know the service of CBE and create service awareness, it helps customers and stakeholders to understand and forward feedback on public relations activities.

Furthermore, public relations practice has been misunderstood by CBE public relations unit, which implied that public relations were not successfully practiced at the CBE. Likewise, the study found that the CBE public relations unit has no clear public relations strategy, but it has more attention for advertising and promotion strategy which implies that high priority given to advertising and promotion rather than public relation. In case, it indicated that poor attention and misunderstanding in light of public relations and strategic communication and profession.

The study showed that the PR is weak at taking feedbacks from the news media or electronic and print media for better implementation of PR activities. The study also found that little has been done by the CBE PR practitioners develop their professional skill.

Moreover, the study indicated that the analysis and dissemination of PR activities is the major role of the PR practitioner. Specially crafting message, identifying target customers and selecting appropriate media are very important elements in PR practice. But, the CBE has poor practice of employing the major elements of strategic public relations practice which results in the presence of no active as much as to creating service awareness of the CBE.

Finally, the study found that the lack of effective professional skills of PR practitioners, unrelated field of study with the subject of public relations, human power turnover and lack of budget as the challenges and weakness of public relations practitioners in creating service awareness of CBE.

## **5.2. RECOMMENDATIONS**

Based on the major research findings to ensure effective “Public Relations Practice in the CBE” the researcher made the following recommendations:

1. PR is provided important information for creating service awareness in CBE. Therefore, for the better understanding and expand the activities more valuable in CBE, top management should know clearly about strategic public relations program. Those maintain, create awareness and established acceptable relationship with publics. The public relations unit

should ensure effective communication between the internal and external publics of the CBE and should enhance efficient message to achieve objectives and goals.

2. CBE should given clearly defined roles to perform their objectives and goals. The public relations unit and activities should not be combined with any other unit functions. This should ensure effectiveness in public relations practice.
3. CBE should create the enabling environment for high performance of public relations. The public relations unit with the necessary office equipment and the needed logistics to ensure effective operation. There is also the need for skill and capacity building training for public relations practitioners by CBE PR unit in order to motivate and equip them with skills required to enhance their performance and productivity.
4. CBE top management should empower public relations practitioners to be participated in decision making. This is essential because the public relations practitioner provides expert advice on how to formulate and communicate the decisions to the relevant publics in order to achieve the desired results.
5. CBE should put much emphasis on the professional training and requisite academic background in public relations, journalism and communication because this would enables them to perform the distinct strategist role. The public relations officer should be a qualified person with at least a minimum of a first degree with specialization in public relations. This is to ensure PR unit in the practice of public relations.
6. CBE should also take initiatives to promote PR through identifying gaps, educating and improving their skill gaps. Public relations are an increasingly important service awareness creating tool in banks, therefore CBE should be given an increased budgetary provision in the budget of bank.
7. CBE should establish to be responsible for carrying out public relations activities or CBE should increase size of man power in head quarter and in all branches level, this provide easily public relations practitioners' establish to create service awareness of bank and to create effective relationship with customers.
8. CBE should take their social responsibility duties very serious, for example, provision of good roads, education and health services. For their communities.

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# APPENDIX

## Appendix A: Interview

### Jimma University

#### College of Social Sciences and Humanities

#### Department of Media and Communication Studies

Interview, Focus group and Document review guide for CBE PR practitioners and manager.

Dear Respondents,

My name is Teshale Bekele. I am a student in Jimma University. Currently I am conducting research for partial fulfillment of master of art in degree in public relation and corporate communication, so the purpose of this interview is to collect data regarding to assessing the practice of public relations practitioners in creating service awareness: Commercial Bank of Ethiopia in focus.

I will like to state your genuine, honest and accurate response will have greater input to the dependability of the research findings. Therefore, I kindly request you to provide your genuine answers to the questions that appear below so would like to remind you that the answers you will provide me is solely uses for research purpose and kept confidential. Thank you in advance for your cooperation!

Personal profile (only used for this research purpose):

Gender: M \_\_\_\_\_, F \_\_\_\_\_

Age: \_\_\_\_\_

Educational status: \_\_\_\_\_

Position in the unit: \_\_\_\_\_

Field of study: \_\_\_\_\_

Work experience as a PR: \_\_\_\_\_ (years).

## Appendix B: In-Depth Interview Guide

This interview questions are prepared for CBE PR unit manager

Starter Questions: If I can begin my questions please introduce yourself, your academic background including your work experience as manager,

1. What are the roles PR practitioners play in creating the service awareness of a CBE?

2. Which public relations tools are uses in creating service awareness?
3. Which media is more effective in creating service awareness in CBE? What are the challenges that face while in creating service awareness?
4. How the messages are constructing to create service awareness of CBE?
5. How are the message disseminate down to the public?
6. How do you explain your organization PR practitioner's awareness about the practice?
7. How do you see your CBE current awareness?
8. What kind of strategy used to evaluate and monitor the practice of PR practitioners in creating service awareness in CBE?
9. How Are the PR practitioners they do activities based on the vision and mission of the CBE?
10. Who is responsible in public relations unit in creating service awareness in CBE?

### **Appendix C: Focus Group Discussion Guide**

Welcome to our focus group discussion. Thanks for taking the time to join me to talk about the PR practitioners' practice in creating service awareness in CBE. I want to know the practice of PR practitioners' in creating service awareness in CBE, the PR tools that PR Practitioners' they used in CBE and the challenges that faced you. There are no wrong answers but rather differing points of view. Please feel free to share your point of view even if it differs from what others have said. You are selected because you are familiar with CBE PR practitioners' practice. Well, let us begin.

Firstly we will shortly introduce ourselves to each other.

1. What are the roles of PR practitioners in creating service awareness of CBE?
2. What kinds of PR tools are uses to create service awareness of CBE?
3. What are the challenge for creating service awareness while practice in CBE?
4. Are the PR activities evaluated in your organization? If they are evaluate when is the evaluation do? At the beginning, middle and end of a programs?
5. How to PR practitioners manage and use the social media for the public?
6. What kinds of PR models use in CBE to creating service awareness? Press a gentry, public information, two-way asymmetrical, and two-way symmetrical?

7. What are the main activities of PR practitioners in CBE?
8. Does your PR department prepare PR campaign to achieve organizational goals or to understand different view of customers?
9. How to understand the Conception of PR practitioners in creating service awareness in CBE?

#### **Appendix D: Document Review Guide**

In short (Magazine, Brochure, Poster, And Annual Report)

- Attention getting headline and ability to motivate readers to take action
- Organization name, logo and other key information
- Visual elements such as photographs or illustrations
- Brief synopsis of information about bank service
- Contact information, Website address
- Year of Published
- Color selection

Appendix E: Interview (Amharic Version)

**ጅማ ዩኒቨርሲቲ**

ማህበራዊ ሳይንስና ሂሳብ ኮሌጅ

የሚዲያና የኮሚዩኒኬሽን ጥናት ትምህርት ክፍል

ውድ ተሳታፊዎች፣

ስሜ ተሻለ በቀለ ይባላል። በጅማ ዩኒቨርሲቲ በህዝብ ግንኙነትና ኮሮፖሬት ኮሚዩኒኬሽን የሁለተኛ ዲግሪ ተማሪ ነኝ። በመሆኑም የዚህ ውይይትና ቃለ መጠይቅ ዓላማው በኢትዮጵያ ንግድ ባንክ የህዝብ ግንኙነት ሥራ የሚሰሩ ባለሙያዎች የባንኩን አገልግሎት አሰጣጥ ለተገልጋዮች ግንዛቤ ከመፍጠር ረገድ ሚናቸውን የሚገመገም ጥናት ሲሆን፣ በዚህ ረገድ እኔ ላሳስባቸው የሚፈልገው ነገር ቢኖር የዚህ ጥናት ውጤት ከናንቴ በሚሰጡ ትክክለኛ፣ ቀጥተኛነትና ተአማኝነት ባሉ ምላሾች ላይ የተንተራሳ ይሆናል። ስለሆነም ከዚህ ቀጥሎ ለሚቀርቡ ጥያቄዎች አጥጋቢ የሆኑ መልስና ሀሳብ በማመልከት እንዲሁም በውይይቱ ላይ የሚታቀርቡ ማናቸውም መልሶች ለሌላ ዓላማ ሳይሆን ለዚህ ጥናት ዓላማ ብቻ እንደሆን ላረጋግጥላቸው እፈልጋለሁ። ላደረጋችት ቀና ትብብር አመሰግናለሁ።

1. ቃለ መጠይቅ

እንኳን በደህና መጣችው። በቅድሚያ ለቃለ መጠይቁ ፈቃደኛ በመሆኖዎ አመሰግናለሁ። ውድ ጊዜያዎትን ሰውተው ከኔ ጋር በኢትዮጵያ ንግድ ባንክ በህዝብ ግንኙነት ባለሙያዎች የባንኩን አገልግሎት አሰጣጥ ለተጠቃሚዎች ግንዛቤ በማሳደግ ረገድ ምናቸው ምን እንደ ሚመስል ለማጥናት የታለመ ነው። ጥናቱ የባለሙያዎች ሚና ፣ የሚጠቀሙበት የግንኙነት የሚዲያ መሣሪያዎች እና በሥራ ላይ የሚገጥሙ ተግዳሮቶች የሚፈትሽ ነው። በመሆኑም በቃለ መጠይቁ ላይ የሚመልሱልኝ መልስ ወይም ሀሳብ የተሳሳተ ሲላልሆነ በተቻሉት መጠን ነፃ ሆኖ ለማካፈል ትኩረት ያድርጉ። ሌላው የሚያካፍሉልኝ ሀሳብ ወይም መረጃ ሚስጥራዊነት በጠበቀ መልኩ እየተያዘ በመሆኑ ሌላ ስጋት እንዳይገባቸው።

እባክዎ፡- ጥያቄዎች ከመጀመሪያ በፊት ራሶዎን፣ የሥራ ኃላፊነትዎን፣ የትምህርት ሁኔታ እና የሥራ ልምዶዎን ያስተዋወቁ፣

- 1. በኢትዮጵያ ንግድ ባንክ የህዝብ ግንኙነት ባለሙያዎች የባንኩን አገልግሎት አሰጣጥ ግንዛቤ ከመፍጠር ረገድ ምን ምን ሚና እየተወጡ ይገኛሉ?

2. በባንኩ የህዝብ ግንኙነት ባለሙያዎች በአገልግሎት አሰጣጥ ግንዛቤ ለመፍጠር ምን ዓይነት የሚዲያ መሠሪያ ነው የሚጠቀሙት?
3. እንደ ንግድ ባንክ በአገልግሎት አሰጣጥ ላይ የትኛው የሚዲያ መሠሪያ ነው የበለጠ ውጤት እያመጠ የሚገኘው?
4. በኢትዮጵያ ንግድ ባንክ በአገልግሎት አሰጣጥ ለህዝቡ አስፋላጊ የሆኑ መልእክቶች እና መረጃ እንዴት ነው የሚዘጋጁት ወይም የሚታመነው?
5. የባንኩ የህዝብ ግንኙነት ባለሙያዎች የተዘጋጀው መልዕክቶች ለተጠቃሚው እንዴት ነው የሚሰራጨው ወይም በተራጨቱን የሚያረጋግጡበት መንገድ?
6. የህዝብ ግንኙነት ባለሙያዎች ስለባንኩን ሚዲያ ሥራዎች ያላቸው ግንዛቤ እንዴት ይገልጻሉ?
7. የኢትዮጵያ ንግድ ባንክ በአሁኑ ጊዜ በተጠቃሚው ዘንድ ያለው አረዳድ እንዴት ይመለከቱታል?
8. የኢትዮጵያ ንግድ ባንክ የህዝብ ግንኙነት ባለሙያዎች የተሰጣውን የቢሮ ሥራዎችን በአግባቡ ስለመወጣታቸው ብቃታቸው የሚጥመዘኑበት መንገድ እና የሚታጠቡበት ሁኔታ ቢያብራሩ?
9. በኢትዮጵያ ንግድ ባንክ የህዝብ ግንኙነት የሚሰጡ የተለያዩ የባንኩን የሚዲያ ተግባራትን በባንኩ በተቀመጠው ራዕይ እና ተልዕኮን መሠረት ባደረገ ምልክት ከማሳካት ረገድ እየተወጡ ያለው እንቅስቃሴ እንዴት ያብራራሉ?
10. በህዝብ ግንኙነት ዘርፍ የሚዲያ ሥራዎችን ለታለመለት ግብ እና ተልዕኮ ማሳካት የማን ኃላፊነት ነው?

2. የትኩረት የቡድን ውይይት

በቅድሚያ ወደዚህ የትኩረት ቡድን ወይይት እንኳን በደህና መጣችው። ውድ ጊዜያቸውን ከኔ ጋር ሰውታችው በኢትዮጵያ ንግድ ባንክ በህዝብ ግንኙነት ባለሙያዎች የባንኩን አገልግሎት አሰጣጥ ለተጠቃሚዎች ግንዛቤ በማሳደግ ረገድ ምን እንደ ሚመስል ለማጥናት የታለመ ነው። ጥናቱ የባለሙያዎች ሚና ፣ የሚጠቀሙበት የግንኙነት የሚዲያ መሣሪያዎች እና በሥራ ላይ የሚገጥሙ ተግዳሮቶች የሚቃኝ ይሆናል። በውይይቱ ላይ የተሳሳተ መልስ ወይም ሀሳብ አይኖርም። ይልቁን በተለያዩ አይታ ከማየት ባሻገር። እባካችው የመሰላችውትን ሀሳብ ስታካፍሉ መረጃው በምስጥር እየተያዘ በመሆኑ ስጋት እንዳይገባቸው ከሱ ባለፈ አንዱ የሚናገረው ሀሳብ

ከሌላው የተለያ ልሆን ይችላል። ምክንያቱም እናንተ የተመረጣችት ለኢትዮጵያ ንግድ ባንክ ለህዝብ ግንኙነት ሥራ ክፍል ባለሙያዎች ስለሆናች ነው። መቀጠል እንችላለን።

በመጀመሪያ ራሳችንን እያስተዋወቅን ጥያቄዎችን እንጀምራለን።

1. በኢትዮጵያ ንግድ ባንክ የህዝብ ግንኙነት ባለሙያዎች የባንኩን አገልግሎት አሰጣጥ ግንዛቤ ከመፍጠር ረገድ ምን ምን ሚና እየተወጡ ይገኛሉ
2. የህዝብ ግንኙነት ባለሙያዎች በአገልግሎት አሰጣጥ ግንዛቤ ለመፍጠር ምን ዓይነት የሚዲያ መሠሪያ ነው የሚጠቀሙት
3. በኢትዮጵያ ንግድ ባንክ በአገልግሎት አሰጣጥ ግንዛቤ ለመፍጠር በሚደረግበት ወቅት ምን ምን ነገሮች ናቸው ተግዳሮት እየሆነ የሚገኘው
4. እንደ ኢትዮጵያ ንግድ ባንክ የህዝብ ግንኙነት ዘርፍ የእቅድ ሥራዎች የሚገመገሙት ሥርዓት እንዴት ይገልጻል ? ከሆነም በእቅዱ መጀመሪያ ፣ እየተከናወነ እያለ ወይስ ሥራው ከተጠናቀቀ በኋላ ?
5. እንደ ኢትዮጵያ ንግድ ባንክ የህዝብ ግንኙነት ባለሙያዎች ዘንድ የማህበራዊ ሚዲያ አጠቃቀም እና ቁጥጥር ምን ይመስላል ?
6. እንደ ኢትዮጵያ ንግድ ባንክ የህዝብ ግንኙነት ዘርፍ የሚዲያ ሥራዎችን በህዝብ ግንኙነት ንድፈ ወይም ሞዴል ነው የሚገጥሙት ?
7. እንዴት ባንኩ ህዝብ ግንኙነት ዘርፍ ባለሙያዎች የሚያከናውኑ ዋና ዋና ተግባራት ምን ምን ናቸው ቢያብራሩ?
8. ስለ ባንኩ አገልግሎት አሰጣጥ ሥራዎችን ለተጠቃሚዎች ለማረጋገጥ ባለሙያዎች የህዝብ ግንኙነት ዝግጅት ወይም መድረክ የሚያካሄዱ ከሆነ ቢያብራሩ ?
9. በህዝብ ግንኙነት ዘርፍ የሚሰሩ ባለሙያዎች የባንኩን አገልግሎት ከስጫበጥ ረገድ በባለሙያዎች ስለሚዲያ ሥራዎች ያለቸው ዕውቀትና አመለካከት ቢያብራሩ ?
10. በውይይት ላይ የህዝብ ግንኙነት ሥራዎች በሚመለከት ያልተገለጹ ተግባራት ካሉ ቢጠቅሱ ?



