



**STRATEGIC ORGANIZATIONAL COMMUNICATION IN IMAGE
BUILDING: THE CASE OF MINISTRY OF INNOVATION AND
TECHNOLOGY**

**BY
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A THESIS SUBMITTED TO THE SCHOOL OF JOURNALISM AND
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**ADDIS ABABA UNIVERSITY SCHOOL OF JOURNALISM AND
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December 2019

Approval
Addis Ababa University School of Graduate Studies

This is to certify that the thesis prepared by Worknesh Demissew entitled *Strategic Organizational communication in reputation building: a case of Ministry of Innovation and Technology* and submitted in partial fulfillment of the requirements for the Degree of Master of Arts in Journalism and Communication complies with the regulations of the University and notes the accepted standards with respect to originality and quality.

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Declaration

I declare that this thesis is my original work and has not been presented for a MA and/or for other purpose in any university or College.

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ABSTRACT

This study aimed at exploring PR/strategic communication policy and practice in Ministry of Innovation and Technology through such dimensions PR/strategic communication policies and practices in the ministry, the role of PR in the MinT, the way of Internal and external communication, function of PR in image building of the organization, activities of social responsibility for image building and the new perspective of PR applied in ministry.

The research was undertaken the combination of qualitative and quantitative research methodologies. The method used for the study is a part of a non-random method known as purposive and the technique employed for sample is stratification to classify the ministry directorate samples. The research data collected through three methods of data collection, questionnaire, in-depth interview and focus group discussion. The study result from 67 questionnaires distributed for the employees and stakeholders, one FGD made with PRs practitioners and other three experts and five interviews data conducted with three MinT directors and with two innovators. Since this study is an appraisal about, strategic communication policies a strategic communication plan is not applied. Therefore, strategic communication frame /SCF/ the ministry strategic organizational communication does not fulfill all building blocks. They are also not standardized. Their building blocks are key values and key targets. In relation to PR practice the study finding shows among the 67 questionnaire respondents 25(40.3%) and 19(30.6%) PR is the not lead the organization PR activity, although PR is not well organized, powerless, and not professional, The FGD and interviews conducted with target of study participants; PR director, MinT directors and innovators, so as triangulate the data confirm that PRs has weak system regarding to transparent and trustworthy communication and lack of way of communication. Thus it needs improvement to further organization success.

Keywords: Strategic communication, social theory, internal communication, image building, social responsibility.

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ACRONYMS

FGD	Focus group discussion
ICT	Information communication technology
MinT	Ministry of Innovation and Technology
PR	Public Relations
SCF	Strategic Communication Frame
SPSS	Statistical packaging for social science
IRD	International relation
FDRE	Federal Democratic Republic of Ethiopia

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Chapter One

1. Introduction

1.1. Background of the Study

Many scholars define public relations or strategic communication differently in different times. This is because of the difference in historical development from country to country; interdisciplinary nature of public relations as a profession, and the difference in theoretical basis of public relation/strategic communication.

According to Vasquez and Taylor (2000) “Many different definitions of public relations have been offered, but it is generally accepted that public relations is strategic communication between an organization and its publics.” Indeed, contemporary public relations theories mainly focus on management /the organization as one actor in the public relations process and the publics/target groups/stakeholders/contributors as the other actors.

Hallahan et al. (2007:3) defines strategic communication as “the purposeful use of communication by an organization to fulfill its mission.” Other scholar also connects it with the research on the role of reputation and strategic communication in organizations, which is an emerging area of interest in several academic fields. (Carpenter & Krause, 2012; Wæraas & Maor, 2015)

The [main] emphasis is on the strategic application of communication as well as how an organization functions as a social actor to advance its mission. Whereas academic research on organizational communication broadly examines the various processes involved in how people interact in complex organizations; strategic communication focuses on how the organization itself presents and promotes itself through the intentional activities of its leaders, employees, and communication practitioners. (Hallahan et al., 2007: 7)

Strategic organizational communication is very important for an organization to create the best reputation building. It also connects with the research on the role of reputation and strategic communication in organizations, which is an emerging area of interest in several academic fields. (Carpenter & Krause, 2012; Waeraas & Maor, 2015)

However, one of the key factors in which organizations are able to compete is their reputation. An organization has to have a good reputation from the start and they also have to be able to maintain that good reputation through years. Regarding several views, organizational reputation is a kind of evaluation performed by several stakeholders of organization ability to meet their expectations (Fombrun & Van Riel, 2003).

Generally, reputation means how others observe organization and how judge about it, how react against it; and this is the result of organization recent activities. Organizational reputation can design as a strategic resource that creates a competitive advantage for organization (Hall, 1993).

The general idea is that the sustainability and success of organization depends on how it viewed by key stakeholders, and communication is a critical part of building, maintaining and protecting such reputations.

Therefore, the ministry of innovation and technology (MinT) public relations press and media directorate formed with the primary aim of assisting the organization to establish a good relationship both internally and externally and maintain reputation in hearts of the public. The researcher interested to study this organization to see how to use PR/ strategic communication in reputation building.

This study will help other researchers to create good opportunity to change the theoretical aspect of the research in to the practical research process and technique. Moreover, it will help the organization to improve the public relations practice and forward better suggestion.

1.2. Statement of the problem

Public relations/strategic communication is new perspective that can help organizations to inform both internal and external publics by providing information in a factual, easily understood format; so that ignorance of an organization can be overcome through knowledge and understanding.

A strategic communications policies and practices are very crucial for good organizational performance and achievements. It becomes successful when the organization achieves its goals, vision and mission. However, if an organization has some sort of problems on its strategic

communications; it is obvious that it is difficult to make the organization successful. (Holtzhausen and Zerfass (2015, p. 4)

PR is expanding and growing rapidly in many organizations in Ethiopia, the profession is still suffering from many problems emanating from misunderstanding about its roles and functions as well as low understanding as a new perspective. Innovation and technology sector is important in order to accelerate the country's fast and sustainable development. The sector believed to speed up economic growth to be efficient and effective. In order to achieve this organizational goal PR directorate has main role and communication should be strategic based on public interest. Having a PRs activity Organization is unquestionably helpful to communicate with stakeholders in particular and the public at large.

However, there is a potential problem in strategic communication know how and application in Ministry of Innovation and Technology. In this organization, communication practiced in customary approach not strategically. Thus, the researcher interested to study how MinT uses strategic communication policies and practices in reputation building.

1.3. Objectives of the study

1.3.1. General objective

The general objective of this research is to explore PR/strategic communication policy and practice and how this contributes to the achievement of MinT goals and objectives.

1.3.2. Specific objectives

The specific objectives of this study are:

- Analyze the PR/strategic communication policies and practices in MinT related to strategic communication frame.
- Explore the ways in which PR/Strategic communication contributes to image of the MinT.
- Find the new perspectives of the MinT regarding strategic communication concepts in building image.

1.4. Research question

The research will be answering the following questions at the end of the study.

- ❖ How do PR/strategic communication policies and practices seem in MinT related to Strategic Communication Frame?
- ❖ How PR/Strategic communication does contribute to image of MinT?
- ❖ What are the new perspectives of MinT about strategic communication concepts and in building image?

1.5 Significance of the Study

The practice of PR in the country has many problems, since it does not nurtured academically. It still not considered as a profession, too. Both internal and external PR activities lack professionalism. Recognizing this, the study focuses on exploring strategic communication policies and practices of MinT's press and media directorate activities and to recommend it to try a new inspiring model based on social theories approach - Strategic Communication Frame so as building its image .

1.6 Scope of study

This study predominantly focused on FDRE Ministry of Innovation and Technology Public relation /MinT PR/ strategic communication policies and practices. Although the topic major factor which is applied strategic communication in PR and how the organization build their image. The study does not address affiliate organizations. This thesis also focuses only the ministry press and media directorate.

1.7. Limitations of the study

The main limitation of this study is inaccessibility of data from MinT affiliate organizations due to new restructuring of the organization. The main limitation of this study was inaccessibility of complete data; the researcher faced was the unwillingness of respondents to give information about the issue. The ministry PRs directorate director becomes uncertain to give interview after so many positive appointments. Due to this, the interview conduct with behave of him. Especially, some respondents of the employees, stakeholders and innovators in ministry were not

interested for the interview and focus group discussion that took a long time to come to consensus and to return the questioner.

In addition to this, some respondents could not easily express their understanding or idea about the topic. This is related to personal skill/ability to express one's own feeling on certain matters. Although some respondents, in ministry did not want to illustrate their observations about PR/strategic communication policy and practice of the organization.

1.8 Organization of the Thesis

The study organized having five chapters including chapter one that includes introduction, background of study, statement of problem, general and specific objectives, research questions scope, limitations and organization of the study. Chapter two contains a review of relevant literature; which elaborated more on what was already known with respect to the problem being investigated and the aspects that were not covered and investigated by the researcher. Chapter three discussed the methodology, method, design, sampling procedures and techniques of the study. Analyses and presentation found in chapter four. At last, the summaries of the main findings, the conclusions drawn from the analysis and the recommendations made present in chapter five.

CHAPTER TWO

Literature Review

The literature reviewed for the study split into two parts. The first discusses the concept of PR/strategic communication frame and introduces social theory and reflective theory as a method of analyzing complex organizations. The second part presents the theories of internal and external organizational image building.

2.1. The concept of PR and strategic communication

Contemporary everyday life is influenced by increased complexity, rapid change, globalization, and the deconstruction of social structures. As a result, corporations and other organizations today have a greater need to build relationships with their stakeholders and to communicate with them about their aims and behavior. A whole range of different perspectives is on describing how society works, and communication has increasingly been placed at the center of such analyses. Drawing on such perspectives, legitimacy and reflection are singled out as key concepts for strategic communication, and issues of power and language are highlighted. In addition social theory invites a whole range of empirical methods to study strategic communication, most of them recognizing insights from the communicative turn. (Holmström, 2009:187-189).

Corporate communication is one of the most important links between an organization and various publics. Corporate communication is the key factor in the creation, implementation, monitoring and reporting on all corporate activities. It also provides opportunities to feel the pulse of various stakeholders and bring about suitable changes and modifications in the business and communication approaches. The field of corporate communication has undergone radical developments over the years. Modern corporate houses have undoubtedly accorded highest importance to corporate communication in order to achieve their organization objectives. (Van Riel and Charles Fombrun 2007)

In the age of globalization, corporate communication assumes great communication which is the cornerstone function of every organization to build up its status in the corporate world as well as its stakeholders. Corporate communication is the methods by which large and medium size companies are communicate with customers, stakeholders and employees. Hence, corporate

communication is necessary for all company in order to communicate effectively with both employees and the external audiences. (Van Riel and Fombrun, 2007)

Communication supports the company in listening to stakeholders' expectations and in expressing the organization's history, strategy, identity and behaviors to the right stakeholders (Van Riel and Fombrun, 2007). The cultivation of stakeholder relationships is therefore considered the basis for building a strong and consistent reputation.

Corporate communication focuses on the organization as a whole and the important task of how an organization is presented to all of its key stakeholders, both internal and external. The current state of corporate communication is one of gradual change, where there is change in terms of *how* organizations communicate with stakeholders, but also continuity in that the old principles of strategic messaging and reputation management still apply (Van Riel and Fombrun, 2007).

In the present times, the base of corporate communication is also enlarged on the basis of communication technological application. Studies have also rightly revealed that corporate communication promotes a strong corporate culture, a coherent corporate identity, an appropriate and professional relationship with the media, and quick, responsible ways of communicating in a crisis. It also defines how an organization communicates with its stakeholders and how that brings a company's values to life. Furman (2010:16)

Corporate communication strategies is that corporate communication is geared towards establishing favorable corporate images and reputations with all of an organization's stakeholder groups, so that these groups act in a way that is conducive to the success of the organization.

Key to having a corporate communication strategy is the notion of a corporate identity: the basic profile that an organization wants to project to all its important stakeholder groups and how it aims to be known by these various groups in terms of its corporate image and reputation. To ensure that different stakeholders indeed conceive of an organization in a favorable and broadly consistent manner, and also in line with the projected corporate identity, organizations need to go to great lengths to integrate all their communication from brochures and advertising campaigns to websites in tone, themes, visuals and logos. (Van Riel and Fombrun, 2007)

Van Riel defines corporate communication as 'an instrument of management by means of which all consciously used forms of internal and external communication are harmonized as effectively and efficiently as possible, with the overall objective of creating a favorable basis for relationships with groups upon which the company is dependent'

In addition, corporate communication refers to a kind of communication which is used for the promotion of a product, services or organization. It can also be used for legal issues or to communicate the information within the organization. Thus, corporate communication is important for a company because it is through communication that an organization makes contacts with its customers, suppliers and other elements both internal and external of the organization. On the other hand, corporate communication is very important for a company to create the best corporate reputation.

Corporate communication helps an organization to create distinctive and appealing images with its stakeholder groups, build a strong corporate brand, and develop reputation capital (van Riel, and Fombrun, 2007). To achieve those ends, all forms of communication must be orchestrated into a coherent whole (van Riel, 1992; Bronn and Simcic, 2002), and success criteria developed that enable measuring the effects of the organization's communications on its reputation and value. (Fombrun and van Riel, 2004)

The authors add corporate communication occupies a central role in the different disciplinary contributions to the study of reputation and to the analysis of its models of development (Van Riel and Fombrun, 2007).

The corporate houses also make use of corporate communication to build their brands through various campaigns and strategies. They make use of media organizations and personnel to reach the target audiences who are spread across the length and breadth of the world. The media professionals are also persuaded by the corporations to build sound image and enhance the reputation of corporate houses. Corporate leaders have also considered corporate communication as an effective tool to intensifying the scope and rationalizing the services of corporations. Leading corporations have also developed infrastructural facilities and human resources in order

to interact with various publics since corporate communication plays a critical role in building and maintaining relationships with the stakeholders in order to manage their reputation (Cornellissen, 2005).

The core task of corporate communication practitioners is building, maintaining and protecting the company's reputation. In companies where role of corporate communication is not understood, communication practitioners feel undervalued, and their decision making processes are compromised and senior managers feel powerless, as they do not understand the company's environment and how these events can affect company's operations and profits. Understanding an effective functioning of corporate communication is very essential and empowering for organization. This understanding allows managers and practitioners to lead the events of corporate communication and to identify opportunities for communication engagement with stakeholders in a company. (Cornellissen, 2010).

There are varieties of concepts related to corporate communication. Some of them mentioned by Cornelissen (2010) are mission, vision, corporate objectives and goals, strategies, corporate image and identity, corporate reputation, stakeholder, public, market, issue, communication and integration. Some concepts may be changed depending on organization. Managers in most corporate organizations have realized that the most effective way of organizing communication is by integrating disciplines and activities like media relations, issues management advertising and direct marketing. Comprises too many fields and areas corporate communication is the one that deals with organizational publics and stakeholders. It involves very important functions for success in organizations.

The concept of corporate communication closely related to strategic communication. The basic idea behind applied corporate communications and the concepts mentioned above is that an organization should speak to many publics simultaneously and using consistent messages (cf. Cornelissen 2011). The core of corporate communications is corporate identity – the desire for different stakeholder groups to have a certain, positive image of an organization.

2.2. Roles and Functions of PR and Strategic Communication

PR is young and multidisciplinary profession. It evolved over many years to become a discipline but only recently in the last century has it received more prominence in the corporate world. Skinner *et al.* (2004: 19) claim that we are inclined to think of public relations as a 20th century phenomenon, but efforts to communicate with others and to deal with the force of opinion go back to ancient times. Rensburg and Cant (2009: 31) maintain that PR as it practiced today originated in the United States. Largely, the development of PR in the rest of the world influenced by developments in the United States of America.

PRs as a concept has no central, identifying founder, national origin or founding date because it focuses on efforts to influence not only opinions but behavior (Newsom et al., 2004,22). But PRs as a self-determining subject has a centenary history in USA.

PRs is a critical link between the government bodies and the citizens. Cutlip, Center, and Broom stated that “the diversity of technical skills, organizational goals, and specialized public activities of the function of government public affairs is far greater than traditional PRs practices. Thus, the paramount difference is the public advocacy role played by government communicators to government decision makers. (2006. 240)

There are also some scholars who defined public relations from the angle of reputation building role for organizational benefit. For instance, Cipr (2004) said that a public relation is the discipline which looks after reputation, with aim of earning understanding and influencing opinion and behavior. It is the planned and sustained effort to establish and maintain good will and mutual understanding between an organization and its publics. He is also one among system theorists that is why he interprets public relations as such. But his strong side is that he believed in mutual benefit of the organization and the mass. Though he make the role of public relations officers retroactive which is ought to be proactive for building a bridge between the organization and the public far beyond looking after reputation.

According to some scholars the historical development of public relation has five stages. The first phase was press agent model. This stage was characterized by linear communication for marketing purpose in the form of advertisement through mass media. Publicity model was the second phase of its progress. The third stage was propaganda model. At this stage public

relations officers used media as propaganda instrument to inform and persuade the public in order to influence and shape their attitude in a way they need. Two ways communication model was the fourth stage. Two ways communication is in which the public get opportunity to express their feeling and opinion. In addition to that, the recent fifth model called reflective. This model is latest and advanced form of public relations (strategic communication) career in which the public and strategic communication officers come together to discuss on certain issues and arrive on agreement.

Like its historical development it is clear that the naming of public relations is on evolution. Some expertise defined it in a broader context of its multidisciplinary nature. According to the International Communication Association in May 2005 in New York, strategic communication is defined as, the purposeful use of communication by an organization to fulfill its mission. Six relevant disciplines are involved in the development, implementation, and assessment of communications by organizations. These are: management, marketing, public relations, technical communication, political communication, and information/social marketing campaigns.

The nature of the term strategic is examined and key aspects of communication are identified. For world assembly of public relations (1978) public relations is the art and social science of analyzing trends, predicting their consequence, counseling organizational leaders and implementing programs of action which will serve both the organization and the public interest. This seems advanced definition of public relations. For the fact that, it incorporate many things from the nature and functions of public relations, analyzing from the corner of its nature they capitalized the artistic and social scientific essence of it.

Besides they emphasized the careers of public relations officers as analyzing, predicting, counseling, and implementing planned program of action. This definition upgraded public relations profession from traditional concept that was retroactive to proactive. It has also illustrated public relations work from the angle of dual advantage sense of organizational and peoples interest. In developing this definition one can deduce that social theory is their theoretical base for the reason that it contains community benefits.

The way each organization manages structures and undertakes its public relations activity is unique; that is because every organization is unique. A single-issue pressure group has a focused

purpose and its range of target publics is often very specific. Public relations are used in different forms; some organizations used it in a very narrow way, typically to support sales and marketing activity. Sometimes it is a standalone function; sometimes it is located within marketing or human resources. It also operates under a number of guises. Corporate communication, corporate affairs, public affairs, communication management, public relations, and reputation management etcetera the list seems to expand almost every year. Public relations means the relationships organizations have with various publics, both internal and external. Those publics comprise people who are, in turn, affected by developments and trends in society. The environment in which organizations operate is dynamic. Society is changing, new issues and trends arise, some of them very quickly. (L. Edwards, 2009 p. 7)

Public relations are used for a wide variety of purposes, one of which has become increasingly influential the (re)presentation of the organization, its goals, and its self-understanding, often within the discourses of responsibility. (M. Frederickson, 2009, p.21)

When leaks, gossip and rumor replace organized communication as the key source of information inside an organization, it is a sure sign that there is a management problem. Communication happens inside organizations whether it is managed or not. Daily interactions between people are a necessary part of getting the job done. As companies and organizations grow globally, however, such interactions become increasingly complex. Employees may become disconnected by their place within the hierarchy, their office location, how the work is divided up or through psychological discomfort with management practices. Engaging staff in the 'bigger picture' – the many challenges, threats and opportunities faced by the organization as a whole – often requires a managed system of communication. (L. Yeomans, 2009, p. 316)

Organizational PR can be used by any type of organization. Also, organizational PR acts like an umbrella covering every sector of the organization and provides a sense of cohesion to its activities. (D. Löwensberg, 2009, p. 251)

Tench and Yeomans (2006: 27-28) argue that apart from all the external and internal considerations, the location of public relations within an organization depends on a variety of other factors: such as the position of the most senior practitioner; the tasks allocated to the discipline; and how it is situated in relation to other disciplines. The position of the senior public

relations practitioner provides a good indication of how the function is regarded within organizations.

On the other hand, Fombrun and Van Riel see management communication as the responsibility of all managers. They may have a communication expert to help them with developing effective communication. But they warn against the danger of thinking that hiring an expert absolves management of its overall responsibility. Marketing communication is aimed at supporting the sale of goods/or services. This will include advertising, sales promotion, direct mail, personal selling, online and mobile marketing as well as market-orientated public relations or publicity, as they call it. Typically, this includes media relations and events too. All these are PR tasks. Organizational communication is a host of communication activities, usually at a corporate level, all of which will be necessarily located in the public relations department; which includes public affairs, environmental communication, investor relations, corporate advertising, internal communication and public relations. Such division along functional lines often reflected in the structure of public relations departments. (Fombrun and Van Riel (2006))

Tench and Yeomans (2006:30) mention that in such a structure, an individual or group will look after all the activities falling within the area, whether these are media relations, sponsorship, events or individual relationships.

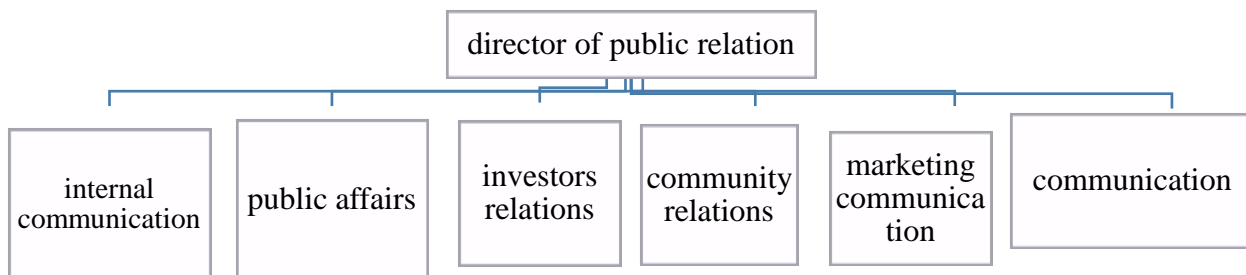


Figure 1: Public relations department structured by functions

Cutlip *et al.* (2000:36-37) maintain that many in-house departments use a mixture of functional and task teams. Because they are part of the support function of an organization, PR departments and professionals will operate with all other departments; offering support and advice as required.

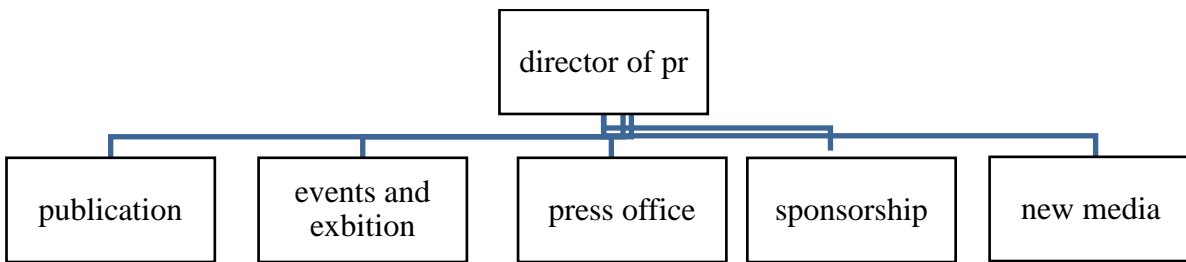


Figure 2. Public relations department structured by functions

According to Wilcox et al. (1989:6), a PR activity is mutually beneficial to the organization and the public: ‘it is an alignment of the organization’s self-interest with the public's concerns and interests.’ These thoughts indicate that PR has a double role in an organization. Every organization must clearly define goals and objectives. The PR practitioner must understand the goals and objectives of an organization, articulate to the public’s, and know about the organization operations and what channels of communications are available to pass information to the publics’.

2.3. PR, Strategic Communication and image building

In today’s organizations, strategy presented and promoted by communication, but also rebuilt by it in a continuous and reflective way. It also emphasizes the importance of a strategy model of continuous learning. Many scholars tried to describe and increase the visibility of strategic communication function in different perspectives. Strategic communication have several definitions the terms “**strategy**” and “**communication,**” do not have singular definition. Organizations’ strategic communication should attune to explicit and implicit value premises, organizational identifications, and actor identities at multiple levels within and by the organization. Strategic communication focuses on how the organization presents and promotes itself through the intentional activities of its leaders, employees, and communication practitioners. Of course, this does not exclude their use of relationship building or networks in the strategic process. (Hallahan, 2006)

While, communication is activity or process of expressing ideas and feelings or of giving people information, Putting together, strategic communication means, forwarding pre planned information which has specific goal oriented to the public.

Grunig and Hunt (1997 and 2006) defined strategic communication as the management of communication between an organization and its publics. Later on, organizations managed communication behavior. Cutlip et al (2000) defined PR as the management function that establishes and maintains mutual benefit between an organization and its publics.

According to Falkheimer and Heide (2014), strategic communication is a trans-boundary concept that captures, better than PR does; the complex phenomenon of an organization has targeted communication processes. Furthermore they argue that strategic communication is a “conceptual and holistic framework that is more valid and relevant than PR” integrating different fields of goal-oriented communication and using a multidisciplinary and management approach. They define strategic communication as “An organization’s conscious communication efforts to reach its goal. In the broadest possible sense of the term, organization in this context refers to private companies, public authorities and organizations, associations and interest groups.” Strategic communication is still focused on how organizations use communication purposefully to fulfill their mission, but no longer as a one-way process to present, promote, and realize their strategy, nor as a conversational process through which it is built. Instead it focuses on the agile management of the amalgam of communication processes in the context of strategy making, presentation, realization, and remaking. (Falkheimer & Heide 2014: 124, 126 and 132)

Cornelissen (2005) notes that the scope and involvement of strategic communication as a management function becomes more substantial when it stretches beyond a set of functional goals and tactics to corporate and business unit levels. In its critical management function, strategic communication practitioners thus need to respond to a business needs and concerns. (Cornelissen, 2005)

According to Hallahan et al. (2007:3) define strategic communication as “the purposeful use of communication by an organization to fulfill its mission.” The word ‘purposeful’ is central to the concept of strategic communication because it focuses on the intentional use of communication by an organization’s leaders and employees. Strategic communication is firstly a research field where researchers are interested in the phenomenon of strategic communication, i.e., they seek to describe, explain, criticize and understand the practice of strategic communication and its impact on society, organizations and individuals. The vital aspect of strategic communication is the

epistemological interests (Ger. *erkenntnis interesse* coined by Habermas, 1968) of an organization's communication. (p.3 and 7)

Betteke van Ruler (2018) on his article published on "Online international Journal of strategic Communication" explained Strategic communication examines organizational communication from an integrated, multidisciplinary perspective by extending ideas and issues grounded in various traditional communication disciplines. It is important to note that these disciplines were developed as specialty functions in the modernistic world of the 20th century. Yet, at the beginning of the 21st century, these disciplines function in a postmodern environment that stresses more holistic approaches to examining organizational phenomena, while having to deal with increasingly fragmented audiences and delivery platforms. The purposeful nature of strategic communication is critical. Whereas academic research on organizational communications broadly examines the various processes involved in how people interact in complex organizations (including interpersonal, group, and network communications), strategic communication focuses on how the organization itself presents and promotes itself through the intentional activities of its leaders, employees, and communication practitioners. This does not exclude their use of relationship building or networks in the strategic process.

In the opening chapter of the Routledge Handbook of Strategic Communication, Holtzhausen and Zerfass (2015: 4) states "The strategic communication process typically is a communication process that follows from an organization's strategic plan and focuses on the role of communication in enabling the organization's strategic goals and objectives." Some years earlier, they specified this in another way and proposed: "Strategic communication is the practice of deliberate and purposive communication that a communication agent enacts in the public sphere on behalf of a communicative entity to reach set goals." Foremost, it is important to identify the primary responsibilities of internal and external communication managers. Internal communication manager has identified the following responsibility: to plan the goals strategically (with publications) to motivate employees. And external communication manager has identified following as very necessary providence of publicity and social activities for outsiders. (Holtzhausen & Zerfass, 2013, p. 284)

Strategic communicators are thus concerned with leadership, management and counseling. They counsel management about responses to political issues, reputation protection, crises, and long-range organizational positioning. Their concerns with communication disciplines and their associated tactics directed at how they advance top-level strategic goals and objectives, rather than in implementing tactics. (Cornelissen, 2005)

Strategic organizational communication is very important for an organization to create the best reputation building. It also connects with the research on the role of reputation and strategic communication in organizations, which is an emerging area of interest in several academic fields. (Carpenter & Krause, 2012; Waeraas & Maor, 2015)

According to the European Communication Monitor, linking communication and business strategy is the number one challenge for today's communication practitioners. This is both good and bad news. Van Ruler explained this good news is communication professionals are ambitious. They aim to support the organization in realizing its strategic goals. They are eager to really make a difference. The bad news is that they still struggle with the strategic element of their contribution. From this concept, we understand that, strategic communication, beyond that, communication as a general seen as minor for organization and not gained attention for many years. For the next function or implementation of strategic communication, Van Ruler points the following idea in order to improve the visibility and credibility of the Communications Department. It is time to fundamentally rethink how strategic communication is developed and start using modern agile tools to do this. (B.Van Ruler, 2009)

This indicates that, the future communication department is functioned in professional way. However, to ensure and develop strategic communication professional competency which supported by professional education is needed. To think and act in professional way, many scholars try to develop frame work for communication department and communication practitioners.

2.3.1. Image building

Image is a stakeholder's perception of an organization at one moment in time. Stakeholders accumulate a number of images of an organization over time. The aggregate of images forms the

organizational reputation in the minds of the stakeholders. Organizational identity consists of the sum total of proactive, reactive and unintentional activities and messages of organizations. Organizational PR uses the proactive and sometimes the reactive elements of identity as a tool to help reduce the dissonance that might exist between how the organization would like to be perceived by its stakeholder and the actual image the stakeholder has of the organization. Organizational PR uses a strategic approach in its management of the organization's identities. (ibid)

2.4. Theoretical Framework of Strategic communication

2.4.1. Reflective Strategic Communication Theory

The reflective model of communication management sees strategic communication engaged in constructing society by making sense of situations, creating appropriate meanings out of them and looking for acceptable frameworks and enactments. Therefore, strategic communication/PR as an academic discipline needs an understanding of how the strategic communication/PR function works and how it is influenced by and influences social structures. Such research endeavors have an obvious and legitimate role in themselves, and they cannot rest merely upon the obligation to point to ideal practices and policies before or after criticizing current practices. It is time to gain a better grasp of how a public relations works in society. Along the way, knowledge that has implications for practice, that is, for public relations at the meso and micro levels may also be gained. (van Ruler & Verčič, 2005)

However, there is a difference of idea among scholars of social theorists on the means of realization of reflective model. For example, the Habermas theory of communicative action reflective model be realized through public sphere. Luhman sees reflective model accomplished by the coordination process of PR expertise and open discussion of the mass. Putnam also forwarded his idea in his theory called social capital that the base of strategic communication is social and the means of realization is building social networks like civic community. Finally Weber in his theory legitimacy, argue that public relations expertise must work for legitimacy of the organization with reflective model on the bases of rational, traditional and charismatic grounds. (O. Ihlen, B.V. Ruler and M. Fredriksson, 2009:142, 188, 232 and 302)

2.4.2. Communication plan

A good communications plan defines how the strategy will be expressed through practical public relations activities. It brings together in one document all of the fundamental ideas that should be driving communications, including objectives, audiences, messages, and an overview of how the goals will be achieved. It sets a clear framework for PR activity and allocates roles, tasks and goals to individual members of the team. (Central Europe Programme, 2009, p.13)

Traditional planning models may feel like they offer control but it's no more than an illusion; most communications issues are too complex for them to be applied successfully. Just as often practitioners can be guilty of seeing the changing dynamics of a given situation as an obstacle rather than an opportunity. In these situations, speed of change is used as an excuse for not achieving objectives. Reflecting and adjusting planning processes is just one area in which communication professionals need to become much more agile in order to improve practice. (B.V. Ruler, 2015, p.135)

2.5. Models for Strategic Communication Frame and Reputation building

2.5.1. Strategic Communication Frame

The research initially will identify organizational problems, which hinders the process of their communication. Then the researchers will forward constructive, professional and scientific comments and guide lines with intension of modernizing their communication department. In doing so professor van ruler strategic communication frame will be guide line since it is agile and advanced strategic communication frame work. Besides our theoretical base will be social theory for the reason that it promote building bridge role of public relations for mutual benefit of the organizations and the public.

2.5.2. Seven Requirements for a Good Strategy Development

Based on Van Ruler a good strategy development model and its strategic Communication Frame, there are seven requirements and eight building blocks.

1. Clear vision on communications and its added value to the mission of the organization
2. Focus on internal and external context as building blocks for constructing ambitions

3. No smart objectives but inspiring ambitions based on clear choices
4. Explicit accountability that suits the ambition
5. Clear choices in every building block, as hypotheses for the future
6. Compact to fit on one page
7. Adjustable at any time to respond to situational dynamics

In order to improve the visibility and credibility of PR , it is time to fundamentally rethink how strategic communication is developed and start using modern agile tools. Strategic communication Frame /SCF/ is not based on a linear model of Communication/PR, but on a dynamic strategy development model for Public Relations, referring to a clear vision and inspiring ambitions of the organization. It has 8 ‘building blocks’: Vision, Ambition, Internal situation, External situation, Accountability, Stakeholders, Resources and Action Plan. In this research used 4 building blocks Vision, Ambition, Internal situation, External situation, and Accountability. (Van Ruler, 2009)

Chapter Three

Research Methodology

3.1. Introduction

This chapter presents the methodology that consist methods, design, data gathering and sampling technique of the study. Then reports the phases of data collection: a questionnaire, an interview and focus group discussion. This followed by a discussion as to how the both method technique employed in the context of this study, including discussions about research validity, reliability and ethical consideration. The final segment details the sampling, questionnaire design, instrumentation and procedures of analyses followed in the quantitative and qualitative phases of the study respectively.

3.2 Research Methods

Creswell (2007: 249) states that the term ‘research approach’ refers to the entire process or research, from conceptualizing a problem to writing the narrative, not simply the methods such as data collection, analysis and report writing. There are multiple techniques for conducting a research, such as questionnaires, interviews and focus group discussion. These techniques can be divided into two categories, which are qualitative and quantitative research methods (Saunders et. al. 2007).

This study is using both qualitative and quantitative research methods strategy. According to Matveev (2002) cited in Walt (2006:81) highly recommends using both methods of inquiry so as to ensure high reliability of data, understanding of the contextual aspects of the research, flexibility and openness of the data collection, and a more holistic interpretation of the research problem.

The combination of both quantitative and qualitative research methodologies was resulted in what known as triangulation. Baker (1999:483) defines triangulation as “drawing together multiple types of evidence gathered from different sources using different methods of data collection”.

As Creswell (2007: 37) notes in his definition of qualitative research: Qualitative research is based on flexible and explorative methods because it enables the researcher to change the type of data being collected progressively so that a deeper understanding of what is being investigated can be achieved. Based on this understanding, the research instrument will take the form of the interview schedules and focus group discussion.

On the other hand, quantitative research focuses on collecting information from a large group of participants. It is all about numerical data and the bigger the group of participants; the more valid are the results. Using quantitative method the researcher asks narrow questions and analyzing the findings happens through statistics.

The research data generated through interview, questionnaires and focus group discussion to triangulate data obtained.

3.2.1. In-depth interview

The most common qualitative method of collecting data is in-depth interview. The method is particularly suited for obtaining a specific type of data (Creswell, 2009). Thus, in this study the research method used for collecting data to study the strategic communication Policies and practices related reputation building in MinT is through in-depth interview and focus group discussion/FGD/.

In-depth interview gives opportunity to relevant members in the organization to offer detailed information and express themselves. According to Daymon and Holloway (2002), in-depth interviews are useful form in communication studies, because they allow exploring the perspectives and perceptions of stakeholders and publics. In the best way, interviews should be conducted in a collaborative fashion that interviewees become able to express their opinion on topics that are of interest to them.

As a qualitative approach, data gathering, the researcher employs personal (face-to-face) in-depth interview with Press and Media directorate director, employees and stakeholders regarding to Strategic Communication Policies and practice related to image building in the organization.

Based on this, in depth interview having six main and follow up questions were prepared for selected participant included in this study. Aiming at gathering information from the concerned bodies, in depth interview has been undertaken with five participants of selected purposively. The researcher succeeded five interviews among the selected three directors and with two innovators. Thus, the researcher made totally a 1:37 hour interview with the PRs directors for 45 minutes, IRD for 17 minutes, ICTD for 13 minutes, one innovator 12 and the other one innovator for 10 minutes.

Based on the research objectives, the interview questions primarily prepare then, the interviews conducted and responses organized later. During all the interviews, the researcher relied on both taking note and audio-recording. The interview questions are prepared in both Amharic and English.

3.2.2. Focus Group Discussion

In qualitative research the most common research method is focus group discussions. Focus group is typically defined as bringing together a small group of people to participate in a carefully planned discussion on defined topic, the aim of the technique being to make use of group interaction to produce data and insights (*Natasha, M. et al. 2005*).

The researcher conducted focus group discussion with 8 staff members 5 from public relations directorate and 3 from other directorates. Respondents discuss and reflect their point on how PR /strategic communication policy and practice applied in directorate and how PR should promote and build image of organization.

FGDs questions was prepared six (6) main questions with more than 4 sub questions and the discussion attended for one hour in their office from 4:00-5: 00 PM local time Wednesday April 9, 2019.

3.2.3. Questionnaire

In quantitative research, variables and relationships are the central idea (Neuman, 2003). Quantitative research is useful in providing detailed planning prior to data collection and

analysis, because it provided tools for measuring concepts, planning design stages and for dealing with population and sampling issues.

The objective of this study is to examine the determinants of the contribution of MinT strategic communication frame in reputation building.

The questionnaire contains both closed and open-ended questions which will organize in the form of Likert- scale and distribute for the respondents. Questions present relating to the concepts Strategic Communication/PR contribute to image building in the case of MinT, in such a way to enable measurement of the respondent's perception. The respondents will ask to indicate their level of agreement on a five point likert scale with the following ratings. Strongly agree (1), agree (2), fairly agree (3), disagree (4), and strongly disagree (5).

In order to triangulate the study result, the researcher prepared twenty (20) questions mostly closed ended questionnaires with additional six open ended follow up questions. The questionnaires were administered to 50 employees and 17 stakeholders totally 67 questionnaires disseminated in April 2019. Among them 62 of the questionnaires are returned to the researcher.

3.3 Data collection method

Conducting a research can be divided into two categories; primary research and secondary research. Primary research stands for research methods that aim to find answers to questions through original documents and data that is collected by the researcher. (Lewis et. al. 2009)

Primary source: The study used various primary data obtained with both qualitative and quantitative research tools: qualitative content analysis of press and media directorate in MinT, in-depth interview and focus group discussion. The interview data captured mainly by note talking and supported by an audio recorder. In the quantitative data collection, the researcher used questionnaires to the employees of MinT and its stakeholders.

Secondary source: Secondary data collected from relevant documents of the ministry of innovation and technology that are prepared by the Press and Media directorate such as general information bulletins, monthly newsletters, report as well as the organization's website.

3.4. Sampling Technique and size

Samples are very important in research because it is not feasible for a researcher to study the whole population. In other words, samples are preferable because they are cheap and quicker. . To conduct this research the researcher used proportionate stratified sampling technique to select samples from directorates of the total population, and distribute questionnaire and collect the required information from the samples determined.

Applying stratified random sampling technique enables to get samples that are more representative. (Creswell, 2012). Mint has structuring by 26 directorates and 209 employees. According to Naresh Malhotra (2007), out of the total number of 209 employees 50 workers of the organization selected as a sample. Since the target population size is 209; the samples used as lowest (13), medium (32), and highest (50), in order to be more representative in this study the highest sample size of 50 selected.

On the other hand MinT has totally 25 stakeholders (associations that collaborate with the ministry) among others 17 of them are formal registered stakeholders and all of purposively included in the study.

Creswell (2007: 125) further asserts that purposeful sampling means that the inquirer selects individuals and sites for study because they can purposefully inform an understanding of the research problem and central phenomenon in the study. The selection of the sample is a very important stage. This research is meant to provide an insight and explore the role of public relations within an organization. The purposive sample method is chose as the most appropriate method for this research, as the researcher applied knowledge of the research problem to select the respondents from organizations. .

3.5. Data analysis, Ethical issues and Coding

The data was analyzed using different data analysis techniques. The questionnaires administered were closed and open ended. But the data mathematically by using SPSS software version. All in all, interviews and FGDs are qualitative data and they analyzed thematically based on content analysis procedure.

To fulfill the study ethics and secure the informants anonymity, their real identity replaced by their job levels and other reasonable codes during analysis and presentation time. Finally, the result revealed based on the given codes consequently.

3.5.1. Reliability and Validity

To make the primary data collected from MinT Press and media directorates reliable and valid; used a mixed methodology. With this approach descriptive method is used and three data collection instruments applied for the purpose of triangulation of the final study result.

Neuman (2007, p. 115) states: Reliability and validity are central issues in all measurement. Both concerns with how concrete measures are connected to constructs. Reliability and validity are salient because constructs in social theory are often ambiguous, diffuse, and not directly observable. Reliability means dependability or consistency. It suggests that the same thing is repeated under very similar conditions. On the other hand, validity suggests truthfulness and refers to the match between a construct or the way a researcher conceptualizes the idea in a conceptual definition and a measure.

To keep the reliability of this study, the researcher took all careful measures not to make either transcription or coding errors by cross checking and editing every time.

3.6. Study AREA

MinT is one of the federal government organizations in Ethiopia. It is set up with the aim of coordinating, encouraging and supporting innovation and technology activities that realize the country's social and economic development. Previously, it was named as Science and Technology that established in December 1975 by proclamation No. 62/1975 as a commission. Following the change in government in 1991 and with the issuance of the new economic policy, the commission again established in March 1994 by proclamation No. 91/94. The commission went into its 3rd phase of re-institution on 24th of August 1995 by proclamation No.7/1995 following the establishment of Federal Democratic Republic of Ethiopia as an Agency.

Later on, in 2008, the government upgraded the Agency as one of the Cabinet ministries accountable to the prime minister and the council of ministers by the proclamation No. 604/2008 named Ministry of Science and Technology.

And reestablished recently too in October 2010 according to definition of power and duties of executive organs of the Federal Democratic Republic of Ethiopia proclamation No. 691/2010 named Ministry of Innovation and Technology (MinT).

MinT aspires to see a country, which uses technology and innovation to maximize job opportunity and create resource. Its mission is to apply innovation system, create good local situation, and to ensure sustainable development in a country.

Based on its vision and mission the following values are set: good thinking and loyalty, dissatisfied learning condition, hardworking effort, unlimited thinking and consciousness, future generation's base. Moreover, its strategic concern is innovation development, technological support for productivity, ICT development and management center. By the government new reform, the public relations directorate in the ministry has changed its name to the Press and Media directorate as independent/core directorate by the rank of director and direct accountable to the minister.

The content of Federal Democratic Republic of Ethiopia science, technology and innovation policy magazine of the ministry is printed both in English and Amharic languages. High lightly some of its major contents are introduction, which briefly informs the readers the importance/role of innovation and technology for development in Ethiopian context.

The second part is whole about vision, mission, and objectives of the ministry. Policy directions and strategies is the third major content. While the policy implementation and principles are the fourth one. Besides governance of the national innovation system and monitoring and evaluation are the fifth and six major contents of it respectively.

The concept of public relations is an emerging notion, especially in mass communication discipline. It is a management function. PR tries to build an image of an organization and tries to develop a good and sustainable relationship between the organization and its publics.

It should be based on truth, knowledge and information. PR is the art and science of building relationships between an organization and its key audiences or the publics'. This stated goal cannot achieve without clearly defined strategic communication policies and practices.

CHAPTER FOUR

4. DATA PRESENTATION, ANALYSIS AND DISCUSSION

This is chapter of the study assigned to data presentation, analysis and discussion collected through questionnaires, FGDs and in-depth interviews from the MinT press and media under study. The data presentation and analysis is conducted based on triangulation method and it starts with a questionnaire data then moved to FGDs and in-depth interviews collected from ministry.

Presentation and analysis of the questionnaire, FGDs and in-depth interview data collected from the ministry of innovation and technology

The data collected by means of questionnaire, focus group and individual in-depth interviews are presented and discussed under the following major themes:

The role of PR in the MinT, PR/strategic communication policies and practices in the ministry, the way of Internal and external communication, function of PR in image building of the organization, activities of social responsibility for building image and the new perspective of PR applied in ministry.

FGDs having six (6) questions with more than four (4) sub questions was prepared and discussed with ministry PRs practitioners and other directors' expert based on a one and half. Researcher contacted heterogeneous and succeeded to handle FGDs within MinT.

In order to triangulate the study result, the researcher prepared a twenty (20) questions package mostly closed ended questionnaires having an additional six open ended follow up questions. The questionnaires were administered to 50 employees and 17 stakeholders totally 67 questionnaires disseminated in April 2019. Among them 62 of the papers returned to the researcher. On the other sides, 5 questionnaires were absent in the hand of respondents. For the purpose of analysis, both descriptive and inferential statistics were used and the result is done by using SPSS.

4.1 The role of PR in ministry

In context of the ministry, PR is relationship builder between organization and public. Ministry of Innovation and Technology is the government institution which stands or gives service. From their definition, PR is managing relationship between Ministry of innovation and technology and the public.

Among the total 62 respondents 25(40.3%) respondents fairly agree and 19(30.6%) respondents disagree PR is lead organization; this shows the Press and media directorate in ministry is the not lead of organization PR activity. The respondents additionally write in open ended question PR has function as relationship manager, motivator and initiator in the ministry.

	Frequency	Percent
Strongly agree	7	11.2
Agree	9	14.5
Fairly agree	25	40.3
Disagree	19	30.6
Strongly disagree	2	3.2
total	62	100

Table 1. PR is the leader of organization activity

In addition to the above responses MinT PR director said “*Press and media directorate has the managerial role*”. The directorate plays an important part in a wide variety of ways throughout the organizations; most of these are directing towards helping the organizations to inform both internal and external public by providing information about the organization or its products and services.

On the other hand interviewees from internal and external stakeholders’ said Press and media directorate in the ministry is not well organized, powerless, and not professional, and weak directorate.

The FGD participant also supports this suggestion the directorate working as facilitator and stage leader, when the ministry has the program and meeting. Also, some of them think PR as reporters, who report the activities of the ministry for internal and external stakeholder. Other participants in PR directorate reflect their role as facilitator, adviser, coaching, monitoring and evaluator.

The above informants' idea clearly shows in the ministry the role of the Press and media directorate is restricted. As researcher understands, PR has function as relationship manager, motivator and initiator in the ministry. But, professional PR work as adviser, coaching, facilitators, and generally play a crucial role in the management of the organization. For such big organization, that has many stakeholders and large public serves this definition is not enough. But, as PR is new developing perspective, it's good opportunity and interesting starting point in the ministry.

4.2. PR/strategic communication policy /plan

Strategic communicators are thus concerned with leadership, management and counseling. Their concerns with communication disciplines and their associated tactics are directed at how they advance top-level strategic goals and objectives, rather than in implementing tactics (Cornelissen, 2005).

Among the total 62 respondents: 21(33.8%) and 25 (40.3 %) respondents the ministry use strategic communication effectively the remaining 16 (25.8%) respondents argue the ministry usage of strategic communication is not so far in implementation.

	Frequency	Percent
Strongly agree	8	12.9
Agree	17	27.4
Fairly agree	21	33.8
Disagree	14	22.6
Strongly disagree	2	3.2
total	62	100

Table 2. Usage of strategic communication

Furthermore, related to strategy communication policy/ plan MinT PR director said *“we have the strategy communication plan, but in the implementation there is gap. The PR power is the first key for better performance of the ministry. This means at the directorate level ministry has independent Press and media directorate. It is directly accounted to the minister.”* he added Strategic communication has its own concept requires being equipped with adequate human power. To ensure and develop strategic communication professional competency which supported by professional education is needed.

The professionalism of our strategic communication is related with our human resource quality. So, for further improvement of our strategic communication, we need skilled professionals of this field. According to our ministry strategic communication is good and somewhat professional, but it needs improvement.

In regards to how strategic communication should be implemented, a consensus was clearly asserted toward the need of a clear guideline along with specific objectives. According to Holtzhausen & Zerfass, 2013, p. 284; Strategic communication is the practice of deliberate and purposive communication that a communication agent enacts in the public sphere on behalf of a communicative entity to reach set goals.

From FGD participant reflection strategic communication is crucial to our organization. But in our case there were gap in an implement due to lack of attention from concerned bodies. As researcher observed MinT strategic communication policy was not so far put into operation.

Strategic Communication/PR plays a pivotal role in creating informed employees regarding policies and practice of the organization. Strategic Communication policy and practice is prerequisite for effective communication, as any professional public relations would argue. Effective communication methods always should be founded on planned communications, including both formal and informal exchanges, to keep employees, organizations, and the different publics (stakeholders) informed. (Cornelissen, 2005) .

According to Van Ruler (2009) there are eight building blocks of strategic communication which help future improvement of PR function in the ministry. These building blocks are: vision, ambition, internal situation, external situation, and accountability, stakeholders, resource and approach/action plan design. There researcher take four of them / vision, ambition, internal situation and external situation /to analyze the organizational strategic communication.

The MinT vision aspires to see a country, which uses technology and innovation to maximize job opportunity and create resource. The Ministry’s mission is to apply innovation system create good local situation to ensure sustainable development in a country. Among the total 62 respondents 23 (37%) respondents fairly agree and 24 (38.6%) agree the well-known visions and objective of the ministry. the other 9(14.5%) and 6(9.6%) did not known visions and objective of organization.

	Frequency	Percent
Strongly agree	13	20.9
Agree	11	17.7
Fairly agree	23	37
Disagree	9	14.5
Strongly disagree	6	9.6
total	62	100

Table 3. Visions and objective of the ministry

From the open ended questioner, some of the respondents didn’t know the ministry’s vision and key values. The study found that most employees do not know key values and targets of the organization. If they do not know the values, it is difficult to ask how they behave.

From FGD reflection, the organization’s management activities are visible within its sphere and this helps the employees work to achieve its vision and missions. To achieve this mission, the directorate’s staffs must be aware of the organization’s mission, vision and goals. To do so, it needs strong internal communication and requires being knowledgeable, so we believe that we have good relation with employee.

On the other hand MinT PR director said: *“Our key values are visible in the organization both in behavior and in action. They are: Good thinking and loyalty, dissatisfied learning condition, hardworking effort, unlimited thinking and consciousness, future generation’s base. At the first level they are visible by behavior, and then we communicate with employees and stakeholder, after that they are visible by action. So, our key values are visible by all manners in the organization and external environment. Also transmit day to day by set in our ministry screen. ”*

In general all respondents agreed on the fact that a strategy is needed to ensure coherence and homogeneity between their different actions.

The Press and Media directorate perform its activities. But the strategic communication plan confined at organizational level. Thus, the directorate needs to be more agile and work on using strategic communication frame.

4.3. Internal and external communication

PR is an activity that strives to achieve an organization plan, goal and mission by working with its stakeholders. According to Wilcox et al. (1989, 6), a PR activity is mutually beneficial to the organization and the public: ‘it is an alignment of the organization’s self-interest with the public's concerns and interests.’ These thoughts indicate that PR has a double role in an organization.

In regard to communication style 25 (40.3 %) respondents fairly agree and 23(37%) put their agreement in the availability of attractive communication style in the organization. The remaining 14 (22.4) responds the organization has lack of attractive communication style.

	Frequency	Percent
Strongly agree	9	14.5
Agree	14	22.5
Fairly agree	25	40.3
Disagree	10	16
Strongly disagree	4	6.4
Total	62	100

Table 4. Attractive communication style

At the same time affirmed that public relations has added value to communication processes with one of the unique aspects of public relations is that it is a two-way communication process with the aim to improve employee relations, customer relations and stakeholder relation and inform the general public about an organization.” Therefore, public relations has an important role to play in the interpretation, implementation and communicate the organizations philosophy, policy and programs within the organization to a great extent.

Among the total 62 respondents 27 (43.5%) respondents and 21 (33.9%) argue the way PR give information to internal and external stakeholders. This shows inadequate way of giving information to internal and external stakeholders.

	Frequency	Percent
Strongly agree	3	4.8
Agree	11	17.7
Fairly agree	27	43.5
Disagree	17	27.4
Strongly disagree	4	6.5
total	62	100

Table 5. The way of give information

In addition the respondents of FGD are said Press and media directorate said for external stakeholder, ministry reports its performance through different communication tools. Also, they report through web page: such as, Face book, official website, twitter, and Google plus. In the future, ministry tries to have its own broadcast media and finalized the installation of necessary materials for the new studio. This enable ministry PR directorate to disseminate the accurate information to target publics.

Among the total 62 respondents 51 (81.3%) respondents and 11 (17.7 %) argue the way PR give information to internal and external stakeholders. This shows the organization is use website and social media, effectively to communicate with their stakeholders.

	Frequency	Percent
Strongly agree	20	32.3
Agree	18	29.0
Fairly agree	13	20.9
Disagree	6	9.7
Strongly disagree	5	8
total	62	100

Table 6 . The use of website and social media

4.3.1. The communication between management, employees and stakeholders’ relations

In context of the ministry Press and Media directorate is relationship builder between organization and public. Reflecting and adjusting planning processes is just one area in which communication professionals need to become much more agile in order to improve practice. (B.V. Ruler, 2015, p.135)

Among the total 62 respondents 21 (33.9%) respondents fairly agree and 27 (43.6%) agree the good communication between management and employee. the other 14(22.5%) reflect their disagreement.

	Frequency	Percent
Strongly agree	7	11.3
Agree	20	32.3
Fairly agree	21	33.9
Disagree	5	8
Strongly disagree	9	14.5
total	62	100

Table 7. Communication between management and employee

About the relation between employee, management and stakeholders with FGD discussion Informal talks are the communication between employees in informal way. This way, there are

many issues which rose in the ministry. Some of them are issues about the salary, new structure, benefits, facilities, jobs and current issues on the national and international levels.

In addition FGD participants reflect all of the participants are inspired by environment, by leadership/minister, state minister, staff members and also by colleagues. They said all of them /to top management up to employees have inspiring activity to motivate and initiated. This means, participants are happy by both environment and leadership of the ministry. But So, we need to keep this inspiration and try to motivate them by other means of inspiration.

This also needs support to shape it by communicating what happen to them in improving the way of internal communication of the ministry. On other ways, working culture of the organization is comfortable to the employees. This means the employees work without working time and week end without any payment and incentive in their motivation.

This response suggest that informally the staff raise different issues stated above that directly or indirectly concerned with their own life, also issues about the MinT and country which need solutions, to create good working environment. These informal talks create good opportunity for PR practitioners to understand the satisfaction of the employees in the ministry and report to the top management for effective internal communication.

In general different scholars said, internal communication is the heart of the organization. In this case, the innovation and technology ministry practice of internal communication is good. But it needs improvement for further success.

4.4. The role of PR in image building for the organization

Aula & Mantere, (2005) reputation also reflects a company's strategies, goals, and directions. To created critical thinker and experienced society. In this study the fundamental role of strategic communication is the ultimate reputation formation.

A good reputation is a reflection of the organization's strategies, goals, and directions, so if these matters are in good order, the message leaving from the organization gives consumers a good feeling, and feeling is all about what reputation is. Thus having a good reputation is the best

way for an organization to ensure that the customer chooses their services over a competitor's. (Van Riel and Charles Fombrun 2007)

Among the total 62 respondents: 25 (40.3 %) respondents fairly agree and 35 (56.2 %) said organization create image in the minds of its stakeholders. the other 2(3.2%) respondents not confirm the idea.

	Frequency	Percent
Strongly agree	15	24
Agree	20	32.2
Fairly agree	25	40.3
Disagree	1	1.6
Strongly disagree	1	1.6
Total	62	100

Table 8. Create image in mind of stakeholders

In relation to create image in the mind of stakeholders MinT PR director said the press and Media directorate is the spokesperson of the organization, create inspiring employees to work. The press and media team focused on information analysis to build the image of the organization and work thoroughly to become a bridge for the organization's external relations. So, they prepare different events for relationship building. They raise issues proactively before the media announce to the public.

Additionally the MinT PR director notion "strategic communication has contributed the great role to image of organization". As ministry of innovation and technology public relations has a major role to improve visibility and positioning of the organization and its products. This is done through various communication strategies, all of which must be formulated and implemented by the Press and Media directorate.

Among the total 62 respondents; 28 (45.2 %) respondents and 26 (41.7 %) argue with transparent and trustworthy of communication. These shows the organization has weak system regarding to transparent and trustworthy communication.

	Frequency	Percent
Strongly agree	2	3.2
Agree	6	9.7
Fairly agree	28	45.2
Disagree	11	17.7
Strongly disagree	15	24
total	62	100

Table 9. Transparent and trustworthy communication /PR

On the other hand FGD participant reflection PR has the managerial role. We are trying the best to maintain those factors that are useful for image building. Once we make the good image sustainable, there comes branding and this will be done when we reach at the higher level. To brand the country at this moment will lead us to criticism. Therefore, branding will be made by the time the development reaches stable level.

Additional, the ministry of innovation and technology distribute the innovation and technology product and created developed scientific thinker an experienced society. Also we work to promote active and accurate information to stakeholders.

In general, the ministry serves all Ethiopian people. The ministry stakeholders are innovators, researchers and professional associations. This is because they need support and recognition from the ministry. Most of the time, they ask budget support for research and when they gained new finding they need recognition.

Therefore, all the communicators feel responsible for all their works; not only feeling, but also there is a mission given to them from the government. Nevertheless, even though there are efforts and some activities have been performed, it is not adequate. There is no country that has developed without effective communication; communication creates fertile ground for thought. A better performance is the result of fertile thoughts.

4.5. The activity of social responsibility for image building

Social responsibility has become a major factor in organizations' operations that has a big impact on image building as well. All interviewees' admit the importance of social responsibility and none of them say that they consider such things in their management.

Among the total 62 respondents 45 (72.5 %) respondents confirm that the organization is actively done social responsibilities and the remaining 17(27.4%) argue on the organization's social responsibility activity.

	Frequency	Percent
Strongly agree	9	14.5
Agree	24	38.7
Fairly agree	12	19.3
Disagree	8	12.9
Strongly disagree	9	14.5
Total	62	100

Table 10. Practices social responsibilities

MinT PR director gave additional information *“as ministry, we have social responsibilities, one of such responsibilities that the organization is participating on technology transfer. We have to be model in such responsibilities, since we believe that leadership is leading as an example. We also participate in technology transfer such issues that carding system of black lion hospital, in Agriculture sector 'bare lamene' technology and so on. But we are not doing enough in this regard when it compare to the country's social issues. The organization should have a system in which it will help other organizations that work on such issues. ”*

Corporate communication helps an organization to create distinctive and appealing images with its stakeholder groups, build a strong corporate brand, and develop reputation capital (Dowling, 1994; van Riel, 1995; Fombrun, 1996).

On the other way FGD participants reflection, in ministry the impact of society is less knowledge of technology in the society, poor coordination system among sector organizations, the difference between the society need and the mandate of the ministry, less performance to societal satisfaction and ineffective communication. Lack of stability, understanding level of technology in the society, and unable to compute with the global technology, Therefore, the ministry should give due emphasis on such trends.

In general, image building is an important factor that should be implemented into the organization’s strategy from the beginning and managed just like all other aspects in an organization. They also agree that there can be recovery from bad image and the challenges brought up with it. /social responsibility/

4.6. New perspectives of PR applied in ministry

MinT PR director said *“The organization's Press and media directorate has a great role in bringing change within the organization. It helps to develop an idea /the way of thinking/ that makes the change process functional. The relationship between management and employee is model to other organizations.”*

Among the 62 total respondents 22 (35.4%) respondents and 26 argue that the organization not give chance to talent .These shows organization didn’t provide attention to talent for internal and external stakeholders.

	Frequency	Percent
Strongly agree	5	8.1
Agree	9	14.5
Fairly agree	22	35.4
Disagree	15	24.1
Strongly disagree	11	17.7
Total	62	100

Table 11 . Talent development

As the employee response: the ministry not gives chance to the employees who have talent not initiate and motivate because they haven't system to internal stakeholder. The ministry hasn't open system to employee inside the organization. But some of the employees respond the ministry accepted and appreciate employee's talent.

From FGD reflection: we have new perspective, to implement the modern technology, ministry established the studio, cloud competing center, exhibition centre and video conference technology center to give services. It is an open system to all internal and external stakeholders. One example is the setup of the organization attractive and suitable for working best practices. In 2010 year over 17,000 individual and employees of different organizations visit the ministry. This helps to create better performance to organization in bringing change and being model to other governmental organizations.

On the other hand, from the interview reflection the government gives special emphasis to the organization and its sector. To implement the modern technology, ministry established the studio and make ready for work. At the time of this research conducted, the researcher visit the studio, which named as "MinT STUDIO" and understand the building is ready for work. In addition cloud competing center, exhibition centre and video conference technology center without studio all of them starting service.

Furthermore the other director responds: *We are working on science cafes to reach around their area and try to attract youngsters and interested public to work on innovation and technology. It has to be in better way which we can address public. It will be better when our own satellite transmission starts.*

In addition most of the employees said now we are working hard and there are many things to publicize but we keep quiet. And some of them said we are trying to address through different channels even if it is not on suitable time to address more audience.

CHAPTER FIVE

5. Summary, Conclusion and Recommendation

5.1. Summary

The purpose of this study was to explore PR/strategic communication in image building and how this contributes to the achievement of Ethiopian innovation and technology ministry goals and objectives. The study does not address affiliate organizations and also focuses only the ministry press and media directorate.

In order to triangulate the study on PR/strategic communication practice required multiple kinds of data gathering tools for this cause, quantitative method for numerical data questionnaires and for qualitative method, In-depth interview and focused Group discussion was used as instruments of data gathering system. These interviews have allowed the researcher to understand how PR/strategic communication policy and practiced in organization.

To undertake the research, attempts have been made to refer various literatures written in relation with the topic. To apprehend the general and specific objectives of the research, the researcher utilized two theories such that, Social theory and reflective theory.

The researcher used both stratified and purposive sampling to select respondents. Their responses indicated that PR/strategic communication policies and practices in the ministry, the role of PR in the MinT, the way of Internal and external communication, function of PR in image building of the organization, activities of social responsibility for building image and the new perspective of PR applied in ministry.

Furthermore, challenges have been identified regarding PR/strategic communication policies and practices in the ministry. Press and media directorate in the ministry is not well organized, powerless, and not professional, and weak directorate, lack of proactively working and agile activity, weak system regarding to transparent and trustworthy communication and lack of way of communication are also among the major .

5.2. Conclusion

This chapter deals with a brief summary of the study and recommendations. The study mainly focused on strategic communication related to reputation building in case of ministry of innovation and technology. The research was the combination of qualitative and quantitative research methods.

The researcher basically tried to summarize what the research has been all about; how it was undertaken and the major findings it came up with. Based on the findings, the researcher makes some suggestions that may help with the future improvement of public relation of MinT.

Strategic Communication/PR plays a pivotal role in creating informed employees regarding policies and practice of the organization. Effective communication methods always should be founded on planned communications, including both formal and informal exchanges, to keep employees, organizations, and the different publics (stakeholders) informed.

When looked at MinT, a strategic communication plan was not so far put into operation. According to Prof. Van Ruler strategic communication frame /SCF/ organization has some clear building blocks. They are also not professionally standardized. Their building blocks are key values and key targets.

In addition in regarding also the interviewers suggest that, strategic communication policy after government communication affair changed there is no leading of public relation organ as the country because of there is gap.

On the other hand In the Ministry of innovation and Technology cannot found full implementation of social theory concepts in their strategic communication for the reason that their communication model is predominantly linear or one way communication. the data shows many respondents were responded the communication system have limitation.

Press and media directorate is member of the in the management in the ministry. However, PR has technician roles like: facilitators, stage spokesperson, and reporters which is ought to be facilitator, adviser, coaching, monitoring, evaluation, and managerial.

As ministry Press and media directorate is member of the in the management in the ministry. But the employee and stakeholders considers it as a weak and lack of creativity on PR activities , lack of well-organized Public relation policy.

According many scholars said internal communication as nervous system of the organization. However, in case of innovation and technology ministry the data the organization has much effective internal communication. It needs improvement for further success.

On the other hand concerning the strength of communication in the organization, Corporate social responsibility has become a major factor in organizations' operations that has a big impact on reputation as well. Regarding to this organization was done many activity. Thus, having a good reputation is the best way for a organization to ensure that the customer chooses their products/services over a competitor's.

The theories studied suggest that good reputation is something that can be reached only by working hard and long, but at the same time reputation can be destroyed in a matter of minutes. In the interviews strategy was emphasized by all interviewees.

The ministry is not well organized but the society accept the ministry with great respect more than the actual status of because of its great name without understanding the detailed activity of the Organization that must be proportional.

The ministry thinks that having good communication skills aids a organization to get and maintain a good reputation. The ministry has new perspective, to implement the modern technology, ministry established the studio, cloud competing center, exhibition centre and video conference technology center . It is the greater chance to the strength of public relation. In other way an important role to govern and maintain an organization as an open system and ensure that an organization is adaptable and flexible to all changes within the environment and remains stable at all times.

5.2 Recommendation

Based on the findings of the study, the following recommendations are forwarded

- ❖ The ministry must be give attention to strategic communication Policy and plan issues need to be addressed the dynamic changes taking place in the organization as well as to country.
- ❖ For the developing PR professional organization must can increase common understanding with a clear vision and mission to its publics.
- ❖ The ministry should follow modern communication models and better if it priorities reflective model on place of one way model which is the oldest one for mutual benefit of the organization and the public.
- ❖ The ministry should be strengthened internal communication developing informal and multi-directional communication in the organization to increase good relationship between employees in the organization.
- ❖ In this ministry social theory must be theoretical frame work in order to increase community participation in its strategic communication for building trust and long lasting reputation on behalf of system theory which is centralized in sense.
- ❖ Press and Media directorate of the ministry is better if it is dominated by professionals and fulfill the skill gaps of existing employees by training and further education
- ❖ Press and Media directorate of the ministry should play managerial roles such as facilitator, advising, coaching, counseling, planning and management the technical roles with full recognition by top management and employees.
- ❖ The ministry must analyze and predict the impact of some trends, developments, and issues in its strategic communication critically.
- ❖ The researcher should do this study for improvement of public relation and strategic communication in MinT.
- ❖ The ministry in order to improve its reputation, an organization should extensively participate, support and organize such activities like cooperate social responsibility , environment responsibility , and other related activities. This also helps an organization to build better image and reputation in the mind of customer.

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Appendix

Addis Ababa University School of Journalism and Communication Public Relations and Strategic Communication

Questionnaires prepared for MinT employees and stakeholders

This questionnaire is prepared by a MA student of Addis Ababa University, SJC, Public Relations and Strategic Communication. It assesses the public relations practice of Ministry of Innovation and Technology (MinT). Please give your response honestly just by taking a few minutes out of your precious time. All information you provide to this study will be kept strictly confidential. Thank you in advance for filling this questionnaire.

General Direction

- ✓ No need to write your name
- ✓ Put tick (✓) mark for background information

I. Personal Information

1.1. Gender Male _____ Female _____

1.2. Age (in years) A. 20-29 _____ B. 30-39 _____ C. 40-49 _____ D. Above 50 _____

1.3. Education background A. 1-12 grade _____ B. Certificate _____ C. Diploma _____

D. Degree _____ E. Masters and above _____

1.4. Work experience

How long have you been working in the MinT?

A. 1-4years _____ B. 5-8 years _____ 9-12 years _____ Above 12 years _____

II. Please give your answer according to your level of agreement

1. Strongly agree 2. Agree 3. Fairly Agree 4. Disagree 5. Strongly disagree

No.	Item	1	2	3	4	5
1.	The ministry of innovation & technology/ MinT/ has a clear vision					
2.	The ministry communicates its visions and objective to its stakeholders					
3.	The ministry level of reputation is high in the mind of stakeholders					
4.	The MinT have the place of talent development					
5.	The ministry management and employee communicate with each other					
6.	The MinT uses attractive communication style					
7.	The ministry immediately handles our grievances					
8.	MinT uses adequate communication tools to avail information to its stakeholders					
9.	MinT uses website and social media so as to communicate effectively with its stakeholders					
10.	MinT uses strategic communication to get reputation					
11.	The MinT practices corporate social responsibility					
12.	The MinT is an environmentally responsible					
13.	MinT have conducive environment that attract its stakeholders					
14.	The MinT is the responsibilities in regard to transparent and trustworthy communication/PR					
15.	The ministry that really cares about its employees					
16.	The ministry provides excellent values to the stakeholders					
17.	The ministry is well- managed					
18.	The ministry is an innovative					
19.	The MinT is staffed with skilled human power					
20.	The MinT Press and Media directorate is a leader in the organization					

III. Give brief explanation for the following questions

1. Which issues are dominant in informal talks in the ministry? What looks like working culture of organization ?

2. How strategic communication does contribute to reputation of the ministry?

3. What are the key values of the organization? In which way the key values of the ministry are visible in behavior, action and communication?

4. What's the power of Communication/PR: Image building or reputation building?

5. Are there any corporate social responsibility (CSR) practices at ministry level? What are they?

6. Is there a place for young talent with innovative insights within the ministry?

“Thank you for your cooperation and precious time”

Focus group discussion (FGD) questions to MinT Press and Media Directorate PR Practitioner and staff

1. What is inspiring you in the ministry? It's management? It's staff members? It's employees?
2. What does the organization, the management, the employees, want to achieve? What are the key targets?
3. What's the power of Communication/PR: Image building or reputation building?
4. Which trends, development, issues in society can have impact on the organization? How a society knows and accepts your organization?
5. Do you have a strategic communication plan? What is its function? What is the definition of PR/strategic communication?
6. How strategic communication does contribute to reputation of the ministry? Do you have any other new perspectives?

Interview questions to MinT

Ambition

1. What does the organization, the management, the employees, want to achieve? What are the key targets?
2. What are the key values of the organization? In which way the key values of the ministry are visible in behavior, action and communication?

Vision

3. What's the power of Communication/PR: Image building or reputation building?
4. How can the Communication/PR department help the organization, its staff members and employees better to communicate (counseling and coaching roles of PR)?

Internal situation

5. Is there any role for internal Communication/PR strategy in change processes within the organization?

External situation

6. Do you have a strategic communication plan? What is the definition of PR/strategic communication? And what is its function?
7. How strategic communication does contribute to reputation of the ministry? Do you have any other new perspectives?
8. What are the responsibilities of the ministry in regard to transparent and trustworthy communication/PR? Does the ministry consider itself accountable in this regard?
9. What are challenges or opportunities for the PR directorate?

AMHARIC VERSION

በአዲስ አበባ ዩኒቨርሲቲ የኮሙኒኬሽንና ጋዜጠኝነት ት/ቤት

የህዝብ ግንኙነትና ስትራቴጂ ኮሙኒኬሽን ትምህርት ክፍል

ለኢኖቬሽንና ቴክኖሎጂ ሚኒስቴር ሠራተኞች የተዘጋጀ መጠይቅ

ይህ መጠይቅ የተዘጋጀው በህዝብ ግንኙነትና ስትራቴጂ ኮሙኒኬሽን ትምህርት ክፍል በማስተር ተማሪ ሲሆን የኢኖቬሽንና ቴክኖሎጂ ሚኒስቴር የፕሬስና ሚዲያ ዳይሬክቶሬትን አስራር ለመቃኘት ነው። የሚሟሉትን መጠየቅ በታማኝነት በመሙላት ለሰጡት ውድ ጊዜዎት እና ለሚያደርጉት ትብብር በቅድሚያ እናመስግናለን።

አጠቃላይ መመሪያ

ስም መጻፍ አያስፈልግም

ይህንን (√) ምልክት በማስቀመጥ መጠየቁን ይሙሉ

1. ግላዊ መረጃ

1.1. ፆታ ሀ. ሴት _____ ለ . ወንድ _____

1.2. እድሜ ሀ. ከ20-29ዓመት _____ ለ . ከ30-39ዓመት _____ ሐ. ከ40-49ዓመት _____
መ. ከ50ዓመት _____

1.3. የትምህርት ደረጃ

ሀ. 1-12 ክፍል _____ ለ. ሰርተፊኬት _____ ሐ. ዲፕሎማ _____ መ. ዲግሪ _____
ሠ .ማስተርና ከዚያበላይ _____

1.4. የስራ ልምድ

በኢኖቬሽንና ቴክኖሎጂ ሚኒስቴር ለምን ያህል ጊዜ ስርተዋል?

ሀ. ከ1-4 ዓመት _____ ለ. ከ5-8 ዓመት _____ ሐ.9-12 ዓመት _____ መ. ከ12ዓመት _____

1. መልሱን በተቀመጠው የስምምነት ደረጃ መሰረት ያስቀምጡ

1. በጣም እስማማለሁ 2. እስማማለሁ 3. በመጠኑ እስማማለሁ 4. አልስማማም
5. በጣም አልስማማም

ተ.ቁ	ጥያቄ	1	2	3	4	5
1.	የሚኒስቴር መስሪያ ቤቱ ግልጽ የሆነ ራዕይ አለው					
2.	የሚኒስቴር መ/ቤቱ ራዕይና ተልዕኮ ከሠራተኞቹ ጋር በመግባባት ላይ የተመሰረተ ነው					
3.	የሚኒስቴር መስሪያ ቤቱ ተቀባይነት በደንበኞቹ ዘንድ ያለበት ደረጃ ከፍተኛ ነው					
4.	ሚኒስቴር መስሪያ ቤቱ አዳዲስ ሀሳቦችን የሚያፈልቁ ባለሙያዎችን ተቀብሎ ያስተናግዳል					
5.	ሚኒስቴር መስሪያ ቤቱ አመራሮችና ሠራተኞች እርስ በእርስ ይግባባሉ					
6.	ሚኒስቴር መስሪያ ቤቱ ውስጣዊ ኮሙኒኬሽን ሳቢና ማራኪ ነው					
7.	የሚኒስቴር መ/ቤቱ ቅኔታዎችን በፍጥነት በመፍታት ፈጣን ምላሽ ይሰጣል					
8.	ሚኒስቴር መ/ቤቱ መረጃን ተደራሽ ለማድረግ የኮሙኒኬሽን መንገድ በመጠቀም ለውጥ ለማምጣት ይሰራል					
9.	የሚኒስቴር መ/ቤቱ በዌብ ሳይትና በማህበራዊ ሚዲያዎች መረጃ ለደንበኞቹ ተደራሽ በማድረግ የሚግባበት ዘዴ ፈጥሯል					
10.	የኢኮኖሚያዊና ቴክኖሎጂ ሚኒስቴር ስትራቴጂክ ኮሙኒኬሽን አለው					
11.	ሚኒስቴር መ/ቤቱ የኅብረተሰብ/ማህበረሰብ ኃላፊነቶች ላይ ይሳተፋል					
12.	ሚኒስቴር መ/ቤቱ የአካባቢ ኃላፊነቶች ይወጣል					
13.	ሚኒስቴር መ/ቤቱ ማራኪና ምቹ የስራ ቦታ አለው					
14.	የሚኒስቴር መ/ቤቱ ግልጽ እና ታማኝ የሕዝብ ግንኙነት ተግባራትን ያከናውናል					
15.	ሚኒስቴር መ/ቤቱ ለሠራተኞቹ ትኩረት ይሰጣል					
16.	ሚኒስቴር መ/ቤቱ ለባለድርሻ አካላት ትኩረት ይሰጣል					
17.	ሚኒስቴር መ/ቤቱ በሚገባ የተደራጀ ነው					
18.	ሚኒስቴር መ/ቤቱ ኢኮኖሚክ ነው					
19.	የፕሬስና ሚዲያ ዳይሬክቶሬት ስራተኞች ሙያዊ እውቀትና ክህሎት አላቸው					
20.	የሚኒስቴር መስሪያ ቤቱ የፕሬስና ሚዲያ ዳይሬክቶሬት የመሪነት ሚና ይጫወታል					

II. ለጥያቄዎቹ ተገቢው መልስ በመስጠት ያብራሩ

1. በሚኒስቴር መሰሪያ ቤቱ ውስጥ በኢ-መደበኛ መልኩ (ከሥራ ውጭ ባሉ ግንኙነቶች) የሚወሩ ነገሮች ምንድናቸው? የስራ ባህሉ ምን ይመስላል?

2. ስትራቴጂክ ኮሙኒኬሽን ለተቋሙ ተቀባይነት/ Reputation building / ምን አስተዋዕኮ ያደርጋል?

3. የተቋሙ ዋና ዋና እሴቶች ምንድን ናቸው? እነዚህ እሴቶች በባህሪ፣ በድርጊት እና በኮሙኒኬሽን ውስጥ እንዴት ይንፀባረቃሉ?

4. የኮሙኒኬሽን ትልቁ ሚና ገጽታ ግንባታ ወይስ ተቀባይነትን ማግኘት? ለምን?

5. ሚኒስቴር መሰሪያ ቤቱ በኅብረተሰቡ/በማህበረሰብ ዘንድ ያሉበት ኃላፊነቶች ምንድን ናቸው? አብራሩ?

6. ሚኒስቴር መሰሪያ ቤቱ አዳዲስ ሀሳቦች ለሚያፈልቁ የተቋሙ ባለሙያዎች ሀሳባቸውን ተቀብሎ ያስተናግዳል? በምን መልኩ?

ስለ ትብብርዎ አመሰግናለሁ!!

ለቃለመጠየቅ የቀረቡ ጥያቄዎች

1. ተቋሙ፣ አመራሩ እና ሠራተኛው ምን ለማሳካት ይሠራሉ? ዋና ዋና ዲላማዎችስ ምንድን ናቸው?
2. የተቋሙ ዋና ዋና እሴቶች ምንድን ናቸው? እነዚህ እሴቶች በባህሪ፣ በድርጊት እና በኮሙኒኬሽን ውስጥ እንዴት ይንፀባረቃሉ?
3. የተቋሙ ፕሬስና ሚዲያ ዳይሬክቶሬት ዋነኛ ሚና (የተቋሙ ገፅታ/image building or ግንባታ ብቻ ወይስ ተቀባይነትን/Reputation building ማግኘት ላይ) ያተኮረ ነው?
4. የተቋሙ ፕሬስና ሚዲያ ዳይሬክቶሬት ክፍል ለተቋሙ፣ ለክፍሉ ሠራተኞች እና በሌሎች ዘርፎች ለሚገኙ ባለሙያዎች ምን ድጋፍ ይሰጣል? አዳዲስ ሀሳቦች ለሚያፈልቁ የተቋሙ ባለሙያዎች ሀሳባቸውን ተቀብሎ ያስተናግዳል?
5. በተቋሙ ውስጥ የሚገኘው የሕዝብ ግንኙነት ዘርፍ የውስጥ ለውጥ ተግባራትን የሚያከናውንበት ሚና/ዕድል አለው?
6. ስትራቴጂክ ኮሙኒኬሽን እቅድ አላችሁ? ፖሊሲስ? የስትራቴጂክ ኮሙኒኬሽን ማለት ምን ማለት ነው ? የስትራቴጂክ ኮሙኒኬሽን ፋየዳው ምንድን ነው?
7. ስትራቴጂክ ኮሙኒኬሽን ለተቋሙ ተቀባይነት/ Reputation/ ምን አስተዋዕኔ ያደርጋል?
8. ሚኒስቴር መ/ቤቱ ግልጽ እና ታዳሚ የሕዝብ ግንኙነት ተግባራት ከመተግበር አንፃር ያሉበት ኃላፊነቶች ምንድን ናቸው? በዚህ ረገድ የተጠያቂነት ስሜት ይሰማዋል?
9. በዳይሬክቶሬቱ ያጋጠሙ ተግዳሮቶችና መልካም አጋጣሚዎች አሉ?

ለፕሬስና ሚዲያ ዳይሬክቶሬትና ለተቋሙ ሠራተኞች ለቡድን ውይይት የቀረበ ቃለ መጠየቅ

1. በሚኒስቴር መስሪያ ቤቱ የስራን መንፈስ የሚያነሳሰው ምንድን ነው? የማኔጅመንቱ አካላት? የተቋሙ ሠራተኞች/ስታፍ/ ወይስ አብሮው የሚሰሯቸው የስራ ባልደረባዎች ?
2. ተቋሙ፣ አመራሩ እና ሠራተኛው ምን ለማሳካት ይሠራሉ? ዋና ዋና ዒላማዎችስ ምንድን ናቸው?
3. የተቋሙ ፕሬስና ሚዲያ ዳይሬክቶሬቱ ዋና ሚና (የተቋሙ ገፅታ/image building or ግንባታ ብቻ ወይስ ተቀባይነትን/Reputation building ማግኘት ላይ) ያተኮረ ነው?
4. የተቋሙ በህብረተሰብ ዘንድ ያለው አስተዋፅኦ ምን ይመስላል? ህብረተሰቡ ተቋሙን በምን ሁኔታ ያዩታል?
5. ስትራቴጂክ ኮሙኒኬሽን አቅድ አላችሁ ፖሊሲስ? የስትራቴጂክ ኮሙኒኬሽን ማለት ምን ማለት ነው ? የስትራቴጂክ ኮሙኒኬሽን ፋይዳ ምንድን ነው?
6. ስትራቴጂክ ኮሙኒኬሽን ለተቋሙ ተቀባይነት/Reputation building/ እንዴት አስተዋጽኦ ያደርጋል? ሌላ አማራጭ አለ ብለው ያስባሉ?