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COLLEGE OF HUMANITIES, LANGUAGE STUDIES AND
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OF JOURNALISM AND COMMUNICATION**

**PRACTICES AND CHALLENGES OF PUBLIC RELATIONS IN NON FOR
PROFIT ORGANIZATIONS: THE CASE OF ETHIOPIAN RED CROSS
SOCIETY**

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The Case of Ethiopian Red Cross Society

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Profit Organizations: The Case of Ethiopian Red Cross
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Declaration

I, the undersigned, declare that this thesis entitled: Practices and Challenges of Public Relations in Non Profit Organizations: The Case of Ethiopian Red Cross Society and submitted in partial fulfillment of the requirements for the Degree of Master of Arts in Public Relation and Strategic Communication is my original work and all the sources of materials used for the thesis have been acknowledged.

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Dedication

This thesis is dedicated to my beloved Parents

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Abstract

Organizations with excellent public relations programs have been found to be successful in achieving their goals (Grunig et al., 2002). This research assessed the practice and challenges of public relations in non-profit organization with emphasis on the Ethiopian Red Cross Society. The research studied what the status of public relations challenge and practices is in ERCS, how ERCS utilizes professional PR strategies and principles in informing about its goals and activities in order to create awareness, what challenges are faced in public relations at the case organization and whether the PR professionals of Ethiopian Red Cross require sufficient training in order to bring best practice in their organization. The research employed a mixed research approach, wherein, questioner, in-depth interview, document analysis and observations were used as data gathering instruments. The study used survey research method. With regard to the sampling procedure; eighty internal stakeholders of ERCS were selected to fill the questioner using random sampling techniques. The researcher has also conducted interviews with PRs professionals who are working in ERCS with a total number of five participants. The interview has been made to get additional information from the management and to cross check some findings. The study showed that PRs is not considered as a core process, the PRs activity lacks a systematic focused and institutionalized approach to PRs and that the model and practice of PRs in ERCS focused on type of PRs model that is two way asymmetry model. The study recommended that PRs programs of ERCS should be owned by employees at all level. Besides, the PRs activities of the organization should be communicated both in digital media and the mainstream media. Furthermore, ERCS needs to have well organized strategic communication plan.

Key words: Public Relations, Non Commercial Organizations, Ethiopian Red Cross Society

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List of Acronyms

| | |
|--------|--|
| ERCS: | Ethiopia Red Cross Society |
| CSO: | Charities and Societies Organizations |
| PRs: | Public Relations |
| NGOs: | Non-Government Organization |
| CCDHS: | Center of Capacity Development for Humanitarian Services |
| IFRC: | International Federation of the Red Cross and Red Crescent |
| ICRC: | International Committee of the Red Cross |
| INGOs: | International Non-Governmental Organization |

CHAPTER ONE

1. Introduction

This chapter presents an overview of the entire study. It consist of background of the study, statement of the problem, objectives of the study, research questions, significance of the study, limitation of the study and organization of the study.

1.1. Background of the Study

One of the major factors to create a successful organizations is an integrated Public Relations activity and organizational strategic management in the pursuit of satisfying organizational goals (Grunig, & Dozier, 2002). These goals exist in an organization's mission statements, mandates, and communication approaches. They take into account both internal stakeholders such as staffs and external stakeholders that is the public.(Grunig & Grunig, 2000).

According to Sawhill and Williamson (2001), unlike profitable organizations, success is determined by making progress towards fulfilling the mission and meeting the goals. Besides, the activities of the organizations should be to achieve its programmatic objectives and implementing its strategies. Their sources and the capacity to achieve organizational goals are also another determinant factor for success.

The Ethiopian Red Cross Society (ERCS) is a humanitarian organization providing services to communities affected by natural and manmade disasters through the provision of emergency responses, ambulance and first aid, family reunification, essential drugs, water and sanitation, and other humanitarian services. It runs disaster risk reduction programs relating to food security, climate change adaptation, livelihood diversification, and institutional capacity building interventions, with the aim of creating resilience households and communities. ERCS works in partnership with the Ethiopian Government, International Federation of the Red Cross and Red Crescent (IFRC), International Committee of the Red Cross (ICRC), partnering National Societies, members, volunteers and the communities we serve (Dessalegn and Yared, 2010). The aim of this exploratory study is to assess what is known about PRs practice undertaken by non-commercial organizations in the case of Ethiopian Red Cross Society.

1.2. Statement of the Problem

Public relations practice is an art and science of dissecting patterns and issues of the organization, anticipating their result, guiding all the general populations of the association and actualizing arranged program of activity which will serve both the association and its publics. Stacks (2016) stated that the use of public relation is to persuade internal publics that the organization is “right” for them and make people feel good about working in , or with or for an organization and persuade them to do their best.

Failure to emphasize on the reputation of an organization could possibly lead to the destruction of organizational image and identity, which could possibly in turn convert public opinion from positive to negative (Botan and Hazleton 2010). These could possibly pose a challenge to organization from achieving its objective and success.

Non-commercial organizations such as Ethiopian Red Cross Society need healthy relationship with the public to meet organizational goal. They are expected to use sophisticated PRs campaigns to raise funds and employ lobbying techniques with stakeholders. At times Non-commercial organizations seek to mobilize public support, public relation professionals therefore use various strategies to conjure funds and to create awareness about the organizations aims and objectives.

Besides, ERCS is engaged in basic humanitarian activities such as emergency response, food security, environmental protection, Water and sanitation, health and care and other humanitarian and developmental initiatives that contributes much for lives of many in the country. However, there is no sufficient evidence on to what extent PRs is part of its business strategy and operations. It needs empirical investigation of existing PRs situation, awareness of PRs as a profession and grounds to implement it.

Therefore, this study aimed at finding out and analyzing the PRs practices carried out by ERCS and challenges of implementing professional PRs.

1.3. Research Questions

This study attempts to answer the following research questions:

1. What are the functions of PRs in ERCS?
2. How does ERCS utilize professional PRs strategies and principles to promote organizational goals and objectives?
3. What are the challenges faced by ERCS in relation to the implementation of professional PRs practice?
4. Do PR professionals of ERCS require sufficient training in order to bring best practice in their organization?

1.4. Objectives of the study

1.4.1. General objective

The general objective of this study is to assess the practice and challenges of PRs in non-profit organization in the case of Ethiopian Red Cross Society.

1.4.2. Specific objectives

Specific objectives of the study are:

- To analyze the status of public relations practices in Ethiopian Red Cross Society.
- To examine public relations strategies and principles in Ethiopia Red Cross Society (ERCS)
- To explore challenges of public relations and communication activities of Ethiopian Red Cross Society (ERCS)
- To suggest public relations best practices in addressing public in Ethiopian Red Cross Society (ERCS).

1.5. Significance of the Study

The study will contribute to create ways of utilizing effective PR strategies in publicizing achievements of nonprofit organizations like Ethiopian Red Cross Society. These insights will provide valuable help to improve public relations practices particularly in creating public awareness about the diverse tasks of ERCS across the country.

1.6. Scope of the Study

The scope of this study is limited to explore public relations practices of non-commercial organizations in the case of Ethiopia Red Cross Society. This enables the researcher to explore the existing PRs practice and suggest better way of practicing prs in achieving organizational success in ERCS. Hence, the main goal of this study is to explore the PRs practice and challenges in ERCS.

1.7. Organization of the study

This study comprises five chapters. Chapter one deals with the study background, statement of the problem, objective, scope and significance of the study. Chapter two focuses on the literature review, which mainly concentrates on the key concepts of PRs, definitions of PRs, principles of PRs, and theories and models of PRs. Chapter three mainly focuses on research methodology which includes research design, research method, target population and sampling, data collection method and validity and reliability. Chapter four presents data presentation and analysis. Finally, chapter five discusses conclusion and recommendations.

CHAPTER TWO

2. Review of Related Literature

This chapter demonstrates the review of related literatures. It includes concepts and definitions, theoretical and empirical reviews with additional synthesis and reflection.

2.1. Public Relations Definition and Role

Public relations is a major force in organizational communication in many countries around the world. When public relations is practiced as a management function, corporations, government agencies, associations, and nonprofit organizations identify the stakeholders they affect and that affect them. Once stakeholders are identified, public relations managers develop ongoing programs of communication with these publics. A public relations then is a vital part of strategic management. Its role is to use communication to build relations with the strategic publics that shape and constrain the mission of the organization (Grunig, 1992).

Public Relations means exactly what the words suggest relations with the public. Human beings can never live in 'isolation, we need someone to talk, and share our views. In this way we practice public relations from just after we take birth. Public Relations, simply defined, are the practice of doing the right thing of performing and communicating the substance of that very performance. The distinctive thing about public relations is that it is deliberate (Pandey, 2010).

Public relations help create an environment conducive to combining the public interest by volunteering and philanthropic support coming from charitable organizations. For the nonprofit sector, public relations construct, maintain and ensure the functioning of raising resources to meet social objectives of the organization. Regardless of how the act and differences between them, all nongovernmental organizations involved in fundraising, mobilizing volunteers and various supporters, organizing special events, have an active role in the media and administers a headquarters.(Aleksandra, 2010).

For many clients and publics, PRs is confused with the activities of publicity agents and celebrity party organizers. To others, it is nothing more than a by-word for media relations, an execution service rather than strategic consultancy. 'Frankly, most of us find the words public relations

unhelpful,' said countrywide communications chairman Peter Hehir. One can debate it endlessly but it no longer means what it should mean (Kitchen, 2004).

But the different roles of the media and public relations are the impediment for the two professions to stay close without scrutiny all the time. On the one hand, there is the interest of the public relations practitioners to impart information that its organization needs to communicate. On the other hand, there is this interest of journalists to inform their audience without taking sides in a fair and balanced manner. Therefore, there is always conflict of interest between journalism and public relations. Public relations professionals and journalists have had a long love-hate relationship. There are flashpoints of friction and distrust, but there is also the realization that they are mutually dependent on each other (Wilcox, 2005).

2.2. Theoretical Framework

Numerous traditional communication theories have tried to annotate how effective a message from a source will be transmitted to the medium in order to create a positive response. Given the current communication revolution created by information communication technology, a lot has been changed on ways and speed of receiving and transmitting messages (Lomme and Russel, 2010).

As a result of this phenomenon, communications scholars have turned to develop communication theories that give emphasis on audiences. Among such audience centric theories one is constructivism (Butte rick, 2011). "Constructivism communication theory proposed that knowledge is constructed not transmitted" (Seitel, 2011). According to this theory, for effective communication it is important to have some information about the receiver such as beliefs, predictions and background.

When we convey essentially through discussion we build our very own social realities of what is happening and what sort of activity is suitable. We, have our own "stories" of life experience which we share with others in conversation. When we connect, say the creators of this hypothesis, we endeavor to "facilitate" our own beliefs, ethics, and thoughts of "good" and "bad" with those of others then a shared result may happen (Stokes & Rubin, 2010).

The whole point of this theory emphasizes the fact that communication is not a simple task of transmitting message. Instead it is a complex interconnected series of interaction where the participants affect each other (Seite, 2011).

In the contemporary theories of public relations, it might be difficult to find a widely discussed theory than that of the four models of Grunig and Hunt (Jetwaney & Sacar, 2006). Of course notwithstanding contemporary theorists are believed to have opened new ways of thinking about public relations; still a lot remains to be done. Almost all public relations book writers have borrowed theories from the adjacent disciplines of communication, such as psychology, sociology and organizational studies; even Grunig's model itself is not purely an independent one (Mackey, 2003).

As to Mackey (2003), at the end of the twentieth century, J. Grunig's four model concept of public relations was the contemporary modern theoretical methodology that could be said to have commenced from within public relations scholarship. Indeed, even J Grunig point of view is established in political hypothesis yet the 21st century's blossoming basic and expert enthusiasm for ethical public relations has delivered a whirlwind of control particular hypothetical activities (Mackey, 2003).

2.2.1. Press a-Gentry (Publicity)

According to Sriaramesh, 2009, the focus of this model is on communication sending message from the source to the receiver. Relatively it is an old form of communication model where one way traffic is assumed to be productive. As Seitel (2011) put it, "This model is basically one way communication where messages will be sent from a source to a beneficiary with the express aim of winning great media consideration." This model was marked by manipulation, exaggeration and deception.

As Grunig and Hunt, 1984 stated in the press a-gentry/publicity model, communications professionals use persuasion to shape the thoughts and opinions of key audiences. In this model, accuracy is not important and organizations do not seek audience feedback or conduct audience analysis research. It is a one-way form of communication. One example is propagandist techniques created by news media outlets in North Korea. The public information model moves away from the manipulative tactics used in the press agent model and presents more accurate

information. However, the communication pattern is still one-way. Practitioners do not conduct audience analysis research to guide their strategies and tactics. Some press releases and newsletters are created based on this model, when audiences are not necessarily targeted or researched beforehand.

2.2.2. Public Information Model

The early 1900's, was a time when huge business organizations were under serious attack from the media on issues of corruption and other forms of injustice. This situation has forced private organizations to establish public relations offices and hire practitioners. This period was marked with a communication model known as public information (Grunig, 1992).

This is another early type of one way communication planned not really to influence yet rather to inform. Both this and the press agency's model have been connected to the common notion of public relations as publicity (Seitel, 2011).

Indeed, this stage was identified as public relations practice having a significant influence on public opinion that may have its own contribution to prevent policy changes of social significance. During this time the principle of Lee which promotes telling the truth is the best way to effective public relations was a widely accepted way of doing public relations business.

By the early of 1920s, the Press Agency Model has been criticized as deception model by large corporations and started to lose credibility among the journalists (Grunig & Hunt, 1984). Ivy Lee, a former journalist turned to Public Relations practitioner recognized the problem and established Declaration of Principles to journalists. By that time Public Relations has taken the changes from on accuracy in communication and more concerned with truthful information distribution than manipulating the news (Kaid, 2004). Thus, this practice has eventually contributed to the rise of Public Information Model.

Public Information Model basically is to inform the public without carry any emphasizing promotion and publicity. This model does not seek to direct persuade or change the attitude of the public but is to disseminate any relevant information to them. Therefore, it is thus predicated that if the public has sufficient information that is relevant and truthful about the organization, then the public will believe and behave to what the organization desired. In Public Information

Model, Public Relations practitioners often being refer as the “journalist in residence”, whose job is to report objectively information about their organizations to the public (Grunig& Hunt, 1984).

In addition, Public Information Models explained the importance of maintain and enhancing the image of the company or organizations by disseminating information to the target public. It has been characterized as a one way communication techniques used by Public Relations practitioners. Although both Press A gentry and Public Information Model has been characterized as one way communications, the Public Information model differs because the purpose is to giving out clear and factual information to the public. In fact, this model is a one way communication where the process start off with information flows from sender (PR practitioners of the organizations) to the receiver (target audience or public). This technique included press release, features story, video release or any communication related to the information of the company that is directed among the public

In this model, a good Public Relations practitioner is able to disseminate the information by putting in their organizations ideas or approaches and uses it to influences their target public. Therefore in this model, Public Relations practitioner has to constructs their writing in creative and informative way. This creative can be applied into the newsletter of the company, magazine, brochures with any related information about the organizations like the products, testimonials, organization’s successful background, top management people and etc.

People are exposed to different kind of media messages in their daily life. Mass media are very important particular on Public Relations Practitioner for delivering their messages to the target audience. Grunig and Hunt (1984, p.223) explains that media relations is very important among Public Relations when it comes to Press A gentry and Public Information Model. Therefore, Public Relations practitioner as the third-party information endorser for the media is responsible to giving out the information that is credible and valuable to the public (Wilcox, 2005).

Today, the Public Information Model can be found in mostly in government agencies, NGOs, education and health institutions or in some other businesses. In fact, the concept of this model is to give out the information to the public usually through the media by hoping someone will pay attention to the information. The example can be seen in one of the Malaysian Government’s policies, 1 Malaysia Concept. Agenda setting theory explains the powerful influence in the

media that able to create public awareness on important issues (Macomb's, 2002). The media cannot tell what the people to think but has the ability to inform the people what to think about (Cohen, 1963). In order word, Public Relations practitioners able to raise the importance of an issue through the repetition of news in the media. Malaysia is a multicultural society of which the population is made up by different types of ethnic groups includes Malays, Chinese, Indian and the Native. In fact, Malaysians are very sensitive to the issue that particular related to ethnicity and races. Thus, national unity has become the top agenda to the public and thus it has become a Public Relations discourse in Malaysia. In that case, PR practitioner has utilized the mainstream media to disseminate the messages and information that is associates to unity to the Malaysian citizen. Everyday Malaysian citizen and also foreigner have been bombarded by with the messages of 1 Malaysian Concept by the mainstream media. The 1 Malaysia logo and slogan is ubiquitous due to mass advertising and commercials in mainstream media (Hashim, 2011). Therefore, by observing at the very general perspective, the Public Information Model has been practiced in 1 Malaysia concept is to create the awareness on the importance of unity in the society.

2.2.3. Two - Way Asymmetry

This model seems to be a bit complicated compared to the two models discussed previously. The idea of two ways communication was introduced as a result of looking for a feedback for information disseminated that began to be considered as part of the communication process. However, the purpose of seeking feedback was not to change position that has been seized by an organization, instead the feedback was to be used to introduce another form of persuasion so that the audience would accept the interest of the organization (Seitel, 2011). This third model of public relation is known as the period of propaganda and persuasion. It is also a period when some social science research such as opinion polling, random sampling and organized feedbacks and the likes were introduced to the public relations practice.

The two-way asymmetrical model presents a more “scientifically persuasive” way of communicating with key audiences. Here, content creators conduct research to better understand the audience's attitudes and behaviors, which in turn informs the message strategy and creation. Still, persuasive communication is used in this model to benefit the organization more so than audiences; therefore, it is considered asymmetrical or imbalanced. The model is particularly

popular in advertising and consumer marketing, fields that are specifically interested in increasing an organization's profits.

2.2.4. Two - Way Symmetry

This model advocates present it as the preferable model of public relations. As indicated by Seitel (2011) the symmetric model promotes for free and equal information transfer between an organization and its publics based on common understanding. This model of public relations will provide practitioners a balanced relationship with the public whom they serve as a mediator to their organization. The major advocate and founder of this model James E. Grunig, 1992 mentioned that it would be difficult to exactly identify when this model came into being. Nonetheless, he underscored that those men who are considered to be the founders of modern public relations Lee and Bernarys, 1982 used to counsel their clients in a way both the organization and the public mutually benefit from each other's interaction.

After the Second World War professionalism in public relations has begun to take shape as public relations offices flourished almost everywhere. The emergence of professionalism, the demand for further refinement and expansion of professionalism together with consolidation of research work in quality and quantity plus public relations education, created favorable environment for the popularization of the symmetric model of public relations (Seitel, 2011). The fourth model of public relations was better conceptualized by Scott Mcutlip and Allen center, 1952 in their first edition of "effective public Relations" used the term "PR" to describe the principles and practice of communications employed to build good relationships with the public. In their serious conceptual analysis of symmetric public relations model, the two scholars have noted what characterizes this model.

As J. Grunig and Hunt's, 1984 four models of public relations and specifically their advocacy for the symmetric model over the others was a very recent phenomenon, obviously there will continue a lot of arguments and counter arguments on the symmetric model. In due process public relations might have chances of getting other new theories. Be that as it may, other theoretical frameworks such as dialogic theory of public relations, rhetorical theory, relationship management and the like with their much resemblance to the symmetric model and to the extent

of considering them as subset of the two way symmetric models they have been left untreated independently, under this topic.

Finally, the two-way symmetrical model argues that the public relations practitioner should serve as a liaison between the organization and key publics, rather than as a persuader. Here, practitioners are negotiators and use communication to ensure that all involved parties benefit, not just the organization that employs them. The term “symmetrical” is used because the model attempts to create a mutually beneficial situation. The two-way symmetrical model is deemed the most ethical model, one that professionals should aspire to use in their everyday tactics and strategies (Simpson, 2014).

Some experts think of public relations more broadly. For instance, they may argue that political lobbying is a form of public relations because lobbyists engage in communication activities and client advocacy in order to shape the attitudes of Congress (Berg, 2009). However, this book focuses on a public relations approach based particularly on writing for the media. Furthermore, the goal is to disseminate communication based on the two-way symmetrical model presented by Grunig and Hunt (1984)

Public relations strategies and tools

McShane and Glinow (2010) define organizational communication as the process by which information and values are transmitted and understood between people. According to this source, communication enhances organizational effectiveness and organizational learning. Organizational communication enhances social accountability by facilitating continuous engagement with stakeholders (Lemma 2015). in communications; appropriate channels should be applied based on social acceptance, organizational values, individual preferences, and data-carrying capacity. It must be noted that every medium of communication has limitations where an ongoing assessment must be integrated into communications strategy in order to make continuous improvements.

A communications strategy is, therefore, meant to help organizations communicate effectively and meet core organizational objectives (Anne, 2015). Communications strategy should support work coordination, organizational learning, decision making, image building and employee wellbeing.

Communication, as a stream of study and practice, is vital for societal development. Studies have established that the communication processes are centrifugal force to self-empowerment practices through which, respective communities are able to arrive at their own understanding of issues, consider and discuss ideas, innovate, negotiate, and engage in public debates at the community as well as the national levels (Dee pack, 2015).

Jablin & Putnam (2001) assert that effective communication strategy should encompass three domains. These are internal communications (between staff and board members), outgoing communications (information shared with stakeholders), and incoming communications (feedback from stakeholders). Fairhurst (2007) argues that there are five major areas that organizational communication seeks to address. These include leadership, teams, communication networks, organizational culture, and organizational learning.

J. K. (2004) further argues that establishing your organization as a credible source for alleviating the issue you work to improve and making direct public appeals for support is one of the most important outcomes of strategic communication activities, as it encourages a favorable view of the organization outlines some key features of effective communication strategy. Effective communication connects with the hearts and minds of followers (Ibid). It connects with the important values, attitudes, and commitments of followers and is viewed as addressing significant issues and facilitating task accomplishment. It manages competing goals and tensions. It balances the needs to create strong interpersonal relationships and accomplish tasks, maintain a balance between order and chaos within the organization, and use rewards and punishments to motivate followers. Moreover, it creates a “both and” position where oppositions are integrated constructively. Furthermore, it’s context dependent.

According to some sources, there are three basic components of communications; advocacy, social mobilization and behavior development. Therefore, effective communication relies on the synergistic use of three strategic components (UNICEF, 2008). Advocacy informs and motivates leadership to create a supportive environment to achieve program objectives and development goals. Social mobilization engages and supports participation of institutions, community networks, social/civic and religious groups to raise demand for or sustain progress toward a development objective. Behavior development involves face-to-face dialogue with individuals or

groups to inform motivate, problems solve or plan, with the objective to promote and sustain behavior change.

In general, contemporary communication experts suggest that effective communication should be open, culturally sensitive, inclusive, results-driven and multichannel. Accordingly, ERCSs communications strategy seeks to be technically valid, contextually relevant, and intentionally crafted in such a way that it advances broad organizational purposes.

By using proven public relations (PR) tools and activities, you can promote positive attitudes and behaviors towards your business that will help convert interested consumers into customers. PR tools are very cost-effective, and often give you a greater degree of control than more broadly targeted advertising campaigns. Consider using these PR tools to build one's business's reputation.

Media strategies focus on circulating messages through media channels to manage how your business is portrayed by the media. Your media tools might include releasing media statements and fact sheets, offering on-site media tours to encourage journalists to report positive messages about your business, and using social media to get the attention of journalists and track journalists who report in your market. By developing good media contact lists and building relationships with key journalists to pitch media releases and story ideas to, you can use local, regional or state media to promote your business manage risks, issues or crises affecting your business.

Building good relationships with members of the community where you do business helps build customer loyalty. Find out where the customers in your community live by collecting postcodes at point of sale. Engaging local stakeholders and decision makers helps build your profile and level of influence, helping you to attract more customers through word-of-mouth and ensuring your business interests are factored into community decision making.

Advertorials are advertisements in the form of news stories or reviews in newspapers. Advertorials allow you to associate your advertising with the credibility of the newspaper. Many businesses employ advertising or marketing professionals to help them develop TV advertorials - which are commonly used as a form of advertising and product placement.

Social media lets you bypass the media and go straight to your customers. Using social networking sites such as Face book and Twitter allows you to follow and be followed by journalists, drive web traffic, manage issues by responding quickly to criticisms or negative perceptions, and increase exposure for your business brand. Learn more about social media and your business.

Print or emailed newsletters are a good way to promote your business, communicate with customers and keep them informed of new products and services. Regular newsletters can strengthen your personal connections with customers and reflect your business brand and personality. A well written newsletter offers information of value to your customers.

'Take home' or mail-out brochures or catalogues can help keep your customers thinking about your business and its products and services. Properly designed brochures and catalogues give customers confidence in you and your brand, and help drive customers to your website or store. Information contained in business brochures and catalogues can be effectively reworked for your website, helping you do business online.

Events are opportunities for business people to gain exposure for their businesses, promote new products or services and make sure accurate information reaches targeted customers. From a sales point of view, events are a chance to counter customer doubts and build customer confidence. They can also help you research your market and competitors, and build your mailing list. Make sure you go to the event prepared with marketing materials to disseminate and a way to collect information and customer details. Trade shows are an opportunity for businesses to compete in their industry and share information with people in similar lines of work. Learn more about promoting your business at trade shows and exhibitions.

Speaking at events where customers are likely to attend helps position you as a leader or innovator in your field. As a business owner or leader, building your reputation as an expert also builds the reputation of your business - and draws new customers. Events are valuable promotional opportunities even if you don't have top billing as a speaker. You will build reputation simply by having your business name or logo on the event listing, or delivering a presentation about a new product or innovation. Additionally, they provide valuable networking opportunities.

Partnerships and sponsorships are good for business. Supporting a not-for-profit cause can help build feelings of goodwill and loyalty towards your business. Community partnerships may involve an exchange of funds or in-kind benefits to grow a local community organization in return for benefits that promote your business reputation. Partnerships can help consumers identify your brand with good business practice and good ethics.

2.3. Empirical literature

2.3.1. The challenges of practicing public relations in NGO's

Most practitioners of public relations in Ethiopia claim that they have indeed challenges in practicing PR in their institutions which indicate that the practitioners are close friends of the challenges. The main challenges stated by practitioners include lack of skilled human power (professionals); passive attitude towards the office (belittling) especially from the top leaders; absence of adequate capacity building trainings; structure of the office (personnel); lack of logistics(electronic) and financial constraint; absence of professional leadership; infrastructure (to reach village publics) reluctance of sector offices; and inadequate assistance from top management and middle level managers(Nigussie,2008).

Lack of Funds

Many NGOs find it difficult to garner sufficient and continuous funding for their work. Gaining access to appropriate donors is a major component of this challenge. They may have limited resource mobilization skills locally, so instead they wait for international donors to approach them. Current donors may shift priorities and withdraw funding. The NGO might suffer from a general lack of project, organizational and financial sustainability.

Absence of Strategic Planning

Many NGOs suffer from the lack of a cohesive, strategic plan that would facilitate success in their activities and mission. This renders them unable to effectively raise and capitalize on financial support.

Poor Governance and Networking

A lack of effective governance is all too common in NGOs. Many have a deficit of understanding as to why they must have a Board and how to set one up. A founder may be too focused on running the NGO for their own purposes; however, governance is foundational to transparency.

Poor or disorganized networking is another major challenge, as it can cause duplicated efforts, time inefficiencies, conflicting strategies and an inability to learn from experience. The more NGOs communicate with one another, with International Non-Governmental Organizations (INGOs) and with the community at large, the more effective all of them can be. However, many NGOs perceive INGOs as hindering or even threatening to their goals and missions.

Many NGOs do not maximize the use of current technologies that could facilitate better communication and networking. More effective use of technology can assist NGOs in staying abreast of important regional, national and global concerns.

Limited Capacity

NGOs often lack the technical and organizational capacity to implement and fulfill their mission, and few are willing or able to invest in training for capacity building. Weak capacity affects fundraising ability, governance, leadership and technical areas.

Development Approaches

Many NGOs favor a “hardware” approach to development through building infrastructure and providing services instead of empowering people and institutions locally. Overall, their development approaches are not as flexible, sustainable and relevant to the community as they could be.

Income Generation

NGOs with assets can use any surplus to help generate income. Renting out buildings, offering training, providing consultancy, creating and selling products and trading on donors name are just a few examples.

CHAPTER THREE

3. Research Methodology and Design

Research methodology in essence is focused around the problems to be investigated in a research study and therefore varies according to the problems investigated. It is important to have consistency between research questions, the research methodology and theoretical approaches. Research approach is one of the components of research methodology. Research approach provides overall direction of the research including the process by which the research is conducted (Churchill and Sanders, 2007). The different components of the research methodology would be used in this study.

3.1. Research Design

According to (Kothari, 2004), there are three research designs in research, quantitative, qualitative, and mixed research design. Mixed research design which is formulated by combining the two approaches mentioned above to get the advantages of both. Quantitative approach involves the generation of data in quantitative form which can be subjected to rigorous quantitative analysis using statistical tools. Qualitative approach, on the other hand, is concerned with subjective assessment of attitudes, perceptions, opinions and behavior.

The function of a research design is to ensure that the evidence obtained enable the researcher to answer the research questions as unambiguously as possible (Kotare, 2004). In this research descriptive research specifically survey research is used, because it enables the researcher to describe the current state of public relation maturity at ERCS. In addition, survey gather data at a particular point in time with the intention of describing the nature of existing conditions, or identifying standards against which existing conditions can be compared.

The most appropriate research design for this study is mixed research design. The researcher has collected quantitative data using self-administered questionnaires with five points Likert scale to be distributed personally to the respondents by the researcher to measure the challenges of public relation used on respondents at ERCS. The researcher has also designed and used semi-structured interview questions to collect qualitative data from higher level management of ERCS.

3.2. Population and sampling

Since the purpose of this research is to assess the practice and challenges of public relation at ERCS, the sample frame of this research is this organization. The study has been conducted on members and heads as well as those that have long-term connection with the institution in the past. Regarding target respondents, purposive sampling method was used to select senior public relation and public relation experts to participate in the study.

3.3. Data Sources

Both primary and secondary source data has been used in the process of undertaking the research. Consistent and reliable research indicates that research conducted by using appropriate data collection instruments increases the credibility and value of the research findings (Koul, 2006).

Besides the data which will be gathered through questionnaire, interview and observation, document review will be used for this study to collect the required data which is relevant for addressing the objectives of the study from stakeholders and beneficiaries.

Secondary data generally provide a source of data that is both permanent and available in a form that may be checked relatively easily by others i.e. more open to public enquiry therefore, enhance the reliability of the data. The principal secondary data sources for this paper would be published and/or unpublished written materials, journal articles and relevant academic writings and information about ERCS (YUQI, 2007).

3.4. Data Gathering Tools

In the research two main methods of data gathering instruments, which are often used by social science researchers, have been used. And these are questionnaire and in depth interview. Observation and document analysis have also been used to support the findings from the interview.

3.4.1. Questionnaires

As mentioned by different scholars (Cohen 2007, Denscombe 2007) the questionnaire is a widely used and useful data gathering tool and it is economical, providing structured information easier to arrange, often numerical data with standardized and pre coded answers, using facts and

opinions, being able to be administered without the presence of the researcher and often being comparatively straight forward to making the data analysis. Taking this into account, research questionnaires was used as the main tool for data gathering instrument.

3.4.2. In depth Interview

Interview is another method to be used in the study as data gathering tool. The interview will help to produce in-depth data which may not be covered through questionnaires. Thus, the main purpose of the interview is to gather more relevant information regarding the practices and obstacles faced in practicing public relations.

According to Cohen (2007), interview is advantageous which could be used as the principal means of gathering information having direct bearing on the research objectives, as an explanatory device to help identify variables and relationships, used in conjunction with other methods in a research undertaking to triangulate other methods, or to go deeper into the motivations of respondents. For this reason, one to one interview will be done with heads and service beneficiaries to have the required information.

3.4.3. Observation

Observation is the other tool which has been used for data gathering so as to obtain the necessary information for the research. Cohen & Patton (1990) suggest that observational data shall enable a researcher to understand the situation that is being described. Thus, here the researcher wants to rely on members of community that have access to the humanitarian services provided by ERCS.

3.4.4. Document Analysis

Document analysis would be one of the instruments to be employed in the study. Various written and online materials, web-based information and other technological resources about the non-commercial activities of ERCS has been assessed to obtain some basic facts and obtain the relevant data.

Both primary as well as secondary sources of data were used to conduct the research. Primary data was collected using self-administered questionnaire and semi structured interview.

Secondary source of data, like public relation organization structure, corporate organization structure, job descriptions, public relation strategy plan, policies, procedures, annual reports and the website of the organization will be used to triangulate as well as complement the survey result. Since multiple ways of gathering information can supplement each other and hence boost the validity and dependability of the result (Zohrabi, 2013).

3.5. Data Analysis Method

Data analysis is one of the major parts like others in this research. Thus, so as to assess public relations practices and challenges, the researcher has used qualitative and quantitative mechanisms of data analysis. The data to be obtained through interview, observation and document analysis has been analyzed qualitatively whereas quantities data has been analyzed using simple statistical tools.

3.6. Validity and Reliability

Validity and reliability are the two fundamental elements in the evaluation of a measurement instrument. Validity indicates the degree to which an instrument measures what it is supposed to measure (Bc.surti, 2011). There are different content validation approaches discussed by several authors. One approach discussed by Hymanet al (2017) is using pre-existing questions of similar studies. One advantage of using this approach is that they will have been extensively tested at the time of first use. Hence, the degree of validity and quality of data are likely to be high. Therefore, the questionnaire in this study was adopted from Luftman (2000) SAMM instrument and the questions were rephrased to understand easily by the respondent.

Prior to final questionnaire distribution pilot test has been conducted on fourteen respondents to check the questions, whether they are good enough to meet the research objective or not. According to Connelly (2008) a pilot study sample should be at least 10% of the sample projected for the study. In this research, 11.6 % of the sample size was used to test the reliability of the instrument (questionnaire). The reliability of the pilot test is ensured through reliability analysis with the help of Cranach's Alpha, with the score 0.856. Normally Cranach Alphatest are consideredreliable if the test result is greater than 0.7 as SPSS statistics manual. In this regard, the Cranach's alpha for this study shows the items are reliable and the entire test or questions are internally consistent.

Summary -Reliability Statistics

| | | N | % | Cranach's Alpha | N of Items |
|-------|-------------------------|----|-------|-----------------|------------|
| Cases | Valid | 14 | 100.0 | 0.856 | 31 |
| | Excluded ^a 0 | | 0.0 | | |
| | Total | 14 | 100.0 | | |

List wise deletion based on all variables in the procedure.

Table 2: Pilot Test Cranach's alpha Case Processing (Source: Survey result, 2017)

Finally, while distributing the questionnaire to the respondents, the researcher distributed 120 questionnaires and obtained 84 responses. During data encoding out of the 84 returned questionnaires 80 of them were found useful and the rest were significantly incomplete. This shows that response rate of 70 % was achieved. Among 84 questionnaires, 55 were collected from main office of Ethiopia Red Cross society (ERCS), and 29 from Branch office of Ethiopia Red Cross society.

CHAPTER FOUR

Data Presentation and Interpretation

4.1. Overview

This section presents the data analysis and result on the practices and challenges of public relations in non for profit organizations in the case of the Ethiopia Red Cross Society. .

4.2. Data presentation

4.2.1. Demographic data presentation

Demographic information needs background of the respondents to understand the employees or respondents who participated in filling the questionnaire for this research. The seven demographic variables namely Gender, Age, Education level, Work Position, Educational qualification and other were used to collect respondent's profile.

Part I- Personal information- Please encircle or write your responses for the following personal information based on the type of questions provided here under.

A) Please encircle your responses to the following questions.

1. Gender A. Male B. Female

P1QA1

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|---------|--------|-----------|---------|---------------|--------------------|
| Valid | Male | 48 | 60.0 | 65.8 | 65.8 |
| | Female | 25 | 31.3 | 34.2 | 100.0 |
| | Total | 73 | 91.3 | 100.0 | |
| Missing | System | 7 | 8.8 | | |
| Total | | 80 | 100.0 | | |

Table 1: Gender distribution of the respondents

Descriptive statistics indicated in Table 1, Male formed 60.0% and Female 31.3% of respondents. This shows that there is gender gap in the area of study in the ERCS.

2. Age A. 20-30 B. 31-40 C. 41-50 D. 51<

P1QB4

| | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------------|-----------|---------|---------------|--------------------|
| Valid | | | | |
| Accountant | 8 | 10.0 | 10.0 | 10.0 |
| Coordinator | 10 | 12.5 | 12.5 | 22.5 |
| Expert | 55 | 68.8 | 68.8 | 91.3 |
| Manager | 5 | 6.3 | 6.3 | 97.5 |
| Secretary | 2 | 2.5 | 2.5 | 100.0 |
| Total | 80 | 100.0 | 100.0 | |

Table 4 Work Position of the participants

Table 4 shows that 10% of respondents were Accountant professionals followed by Expert professionals (68.8%). Also 12.5% of respondents were coordinator and 6.3% were managers and the rest were Secretary 2.5%. The objective of this question was to ensure that the information provided was given by a person knowledgeable enough to evaluate the maturity of Expert in the respected ERCS they represented. Most of the respondents were mainly in charge of Expert.

6. Years of Experiences as pr worker

P1QB5

| | Frequency | Percent | Valid Percent | Cumulative Percent |
|------------|-----------|---------|---------------|--------------------|
| Valid 8-12 | 27 | 33.8 | 33.8 | 33.8 |
| >12 | 16 | 20.0 | 20.0 | 53.8 |
| 0-4 | 19 | 23.8 | 23.8 | 77.5 |
| 4-8 | 18 | 22.5 | 22.5 | 100.0 |
| Total | 80 | 100.0 | 100.0 | |

Table 5 Years of Experiences of the participants

Regarding work experience as Table 5 below shows that the majorities (81%) of the respondents have greater than 2 years of work experience in the current position. And 19% have less than 2 years experience. Since the research select samples and concerned on studying

maturity, having more experience in the current position plays great role for the appropriateness of their response

7. Educational Qualification/specialty

| P1QB6 | | | | | |
|--------------|--------------|-----------|---------|---------------|--------------------|
| | | Frequency | Percent | Valid Percent | Cumulative Percent |
| Valid | Above Degree | 5 | 6.3 | 6.3 | 6.3 |
| | Degree | 47 | 58.8 | 58.8 | 85.0 |
| | diploma | 12 | 15.0 | 15.0 | 100.00 |
| | Certificate | 16 | 20.0 | 20.0 | 26.3 |
| | Total | 80 | 100.0 | 100.0 | |

Table 6 Educational Qualification/specialty of the participants

Considering education Qualification as Table above depicts, 6.3 % of them had above degree and 58.8% of them had bachelor degree, 15.0% diploma, 20.0% Certificate. Most of the respondents were mainly in bachelor degree.

7. Others of participation

| P1QB7 | | | | | |
|--------------|-------|-----------|---------|---------------|--------------------|
| | | Frequency | Percent | Valid Percent | Cumulative Percent |
| Valid | Other | 80 | 0.0 | 0.0 | 0.0 |

Table 7: Others of the participants

Regarding other of the participant as Table 7 above shows that (0%) the respondents, all of you there is no respondent

In general, as the demographic data shows most of the respondent profile like Gender, Age, Education level, Work Position, Educational qualification and other have highly contributed to the infallibility of the results of the survey.

4.2.2. Basic Question data presentation

Under this sub topic the researcher tried to assess the respondents understanding towards PRs and the major activities of PRs. Besides, the most important issues that the organization focus was also assessed. PRs position in the organization was also assessed. The under listed table illustrates the basic questions related to organizational understanding of PRs, most common activities of PRs in the organization, and position of PRs department in the organization.

| | | Freq | Percent | Validity | Cumulative |
|---|------------------|------|---------|----------|------------|
| Do you feel a public relations is a professional activity? | Yes | 51 | 63.8 | 67.1 | 67.1 |
| | No | 6 | 7.5 | 7.9 | 75.0 |
| | Difficult to say | 19 | 23.8 | 25 | 100.0 |
| | Total | 76 | 95.0 | 100 | |
| | Missing | 4 | 5.0 | | |
| Which one is the single most important activity of public relations played by the public relations directorate/department of your organization? | Protocol | 5 | 6.3 | 6.4 | 6.4 |
| | Publicity | 37 | 46.3 | 47.4 | 53.8 |
| | Promotion | 16 | 20.6 | 20.5 | 74.4 |
| | Advertisement | 1 | 1.3 | 1.3 | 75.6 |
| | Event organizing | 14 | 17.5 | 17.9 | 93.6 |
| | Other | 5 | 6.3 | 6.4 | 100 |
| What is the degree of importance of public relations activities played by the public relations directorate/department of your organization? | Protocol | 7 | 8.8 | 24.1 | 24.1 |
| | Publicity | 5 | 6.3 | 17.2 | 41.4 |
| | Promotion | 2 | 2.5 | 6.9 | 48.3 |
| | Advertisement | 8 | 10.0 | 27.6 | 75.9 |
| | Event mgt | 5 | 6.3 | 17.2 | 93.1 |
| | Media Relation | 2 | 2.5 | 6.9 | 100 |
| | Total | 51 | 63.8 | 100 | |
| | | | | | |

Table 8: The basic questions related to organizational understanding of PRs, most common activities of PRs in the organization, and position of PRs department in the organization.

As the above table indicates 63.8% respondents replied that PRs is a professional activity, 7.5 % respondents disagreed with the idea and the remaining 23.8 % respondents remain neutral. On the other hand, with regard to the question related to the most important activity of PRs in the organization, 46.3 % said the most important PRs activity of the organization is publicity. Protocol counts 6.3 %.The other 20.0 % said Promotion is the most common PRs activity in the organization. The remaining 1.3 % of respondents said that advertising was the most common PRs activity.

The single most important activity, as to the above data, is publicity, 46.3%. Next to publicity the single most important activity is promotion which is about 20%. Event organization stands third which is about 17.5 %. Advertisement is the list single activity of the organization which is only 1.3%.

In relation to the degree of importance of PRs activity played by the PRs department of the organization, the first most important activity is advertisement (10%). The second most important activity is protocol (8.8%). The third most important activities of the organization are publicity and event management (6.3% for each). The fourth most important activities are media relation and promotion. (2.5% for each).

Based on the above analysis the majority of respondents agreed that PRs is a professional activity. On the other hand, respondents have different understandings on what the common organizational activities of PRs, most of the respondents, 46.3% describe that publicity is the most common activity of the organization's PRs department.

Questions related to the most important issue which is advocated by the organization's PRs department, the major functions of PRs and whether PRs needs professional training or not, are illustrated on the table below.

| | | Frequency | Percentage | Validity | Cumulative |
|---|------------------|-----------|------------|----------|------------|
| What types of issues get the most important in your organizational/PR communication? | Politics | 1 | 1.3 | 1.3 | 1.3 |
| | Development | 21 | 26.3 | 26.3 | 27.8 |
| | Environment | 7 | 8.8 | 8.9 | 36.7 |
| | Culture | 1 | 1.3 | 1.3 | 38 |
| | Social | 46 | 57.5 | 58.2 | 96 |
| | Entertainment | 3 | 3.8 | 3.8 | 100 |
| | Total | 79 | 98.8 | 100 | |
| | Missing | 1 | 1.3 | | |
| | Total | 80 | 100 | | |
| Which one is the major function of public relations department of your organization? (Give only one answer) | Management | 13 | 16.3 | 17.8 | 17.8 |
| | Advisory | 2 | 2.5 | 2.7 | 20.5 |
| | Event mgt | 13 | 16.3 | 17.8 | 38.4 |
| | Protocol | 6 | 7.5 | 8.2 | 46.6 |
| | Press Release | 39 | 48.8 | 53.4 | 100 |
| | Total | 73 | 91.3 | 100 | |
| | Missing | 7 | 8.8 | | |
| | Total | 80 | 100 | | |
| Do you feel public relation requires a Professional training? | Yes | 72 | 90 | 90 | 90 |
| | No | 4 | 5.0 | 5.0 | 95 |
| | Difficult to say | 4 | 5.0 | 5.0 | 100 |
| | Total | 80 | 100 | 100 | |

Table 9: Questions related to the most important issue advocated by the organization’s PRs department, the major functions of PRs and whether PRs needs professional training or not

As it is illustrated on the above table, in relation to the question that says the most important issue which is advocated by the organization, the majority of respondents (57.5%) replied that societal issues get more importance. Significant number of respondents (26.3%) replied that developmental issues get more importance. Political issues and cultural issues got equal

percentage (1.3 % for each). The remaining 3.8% of respondents replied entertainment issues get more importance. Therefore, as to this finding, societal issues are the most important issues which is advocated by ERCS.

In relation to the major function of PRs department on the organizations structure majority of respondents (48.3%) said the major function of PRs department is preparing press releases. Management function and event function have got equal percentage (16.3%) for each. the other six people (7.5 %) said protocol is the function of the department and two people (2.5 %) said the department has advisory function.

Regarding the relevance of training 90.0 % respondents replied that PRs require professional training and the other 5.0 % respondents replied that difficult to say. The remaining 5.0 % respondents replied that it was difficult to say.

The following table illustrates questions related to the type of communication most practically used in ERCS, weather the PRs department is given proper emphasis, the degree of emphasis given to the PRs department and the assignment process of PRs practitioners.

| | Type of communication | Frequency | Percentage | Validity | Cumulative |
|---|-----------------------|-----------|------------|----------|------------|
| Which type of communication is most practically used in public relations directorate/department of your organization? | Online | 16 | 20 | 20.8 | 20.8 |
| | Interpersonal | 10 | 12.5 | 13.0 | 33.8 |
| | Public | 14 | 17.5 | 18.2 | 51.9 |
| | Group | 9 | 11.3 | 11.7 | 63.6 |
| | Media | 28 | 35.0 | 36.4 | 100 |
| | Total | 77 | 96.3 | 100 | |
| | Missing | 3 | 3.8 | | |
| Is public relations directorate/department of your organization appropriate given appropriate importance | Yes | 52 | 65 | 66.7 | 66.7 |
| | NO | 8 | 10 | 10.3 | 76.9 |
| | Difficult to say | 18 | 22.5 | 23.1 | 100 |
| | Total | 78 | 97.5 | 100 | |
| | Missing | 2 | 2.5 | | |
| | Total | 80 | | | |
| What is the degree of emphasis given for public relations directorate/department of your organization? | Very High | 12 | 15.0 | 16 | 16 |
| | High | 28 | 35 | 37.3 | 53.3 |
| | Medium | 26 | 32.5 | 34.7 | 88 |
| | Low | 9 | 11.3 | 12 | 100 |
| | Very Low | 75 | 93.8 | 100 | |
| | Missing | 5 | 6.3 | | |
| | Total | 80 | 100 | | |
| How do you see the role of public relations directorate/department in your organization? | Very High | 13 | 16 | 17.6 | 17.6 |
| | High | 35 | 43.8 | 47.3 | 64.9 |
| | Medium | 19 | 23.8 | 25.7 | 90.5 |
| | Low | 5 | 6.3 | 6.8 | 97.3 |
| | Very Low | 2 | 2.5 | 2.7 | 100 |
| | Total | 74 | 92.5 | 100 | |
| | Missing | 6 | 7.5 | | |
| | Total | 80 | 98 | | |
| Is public relations department seen as a core process? | Yes | 41 | 51.3 | 53.9 | 53.9 |
| | No | 20 | 25 | 26.3 | 80.3 |
| | Difficult to say | 15 | 18.8 | 19.7 | 100 |
| | Total | 76 | 95 | 100 | |
| | Missing | 4 | 5.0 | | |
| | Total | 80 | 100 | | |
| Are public relations experts assigned based on appropriate knowledge and skills? | Yes | 48 | 60.0 | 65.8 | 65.8 |
| | No | 8 | 10.0 | 11.0 | 76.7 |
| | Difficult to say | 17 | 21.3 | 23.3 | 100 |
| | Total | 73 | 91.3 | 100 | |
| | Missing | 7 | 8.8 | | |
| | Total | 80 | 100 | | |

Table 10: questions related to the type of communication most practically used in ERCS, weather the PRs department is given proper emphasis, the degree of emphasis given to the PRs department and the assignment process of PRs practitioners.

In relation to the type of communication that the PRs department used, 35.0 % respondents replied that media communication is most practically used, 17.5 % respondents replied that public communication is frequently used in the organization, 12.5 % respondents replied that interpersonal communication is a type of communication used by the PRs department, and 20.0 % respondents replied that online communication is the type of communication used by the organization. The remaining 11.3 % respondents replied group communication is more practically used in ERCS. The respondent's response shows that above 55 % public relations of Ethiopia Red Cross society more practically used types of communication is media communication and online communication.

Regarding the emphasis given by the organization to the PRs department, 65.0 % respondent replied that public relations directorate of the ERCS given appropriate importance, 10.0 % respondents replied that PRs directorate of the ERCS do not given appropriate importance and the remaining 22.2 % respondent replied that difficult to say. The majority respondent's response shows that the ERCS given appropriate importance for PRs directorate.

In assessing the role of PRs department in the organization, 43.8 % respondents replied that the role of PRs department is High, 23.8 % respondents replied that medium, 16.3 % very high, 6.3 % respondents replied that low and the remaining 2.5 % respondent replied that the role of PRs directorate in organizational management is very low. The respondents have different suggestions in the role of PRs directorate in organizational management that shows there is no common understanding among the employee. Most of the respondents gave the emphasis to role of public relations directorate in organizational management

In connection with the assignment of PRs professionals, 60 % of the respondents replied that public relations experts are assigned based on appropriate knowledge and skills, 10 % respondents replied that public relations experts are not assigned based on appropriate knowledge and skills and the remaining 21 % respondents replied that difficult to say. The data shows that most of the public relations experts are assigned based on appropriate knowledge capacity and skills.

4.2.3. Major Question data presentation

Major Question data presentation information needs of the respondents to understand the employees or respondents who participated in filling the questionnaire for this research. The thirty one kind of used to collect respondents.

Part III- Major Questions

Your answer in this part are to be given by making a tick (√)mark on your choice that is provided in front of each question.

1=strongly Agree 2=Agree 3=Neutral 4=Disagree 5=strongly disagree

| | Validity | Frequency | Percent | Valid percent | Cumulative per |
|--|-------------------|-----------|---------|---------------|----------------|
| PRs in Ethiopia red cross society is practiced in professional lines | Strongly agree | 3 | 3.8 | 3.8 | 3.8 |
| | Agree | 25 | 31.3 | 31.6 | 35.4 |
| | Neutral | 29 | 36.3 | 36.7 | 72.2 |
| | Disagree | 19 | 23.8 | 24.1 | 96.2 |
| | Strongly disagree | 3 | 3.8 | 3.8 | 100 |
| | Total | 79 | 98.8 | 100 | |
| | Missing | 1 | 1.3 | | |
| | Total | 80 | 100 | | |
| PRs practitioners are qualified professionals in public relations | Strongly agree | 3 | 3.8 | 3.8 | 3.8 |
| | Agree | 25 | 31.3 | 31.4 | 35.4 |
| | Neutral | 31 | 36.3 | 36.7 | 72.2 |
| | Disagree | 19 | 23.8 | 24.1 | 96.2 |
| | Strongly disagree | 1 | 1.3 | 3.8 | 100 |
| | Total | 79 | 98.8 | 100 | |
| | Missing | 1 | 1.3 | | |
| | Total | 80 | 100 | | |
| PRs Professionals are capable on their works | Strongly agree | 6 | 7.5 | 7.6 | 7.6 |
| | Agree | 26 | 32.5 | 32.9 | 40.5 |
| | Neutral | 32 | 40.0 | 40.5 | 81.5 |
| | Disagree | 15 | 18.8 | 19.0 | 100 |
| | Strongly disagree | 0 | 0 | 0 | |
| | Total | 79 | 98.8 | 100 | |
| | Missing | 1 | 1.3 | | |
| | Total | 80 | 100 | | |
| PRs Professionals have the knowledge &skills | Strongly agree | 5 | 6.3 | 6.3 | 6.3 |
| | Agree | 27 | 33.8 | 34.2 | 40.5 |
| | Neutral | 29 | 36.3 | 36.7 | 77.2 |
| | Disagree | 17 | 21.3 | 21.5 | 98.7 |
| | Strongly disagree | 1 | 1.3 | 1.3 | 100 |
| | Total | 79 | 98.8 | 100 | |

| | | | | | |
|--|-------------------|----|------|------|------|
| | Missing | 1 | 1.3 | | |
| | Total | 80 | 100 | | |
| PRs is done bases on professional principles standards & ethics | Strongly agree | 9 | 11.3 | 11.7 | 11.7 |
| | Agree | 20 | 25.0 | 26 | 37.7 |
| | Neutral | 22 | 27.5 | 28.6 | 66.2 |
| | Disagree | 25 | 31.3 | 32.5 | 98.7 |
| | Strongly disagree | 1 | 1.3 | 1.3 | 100 |
| | Total | 77 | 96.3 | 100 | |
| | Missing | 3 | 3.8 | | |
| | Total | 80 | 100 | | |
| An independent public relations association can help bring professionalism | Strongly agree | 22 | 27.5 | 27.8 | 27.8 |
| | Agree | 32 | 40.0 | 40.5 | 68.4 |
| | Neutral | 14 | 17.5 | 17.7 | 86.1 |
| | Disagree | 9 | 11.3 | 11.4 | 97.5 |
| | Strongly disagree | 2 | 2.5 | 2.5 | 100 |
| | Total | 79 | 98.8 | 100 | |
| | Missing | 1 | 1.3 | | |
| | Total | 80 | 100 | | |
| PRs do not required PRs education for its professional development | Strongly agree | 0 | 0 | 0 | 0 |
| | Agree | 10 | 12.5 | 13.2 | 13.2 |
| | Neutral | 14 | 17.5 | 18.4 | 31.6 |
| | Disagree | 27 | 33.8 | 35.5 | 67.1 |
| | Strongly disagree | 25 | 31.3 | 32.9 | 100 |
| | Total | 76 | 95 | 100 | |
| | Missing | 4 | | | |
| | Total | 80 | | | |
| PRs education is helpful for its professional development in Ethiopia | Strongly agree | 30 | 37.5 | 38.0 | 38.0 |
| | Agree | 27 | 33.8 | 34.2 | 72.2 |
| | Neutral | 7 | 8.8 | 8.9 | 81.0 |
| | Disagree | 13 | 16.3 | 16.5 | 97.5 |
| | Strongly disagree | 2 | 2.5 | 2.5 | 100 |
| | Total | 79 | 98.8 | 100 | |
| | Missing | 1 | 1.3 | | |
| | Total | 80 | 100 | | |
| PRs as such does not require higher knowledge & skills | Strongly agree | 3 | 3.8 | 3.8 | 3.8 |
| | Agree | 5 | 6.3 | 6.4 | 10.3 |
| | Neutral | 12 | 15.0 | 15.4 | 25.6 |
| | Disagree | 32 | 40.0 | 41.0 | 66.7 |
| | Strongly disagree | 26 | 32.5 | 33.3 | 100 |
| | Total | 78 | 97.5 | 100 | |
| | Missing | 2 | 2.5 | | |
| | Total | 80 | 100 | | |

Table 11: Major questions

According to the above table, 3.8 % of respondents have said strongly agree 31.3% of respondent have said agree. 36.3% of respondent are neutral, 23.8% of respondents have said disagree, 3.8% of respondents have said strongly disagree. it has shown indicated that most employee PR profession not known ERCS .

With regard to the second questions, 3.8% of respondents have said strongly agree 31.3% of respondent have said agree. 38.8% of respondent are neutral, 23.8% of respondents have said disagree, 1.3% of respondents have said strongly disagree. As a result, it has shown indicated that most employee PR profession not known ERCS.

Regarding the capability of PRs professionals, 7.5% of respondents have strongly agreed that the practitioners are capable. 32.5% of respondent have agree. 40.0% of respondents are neutral, 18.8% of respondents have said disagree, 13.3% of respondents have said strongly disagree it has shown indicated that most employee PR profession not known ERCS.

On the necessary knowledge & skills of practitioners, 6.3% of respondents have strongly agreed that the professionals have the necessary knowledge and skill of PR. 33.8% of respondents have agree. 36.3% of respondents are neutral, 21% of respondents have said disagree, 1.3% of respondents have said strongly disagree it has shown indicated that most employee PR profession not known ERCS.

To assess whether the PRs professionals are working based on the principles, standards & ethics of the profession, 11.3% of respondents have strongly agreed. 25.0% of respondent have agreed. 27.5% of respondent are neutral, 31.3.7% of respondents have said disagree, 1.3% of respondents have said strongly disagree. According to the data respondents have majority believe that the PR professional principles, standard& ethics is not done based on aforementioned statement. So the field of PR professional principles, standard& ethics not had better promote widely considered as real profession.

In relation to professional association, 27.5% of respondents have strongly agreed that independent PRs association helps to bring professionalism. 40.0% of respondent have agreed. 17.5% of respondent are neutral, 11.3% of respondents have said disagree, 2.5% of respondents have said strongly disagree. The data has showed that the PR an independent public relation association can help bring professionalism. Because majority of respondents are PRs an independent public relation association can help bring professionalism.

With regard to the relevance of PRs education for professional development, 12.5% of respondents have agreed that PRs education is important for professional development. 17.5% of respondent remain neutral. 33.8% of respondents have disagreed. 31.3% of respondents have strongly disagreed. The data has showed that the PR does require PRs education for its professional development.

To the questions that say weather PRs education is helpful for its professional development in Ethiopia, 37.5% of respondents have strongly agreed on the usefulness of PRs professional development. 33.8% of respondent have also agreed. 8.8% of respondent were neutral. On the other hand, 16.3% of respondents have disagreed, and 2.5% of respondents have strongly disagreed. Therefore around 80% of respondents have realized that PR education is helpful for its professional development in Ethiopia.

To the notion that says PRs as such does not require higher knowledge & skills, 3.8% of respondents have strongly agreed. The other 6.3% of respondent have agreed. And 15% of respondents are neutral. To the contrary, 40.0% of respondents have disagreed and the remaining 32.5% of respondent have strongly disagreed. As the data implies, around 90% of respondents believe that PRs requires higher knowledge and skill.

II. PRs Role and Professionalism

| | Validity | Frequency | Percent | Valid percent | Cumulative per |
|--|-------------------|------------------|----------------|----------------------|-----------------------|
| PRs activates are more of protocol | Strongly agree | 5 | 6.3 | 6.3 | 6.3 |
| | Agree | 24 | 30 | 30.4 | 36.7 |
| | Neutral | 26 | 32.5 | 32.9 | 69.6 |
| | Disagree | 18 | 22.5 | 22.8 | 92.4 |
| | Strongly disagree | 6 | 7.5 | 7.6 | 100 |
| | Total | 79 | 98.8 | 100 | |
| | Missing | 1 | 1.3 | | |
| | Total | 80 | 100 | | |
| PRs activities are more of promotion and publicity of the participates | Strongly agree | 10 | 12.5 | 12.8 | 12.8 |
| | Agree | 39 | 48.8 | 50 | 62.8 |
| | Neutral | 11 | 13.8 | 14.1 | 76.9 |
| | Disagree | 15 | 18.8 | 19.2 | 96.2 |
| | Strongly disagree | 3 | 3.8 | 3.8 | 100 |
| | Total | 78 | 97.5 | 100 | |
| | Missing | 2 | 2.5 | | |
| | Total | 80 | 100 | | |
| PRs activities are more of preparing newsletters/ newspapers magazines | Strongly agree | 13 | 16.3 | 16.9 | 16.9 |
| | Agree | 28 | 35.0 | 36.4 | 53.2 |
| | Neutral | 20 | 25.0 | 26.0 | 79.2 |
| | Disagree | 11 | 13.8 | 14.3 | 93.5 |
| | Strongly disagree | 5 | 6.3 | 6.5 | 100 |
| | Total | 77 | 96.3 | 100 | |
| | Missing | 3 | 3.8 | | |
| | Total | 80 | 100 | | |
| Public relations must be major function | Strongly agree | 16 | 20 | 20.3 | 20.3 |
| | Agree | 35 | 43.8 | 44.3 | 64.6 |
| | Neutral | 17 | 21.3 | 21.5 | 86.1 |
| | Disagree | 6 | 4.5 | 7.6 | 93.7 |
| | Strongly disagree | 5 | 6.3 | 6.3 | 100 |
| | Total | 79 | 98.8 | 100 | |
| | Missing | 1 | 1.3 | | |
| | Total | 80 | 100 | | |
| Public relations must have support function | Strongly agree | 12 | 15 | 15.4 | 15.4 |
| | Agree | 34 | 42.5 | 43.6 | 59 |
| | Neutral | 20 | 25 | 25.6 | 84.6 |
| | Disagree | 10 | 12.5 | 12.8 | 97.4 |
| | Strongly disagree | 2 | 2.5 | 2.6 | 100 |
| | Total | 78 | 97.5 | 100 | |
| | Missing | 2 | 2.5 | | |
| | Total | 80 | 100 | | |

Table 12: PRs role

In relation to the question that says PRs activities are more of protocol, 6.3% of respondents have strongly agreed. 30.0% of respondents have agreed. Respondents who remain neutral have a percentage of 32.5%. In contrast, 22.5% of respondents have disagreed and the rest 7.5% of respondents have strongly disagreed. The finding implies that majority of the employees believe that the PRs activity of ERCS is somehow engaged in protocol.

With regard to the question PRs activities are more of promotion and publicity, 18.8% of respondents have disagreed. Majority of the respondents such as 48.8% of respondents have agreed. The other 12.5% respondents have strongly agreed. As opposed to this, 3.8% of respondents have strongly disagreed and the remaining 13.8% respondents remained neutral.

Regarding the question that says PRs activities are more of preparing newsletters/ newspapers and magazines, 16.3% respondents have strongly agreed. Significant number of respondents which is 35.0%, have agreed. Respondents who remain neutral counts 25.0%. In contrast, 6.3% of respondents have strongly disagreed, and 13.8% respondents have disagreed.

With the notion that says PRs must be major function, 20% of respondents have strongly agreed. The other 43.8% have agreed on the notion. Respondents who remain neutral are 17%. In contrast 6.5% of respondents have strongly disagreed. The rest 4.5% agreed on the notion.

To the question that says PRs must have support function, 15% of respondents have strongly agreed with the idea. 42.5% respondents have also agreed. 25% remain neutral. To the contrary 2% of respondents have strongly disagreed. The rest 12.5% have disagreed.

| | Validity | Frequency | Percent | Valid percent | Cumulative per |
|--|-------------------|------------------|----------------|----------------------|-----------------------|
| PRs is very useful for image building | Strongly agree | 41 | 51.3 | 52.6 | 52.6 |
| | Agree | 22 | 27.5 | 28.2 | 80.8 |
| | Neutral | 6 | 7.5 | 7.7 | 88.5 |
| | Disagree | 6 | 7.5 | 7.7 | 96.2 |
| | Strongly disagree | 3 | 3.8 | 3.8 | 100 |
| | Total | 78 | 97.5 | 100 | |
| | Missing | 2 | 2.5 | | |
| | Total | 80 | 100 | | |
| PRs must have management function | Strongly agree | 21 | 26.3 | 26.6 | 26.6 |
| | Agree | 34 | 42.5 | 43 | 69.6 |
| | Neutral | 17 | 21.3 | 21.5 | 91.1 |
| | Disagree | 6 | 7.5 | 7.6 | 98.7 |
| | Strongly disagree | 1 | 1.3 | 1.3 | 100 |
| | Total | 79 | 98.8 | 100 | |
| | Missing | 1 | 1.3 | | |
| | Total | 80 | 100 | | |
| Public relations must have advisory function | Strongly agree | 18 | 22.5 | 23.4 | 23.4 |
| | Agree | 32 | 40 | 41.6 | 64.9 |
| | Neutral | 17 | 21.3 | 22.1 | 87 |
| | Disagree | 9 | 11.3 | 11.7 | 98.7 |
| | Strongly disagree | 1 | 1.3 | 1.3 | 100 |
| | Total | 77 | 96.3 | 100 | |
| | Missing | 3 | 3.8 | | |
| | Total | 80 | 100 | | |
| PRs has promotion & publicity function | Strongly agree | 19 | 23.8 | 24.7 | 24.7 |
| | Agree | 34 | 42.5 | 44.2 | 68.8 |
| | Neutral | 12 | 15 | 15.6 | 84.4 |
| | Disagree | 11 | 13.8 | 14.3 | 98.7 |
| | Strongly disagree | 1 | 1.3 | 1.3 | 100 |
| | Total | 77 | 96.3 | 100 | |
| | Missing | 3 | 3.8 | | |
| | Total | 80 | 100 | | |
| PRs must have protocol function | Strongly agree | 14 | 17.5 | 17.7 | 17.7 |
| | Agree | 35 | 43.8 | 44.3 | 62.0 |
| | Neutral | 16 | 20 | 20.3 | 82.3 |
| | Disagree | 10 | 12.5 | 12.7 | 94.9 |
| | Strongly disagree | 4 | 5.0 | 5.1 | 100 |
| | Total | 79 | 98.8 | 100 | |
| | Missing | 1 | 1.3 | | |
| | Total | 80 | 80 | | |

Table 12: PRs professionalism

Regarding the relevance of PRs for image buildings, majority of the respondents, 51.1% strongly agreed that it is useful and 27.5 % of the respondents also agreed. Few numbers of respondents, 7.5% remain neutral. As opposed to this, minority of the respondents was against the idea, 6.7% strongly disagreed and 3.8% respondents were disagreed.

In relation to the organization's PRs function, 26.3% respondents have strongly agreed that PRs must have a management function. 42.5% of respondents agreed on the idea. The percentage of people who respond neutral is 21.3%. On the other hand, 7.5% of respondents have disagreed and 1.3% of respondents have strongly disagreed.

With regard to the question that says PRs must have advisory function, 40.0 % respondents have agreed with the idea, 22.5% respondents have strongly agreed. Respondents who remain neutral are 21.3 %. On the contrary, 1.3 % of respondents have strongly disagreed. The rest 11.3 % respondents have disagreed with the notion.

In assessing the idea of PRs have promotion and publicity function, 42.5 % respondents have agreed with the idea, 15.0 % respondents remain neutral, and 20 % of respondents have strongly agreed. To the contrary, 1.3% of respondents have strongly disagreed and the remaining 6.7 % of respondents have disagreed.

To the notion that PRs must have protocol function, 43.8 % of respondents have agreed with the notion, 17.7 % of respondents have strongly agreed, and 20.0% of respondents remain neutral. As opposed to this, 5.0% respondents have strongly disagreed and the remaining 12.5 % of respondents have disagreed with the notion.

| | Validity | Frequency | Percent | Valid percent | Cumulative per |
|--|-------------------|------------------|----------------|----------------------|-----------------------|
| PRs is very important for reputation management of institution | Strongly agree | 18 | 22.5 | 23.1 | 23.1 |
| | Agree | 36 | 45 | 46.2 | 69.2 |
| | Neutral | 11 | 13.8 | 14.1 | 83.3 |
| | Disagree | 10 | 12.5 | 12.8 | 96.2 |
| | Strongly disagree | 3 | 3.8 | 3.8 | 100 |
| | Total | 78 | 97.5 | 100 | |
| | Missing | 2 | 2.5 | | |
| | Total | 80 | 100 | | |
| PRs is a bridge between management and public | Strongly agree | 31 | 38.8 | 39.7 | 39.7 |
| | Agree | 31 | 38.8 | 39.7 | 79.5 |
| | Neutral | 8 | 10 | 10.3 | 89.7 |
| | Disagree | 6 | 7.5 | 7.7 | 97.4 |
| | Strongly disagree | 2 | 2.5 | 2.6 | 100 |
| | Total | 78 | 97.5 | 100 | |
| | Missing | 2 | 2.5 | | |
| | Total | 80 | 100 | | |
| PRs is not considered as a core process | Strongly agree | 11 | 13.8 | 13.9 | 13.9 |
| | Agree | 26 | 32.5 | 32.9 | 46.8 |
| | Neutral | 18 | 22.5 | 22.8 | 69.6 |
| | Disagree | 20 | 25 | 25.3 | 94.9 |
| | Strongly disagree | 4 | 5 | 5.1 | 100 |
| | Total | 79 | 98.8 | 100 | |
| | Missing | 1 | 1.3 | | |
| | Total | 80 | 100 | | |
| PRs department doesn't not carry out research for organization | Strongly agree | 8 | 10 | 10.3 | 10.3 |
| | Agree | 22 | 27 | 28.2 | 38.5 |
| | Neutral | 15 | 18.8 | 19.2 | 57.7 |
| | Disagree | 23 | 28.8 | 29.5 | 87.2 |
| | Strongly disagree | 10 | 12.5 | 12.8 | 100 |
| | Total | 78 | 97.5 | 100 | |
| | Missing | 2 | 2.5 | | |
| | Total | 80 | 100 | | |

As it is stated in the above table 22.5 % respondents have strongly agreed on the idea of PRs is very important for reputation management of institution ,45.0 % respondents have agreed and 13.8 % respondents have been neutral .On the other hand, 3.8 % of respondents have strongly disagreed with the idea and12.5 % of the respondents have disagreed.

To the idea that says PRs is a bridge between management and public, 38.8 % respondents have agreed with the idea. Similarly, another 38.8 % of respondents have strongly agreed and 10.0 % respondents have remained neutral. On the other hand, 7.5 % of respondents have disagreed and the remaining 2.5% respondents have strongly disagreed.

To the notion that says PRs is not considered as a core process, 13.8 % of respondents have strongly agreed with the idea, 32.5 % of respondents have agreed, and 22.5 % of respondents have remained neutral. On the other hand, 5.0% of respondents have strongly disagreed, the remaining 25.0 % of respondents have disagreed with the notion.

On the notion that says PRs department of ERCS does not carry out research for organization, 27.5 % of respondents have agreed, 10.0 % of respondents have strongly agreed, and 18.8 % respondents have remained neutral. On the other hand, 12.5 % of respondents have strongly disagreed, and the remaining 28.8 % respondents have disagree with the notion.

| | Validity | Frequency | Percent | Valid percent | Cumulative per |
|---|-------------------|-----------|---------|---------------|----------------|
| PRs heads or directors do not have much power | Strongly agree | 4 | 5 | 5.1 | 5.1 |
| | Agree | 21 | 26.3 | 26.6 | 31.6 |
| | Neutral | 24 | 30 | 30.4 | 62.0 |
| | Disagree | 21 | 26.3 | 26.6 | 88.6 |
| | Strongly disagree | 9 | 11.3 | 11.4 | 100 |
| | Total | 79 | 98.8 | 100 | |
| | Missing | 1 | 1.3 | | |
| | Total | 80 | 100 | | |
| Less budget is assigned to PRs department | Strongly agree | 4 | 5 | 5.1 | 5.1 |
| | Agree | 23 | 28.8 | 29.5 | 34.6 |
| | Neutral | 19 | 23.8 | 24.4 | 59 |
| | Disagree | 27 | 33.8 | 34.6 | 93.6 |
| | Strongly disagree | 5 | 6.3 | 6.4 | 100 |
| | Total | 78 | 97.5 | 100 | |
| | Missing | 2 | 2.5 | | |
| | Total | 80 | 100 | | |
| The number of professions is low | Strongly agree | 6 | 7.5 | 7.8 | 7.8 |
| | Agree | 31 | 38.8 | 40.3 | 48.1 |
| | Neutral | 21 | 26.3 | 27.3 | 75.3 |
| | Disagree | 19 | 23.8 | 24.7 | 100 |
| | Total | 77 | 96.3 | 100 | |
| | Missing | 3 | 3.8 | | |
| | Total | 80 | 100 | | |
| PRs employees are not professionally assigned | Strongly agree | 6 | 7.5 | 7.6 | 7.6 |
| | Agree | 18 | 22.5 | 22.8 | 30.4 |
| | Neutral | 21 | 26.3 | 26.6 | 57.0 |
| | Disagree | 29 | 36.3 | 36.7 | 93.7 |
| | Strongly disagree | 5 | 6.3 | 6.3 | 100 |
| | Total | 79 | 98.8 | 100 | |
| | Missing | 1 | 1.3 | | |
| | Total | 80 | 100 | | |

Table 13: allegedly challenges of PRs

Regarding the notion that says PRs heads or directors do not have much power, 26.3 % of respondents have disagreed with the notion, other 30.0 % respondents have remained neutral, 26.3 % respondents have agreed. On the other hand, 11.3 % of respondents have strongly disagreed and the remaining 5.0 % respondents have strongly agreed.

In relation to the idea less budget is assigned to PRs department, 28.8 % respondents have agreed with the notion, 23.8 % respondents have remained neutral, and 33.8 % respondents have disagreed, 6.3 % respondents have strongly agreed. The remaining 5.0 % of respondents have strongly disagreed.

With the notion the number of professionals is low, 38.8 % respondents have agreed, 26.3 % of respondents have remained neutral, and 7.5 % respondents have strongly agreed. In contrast, 23.8 % of respondents have disagreed.

Responses on the idea PRs employees are not professionally assigned, 22.5 % of respondents have agreed with the notion, 7.5 % of respondents have strongly agreed, 36.3 % respondents replied that disagree, 26.3 % respondents have remained neutral and the remaining 7.5 % of respondents have strongly disagreed.

| | | | | | |
|---|-------------------|-----------|---------|---------------|----------------|
| PRs is not given appropriate job structures in the organization | Validity | Frequency | Percent | Valid percent | Cumulative per |
| | Strongly agree | 5 | 6.3 | 6.4 | 6.4 |
| | Agree | 16 | 20 | 20.5 | 26.9 |
| | Neutral | 25 | 31.3 | 32.1 | 59 |
| | Disagree | 24 | 30 | 30.8 | 89.7 |
| | Strongly disagree | 8 | 10 | 10.3 | 100 |
| | Total | 78 | 97.5 | 100 | |
| | Missing | 2 | 2.5 | | |
| Total | 80 | 100 | | | |
| Organizational managers do not believe in the importance of PRs | Strongly agree | 5 | 6.3 | 6.5 | 6.5 |
| | Agree | 13 | 16.3 | 16.9 | 23.4 |
| | Neutral | 31 | 38.8 | 40.3 | 63.4 |
| | Disagree | 21 | 26.3 | 27.3 | 90.9 |
| | Strongly disagree | 7 | 8.8 | 9.1 | 100 |
| | Total | 77 | 96.3 | 100 | |
| | Missing | 3 | 3.8 | | |
| | Total | 80 | 100 | | |
| There is not PRs ethics & codes of conduct | Strongly agree | 4 | 5 | 5.1 | 5.1 |
| | Agree | 12 | 15 | 15.4 | 20.5 |
| | Neutral | 30 | 37.5 | 38.5 | 59.0 |
| | Disagree | 26 | 32.5 | 33.3 | 92.3 |
| | Strongly disagree | 6 | 7.5 | 7.7 | 100 |
| | Total | 78 | 97.5 | 100 | |
| | Missing | 2 | 2.5 | | |
| | Total | 80 | 100 | | |
| PRs does not play management and advisory roles in the organization | Strongly agree | 10 | 12.5 | 12.8 | 12.8 |
| | Agree | 11 | 13.8 | 14.1 | 26.9 |
| | Neutral | 27 | 33.8 | 34.6 | 61.5 |
| | Disagree | 22 | 27.5 | 28.2 | 89.7 |
| | Strongly disagree | 8 | 10 | 10.3 | 100 |
| | Total | 78 | 97.5 | 100 | |
| | Missing | 2 | 2.5 | | |
| | Total | 80 | 100 | | |

Table 14: PRs and organizational management

On the notion PRs is not given appropriate job structures in the organization, 20.0% of respondents have agreed with the idea, 6.3% of respondents have strongly agreed, and 31.3% of respondents have remained neutral. On the other hand, 30 % of respondents have disagreed, and the rest 6.7% of respondents have strongly disagreed.

Regarding the idea Organizational managers do not believe in the importance of PRs, 6.3% of respondents have strongly agreed, 16.3% of respondent have agreed and 38.8% of respondent

were neutral. As opposed to this, 24.3% of respondents have disagreed, 26.3% respondents have strongly disagreed, and the rest 38.3% respondents were neutral.

With regard to the idea, there is not PRs ethics and codes of conduct 5.0% of respondents have strongly agreed, 15.0% of respondent have agreed and 37.5% of respondent are neutral. On the other hand 32.5% of respondents have disagreed, 7.5% of respondents have strongly disagreed and the rest 37.5% of respondents have remained neutral.

In relation to the idea, PRs does not play management and advisory roles in the organization, 12.5% of respondents have strongly agreed with the idea, 13.8% of respondent have agreed and 33.8% of respondent are neutral. However, 27.5% of respondents have also disagreed with the idea. 10.0% of respondents have strongly disagreed and the rest 33.8% of respondents have remained neutral.

4.2.4. Interview Question data presentation

It is stated in the previous chapter that interview is one of the major data gathering tools employed to achieve the objective of this study. It is conducted for the purpose of triangulation.

Demographically a total of one manager and four employees' respondents were involved in the interview. The discussion is based on the five recurring interview questions. The questions are: What organizational objective, mission and vision are, What major roles of public relations department/directorate in Ethiopia Red Cross society have, What the weakness and strengths of public relations department/directorate faces, What are the weakness and strengths of public relations department/directorate in the organization, professional on the job PR trainings that have yet been received if any, what the managerial/ administrative challenges and problems of PRs department/directorate are in ERCS, and what type of improving PRs practices in the organization should be done.

The six questions are discussed one by one in the following manner.

4.2.4.1. Organizational Objective, Mission and Vision

In exploring what support the organization's objective, mission and vision are all the respondents said that the objective of ERCS is to response to people affected by natural and manmade calamities by providing food and shelter. Regarding the mission of the organization, on the other hand, all the respondents answered that the mission of ERCS into prevent and alleviate human sufferings, contribute to the wellbeing of humanity and prevalence of peace by mobilizing the public and partners in Ethiopia and around the world. For the question what ERCS's vision is, almost all the respondents respond that its vision into be the leading humanitarian organization in Ethiopia in reaching the vulnerable by 2025. Here are some of the excerpts:

The major objective of the Red Cross society is to response to people affected by natural and manmade calamities by providing food and shelter. The mission is also to prevent and alleviate human sufferings, contribute to the wellbeing of humanity and prevalence of peace by mobilizing the public and partners in Ethiopia and around the world. The vision of our organization is to be the leading humanitarian organization in Ethiopia in reaching the vulnerable by 2025. (M1)

From the above finding one can conclude that higher management of ERCS are aware of the organizational mission, vision and objective. It also shows they have common understanding towards the organization's mission, vision and objectives.

4.2.4.2. Major Role of PRs Department

The major role of PRs, according to one of the respondents, is networking and partnerships, promotion role and Event organization. The respondent said:

PRs profession is the life blood of an organization. As it is known all the organization's activities have been done by partnership and advocacy and the responsibility to promote the organization and organizing different events are the job of PRs department (M3).

The other respondent has also a similar view:

PRs is a tool to do any planned activity and to influence the stake holders. It has a Power to amplify the organization's activities. Without the involvement of PRs department, it is difficult to achieve organizational mission, vision and objectives (M1).

From the above interview it is understood that PRs has a great role for the achievement of organizational mission, vision and objectives.

4.2.4.3. Strengths and Weaknesses of PRs Department

When asked the strengths and weaknesses of PRs department, all of the respondents said that the department is striving to run activities easily to bring friendly communication. Besides, updating media and work on printing and digital media are the strong part of the department. One of the respondent shared their view as follows:

The department is good at organizing both the internal and external stakeholders towards the achievement of organizational goal. Members of the department are always motivated to create a good communication among stakeholders. They also work with the media to update the public (M2).

Another respondent has also a similar view:

The PRs department has so many strong parts. Some of them are it achieved maintaining of organizational image, give an updated information for the public and serve as a bridge between the organization and the public (M4).

Weaknesses of the PRs department that are mentioned by the respondents are lack of resources like printing materials, limited number of experts in the field of PR profession and poor budget allocated for the department. One of the respondents said:

Most of the weaknesses of the PRs department are related to finance. Be it professionalism and other resources the main cause is lack of budgeting. I believe the department has to be equipped with both human and material resources (M5).

4.2.4.4. Trainings in PRs profession

In relation to PRs professional training, all the respondents who are participated in the interview explained that there are some on the job trainings in different PRs related issues. One of the respondents said:

Training on digital media has been given to the members of the department. Besides, Photography and interpersonal and public communication have also been given to the staff (M1).

4.2.4.5. The Relevance Restructuring

The managers who participated in the interview expressed some critical worries on the restructuring of the PRs department. Their concerns regarding the restructuring of the department are mainly fear of malfunctioning the current good relationship of the department with the staff and external stakeholders. The following are the extracts of the respondent's views on this notion:

Restructuring cannot be the solution for the current challenges of PRs department. I believe if sufficient amount of budget is allocated for it, the department can perform better and made a significant impact on the success of the organization (M1).

4.2.4.6. Managerial Challenges of PRs

To discover the respondents view concerning the managerial challenges of PRs, the managers were asked to reflect on the issue at hand. Accordingly, the findings indicated that the majority of the respondents believe that lack of budget and professionalism are the major managerial challenges of the PRs department. One of the respondents said:

Educated and skilled man powers are a common challenge. Besides, some of the practitioners who are assigned in the PRs department are not aware of how to do the PRs activity in a professional manner. In fact it might be that they are from another field of study (M2).

The other respondents have also a similar view:

I believe finance is the core managerial challenge of PRs. To hire sufficient number of experts and practitioners finance is important. Without adequate budget you cannot provide trainings to upgrade and refresh the PRs knowledge of the department members. I strongly believe poor budget is the core managerial challenge of the department (M3).

4.2.4.7. What should be done to improve PRs practices in ERCS?

With regard to things to be done for the improvement of PRs department, respondents believed that strategic communication should be formulated. Besides, PRs should be fully mandated both administratively and managerially to work entire the communication activities of the organization. Moreover, they believe that media houses should strongly work with the PRs unit of the organization. Allocating sufficient amount of budget is also mentioned by the respondents as a solution to improve PRs practice in ERCS.

4.3. Major Findings

- Public Relations practices in the ERCS are not implemented in professional ways.
- There is no common understanding of PRs professional role and function among the employee of the ERCS.
- PRs mostly perceived as it has publicity and promotion function in the ERCS.
- PRs practitioner experts are assigned based on appropriate knowledge and skills.
- PRs directorates are not seen as core staff and management function in the ERCS.
- PRs director has do not have much power
- There is lack of sufficient budget and PRs practitioners.
- PRs department do not conduct any research in the ERCS in relation with PRs practices
- A public relations is a bridge between management and public of ERCS.
- A public relations is very important for building reputation of the organization.
- It is relevant with the ERCS mission and vision that focuses on social activities.
- Public relations have protocol function

- Public relation activities in the ERCS show that it is more of preparing newsletter/newspaper/magazines
- As the data implied 90% of respondents PR as such require higher knowledge & skill.
- Lack of budget and lack of professionalism are the major challenges of PRs department.
- Executing communication strategy is important for a better performance of the organization in general and PRs department in particular.

CHAPTER FIVE

5. Conclusion and Recommendation

This study aims to explore the existing practice and challenges of PRs in Ethiopian Red Cross Society. The conclusion and recommendation of the study are discussed as follows.

5.1. Conclusion

This research paper has focused on the PRs practice and challenges of non for profit organizations in the case of Ethiopian Red Cross Society.

It explores the PRs practices available in the organization and how they are implemented. Furthermore, it assesses the challenges in implementing PRs in ERCS.

This research used both qualitative and quantitative method. The research identified protocol, publicity, promotion, and advertisement as the main dimensions of PRs.

The finding of this research indicates that ERCS implements unsystematic and unclear approach to PRs. Besides institutionalized approach to PRs and that the understanding and practice of PRs in ERCS focused on type of PRs that is less impactful on external stakeholders.

PRs is not strategically used to create competitive advantage and meet the organization's desired goal.

The organization's PRs activity with regard to on the job training is not satisfactory.

5.2. Recommendations

Based on the research findings and conclusions above, the following are recommended for Ethiopia Red Cross Society (ERCS).

A turbulent and complex environment (meaning challenges they face internally and externally) is minimized with the help of well-developed communication plan and the use of compensatory strategies.

5.3. Future research direction

The writer of this research work doesn't believe that this research can satisfy the demands on PRs practices. Therefore, other similar research works will satisfy more question and demands on the area. Thus, it is recommended that other studies on PRs practices will definitely fill the gap. Moreover, the researcher would like to recommend Ethiopia Red Cross society should take a look at the findings and recommendations of this research paper so that it can fill the gap in PRs related activities.

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Appendix A: Strategic Alignment Maturity Model (SAMM) Components description

| Components | Items/ Abbreviated | Description |
|---|-----------------------|--|
| Public relations(PR)s professionalism | P3QI1 | PRs in Ethiopia red cross society is practiced in professional lines |
| | P3QI2 | PRs practitioners are qualified professionals of public relations |
| | P3QI3 | PRs professionals are capable of their works |
| | P3QI4 | PRs professionals have Ethiopia red cross society the necessary knowledge & skills |
| | P3QI5 | PRs is done based on professional principles, standards & ethics |
| | P3QI6 | An independent public relations association can help bring professionalism |
| | P3QI7 | PRs does not require PRs education for its professional development |
| | P3QI8 | PRs education is helpful for its professional development in Ethiopia |
| | P3QI9 | PRs as such does not require higher knowledge & skills |
| Public relations roles & functions in you Organization | P3QI10 | PRs activities are more of protocol |
| | P3QI111 | PRs activities are more of promotion and publicity |
| | P3QI112 | PRs activities are more of preparing newsletters/newspapers/magazines |
| | P3QI113 | Public relations must be major function |
| | P3QI114 | Public relations must have support function |
| | P3QI115 | Public relations is very useful for image building |

| | | |
|---|-----------------|--|
| | P3QII16 | Public relations must have management function |
| | P3QII17 | Public relations must have advisory function |
| | P3QII18 | Public relations promotion and publicity function |
| | P3QII19 | Public relations must have protocol function |
| | P3QII20 | Public relations is very important for reputation management of institutions |
| | P3QII21 | Public relations is a bridge between management and public |
| Public relations challenges and problems | P3QII122 | Public relations is not considered as a core process |
| | P3QII123 | Public relations department does not carry out research for organization |
| | P3QII124 | Public relations heads or directors do not have much power |
| | P3QII125 | Less budget is assigned to PRs department |
| | P3QII126 | The number of professionals is low |
| | P3QII127 | PRs employees are NOT professionally assigned |
| | P3QII128 | PRs is NOT given appropriate job structures in the organization |
| | P3QII129 | Organizational managers do not believe in the importance of PRs |
| | P3QII130 | There is nor PRs ethics and codes of conduct |
| | P3QII131 | PRs does NOT play management and advisory roles in the organization |

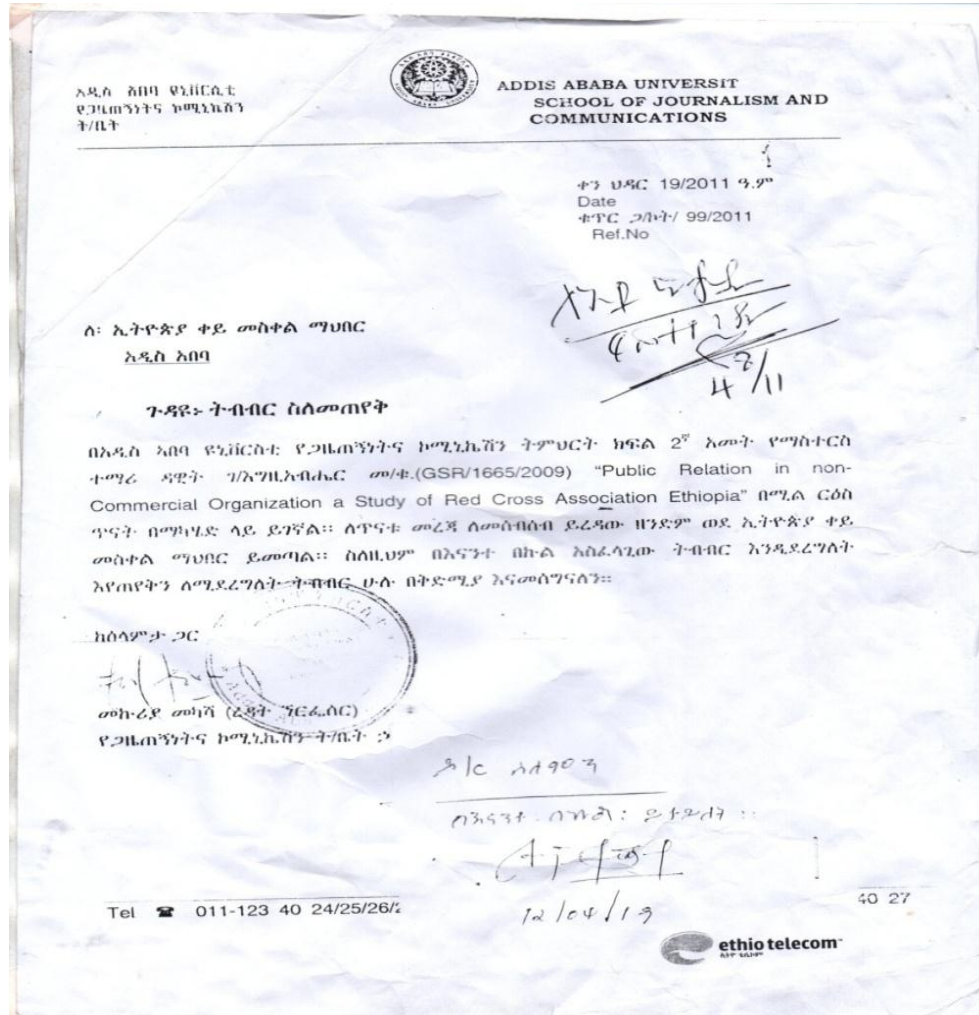
Appendix B: Descriptive Statistics

| | N | Minimum | Maximum | Mean |
|---------------------------|----|---------|---------|--------|
| P3QI1 | 80 | 1.00 | 5.00 | 2.8571 |
| P3QI2 | 80 | 1.00 | 5.00 | 2.5556 |
| P3QI3 | 80 | 1.00 | 5.00 | 2.3175 |
| P3QI4 | 80 | 1.00 | 5.00 | 2.4127 |
| P3QI5 | 80 | 1.00 | 5.00 | 2.0794 |
| P3QI6 | 80 | 1.00 | 5.00 | 2.0952 |
| P3QI7 | 80 | 1.00 | 5.00 | 2.2540 |
| P3QI8 | 80 | 1.00 | 5.00 | 2.4286 |
| P3QI9 | 80 | 1.00 | 5.00 | 2.4444 |
| P3QI10 | 80 | 1.00 | 5.00 | 2.2540 |
| P3QI11 | 80 | 1.00 | 5.00 | 2.4444 |
| P3QI12 | 80 | 1.00 | 5.00 | 2.6984 |
| P3QI13 | 80 | 1.00 | 5.00 | 2.5397 |
| P3QI14 | 80 | 1.00 | 5.00 | 2.7302 |
| P3QI15 | 80 | 1.00 | 5.00 | 2.6667 |
| P3QI16 | 80 | 1.00 | 5.00 | 2.6667 |
| P3QI17 | 80 | 1.00 | 5.00 | 2.4921 |
| P3QI18 | 80 | 1.00 | 5.00 | 2.4762 |
| P3QI19 | 80 | 1.00 | 5.00 | 2.3016 |
| P3QI20 | 80 | 1.00 | 5.00 | 2.6190 |
| P3QI21 | 80 | 1.00 | 5.00 | 2.9365 |
| P3QII122 | 80 | 1.00 | 5.00 | 2.7619 |
| P3QII123 | 80 | 1.00 | 5.00 | 2.7460 |
| P3QII124 | 80 | 1.00 | 5.00 | 2.2222 |
| P3QII25 | 80 | 1.00 | 5.00 | 2.3651 |
| P3QII126 | 80 | 1.00 | 5.00 | 2.5556 |
| P3QII127 | 80 | 1.00 | 5.00 | 2.6349 |
| P3QII128 | 80 | 1.00 | 5.00 | 2.5556 |
| P3QII129 | 80 | 1.00 | 5.00 | 2.6984 |
| P3QII130 | 80 | 1.00 | 5.00 | 2.6667 |
| P3QII131 | 80 | 1.00 | 5.00 | 2.5079 |
| Valid N (listwise) | 80 | | | |

Appendix C: Reliability Statistics

| Factors | Cronbach's Alpha | N of Items |
|---|-------------------------|-------------------|
| Public relations(PRs) professionalism | 0.84 | 10 |
| Public relations roles & functions in you Ministry | 0.849 | 11 |
| Public relations challenges and problems | 0.84 | 10 |

Appendices D= Cooperation letter from AAU



Appendix E=Letter of Cooperation from the Ethiopia red Cross Society.



የኢትዮጵያ ቀይ መስቀል ማኅበር
ETHIOPIAN RED CROSS SOCIETY
 ብሔራዊ ጽሕፈት ቤት
 NATIONAL SECRETARIAT
 አዲስ አበባ ADDIS ABABA



ቀን ግብጽ 9 2011
 Date
 ቁጥር ቁጥር 404/10-061
 Ref.

ለአዲስ አበባ ዩኒቨርሲቲ
የጋዜጠኝነትና ኮሚኒኬሽን ት/ቤት
አዲስ አበባ

ጉዳዩ:- ትብብር የተደረገላቸው መሆኑን ስለማሳወቅ፤

ህዳር 19 ቀን 2011 ዓ.ም በቁጥር ጋ/ኮት/99/2011 በተጻፈ ደብዳቤ የአዲስ አበባ ዩኒቨርሲቲ የጋዜጠኝነትና ኮሚኒኬሽን ትምህርት ክፍል 2ኛ ዓመት የማስተርስ ተማሪ አቶ ዳዊት ገ/እግዚአብሔር ጣሰው “ Public Relations in Non-Commercial Organizations a Study of Ethiopian Red Cross Society” በሚል ርዕስ ለሚያካሂዱት ጥናት መረጃ ለመስጠት መላካቸው ይታወሳል።
 በመሆኑም ተማሪው በማኅበሩ ከተለያዩ ክፍሎች ከሚገኙ ባለሙያዎች ለጥናቱ የሚሆኑ መረጃዎችን መስጠባቸውን እናሳውቃለን።

ቅድሚያ ለሰብዓዊነት!

(Handwritten signature and notes in blue ink)
 ባለሙያ አቤ (ዩ.ኤ.ቲ.ዲ)
 ሰብዓዊ ጥራት ማረጋገጫ
 የአዲስ አበባ ዩኒቨርሲቲ ጋዜጠኝነትና ኮሚኒኬሽን ትምህርት
 መምሪያ ጋላፊ



ቅድሚያ ለሰብዓዊነት! **HUMANITY FIRST!**
 Tel:(251)-011-515 90 74 (251)-011-551 91 44 P.O.Box -195 Addis Ababa Telex / ትሊክስ Fax: (251)-011-551 26 43
 ስልክ:(251)-011-551 13 39 (251)-011-551 91 71 Website - www.redcrosseth.org 21338 4-ክስ:(251)-011-515 95 69

Appendix F = Survey Questionnaire

Addis Ababa University –School of Journalism and communication

Graduation studies

A questionnaire to be filled by the staff members of the Ethiopian Red Cross society (ERCS)

Dear Respondents, The purpose of this questionnaire is to collect data for the research entitled: “**Practices and Challenges of Public Relations in Non For Profit Organizations: The Case of Ethiopian Red Cross Society** “that is to be carried out by M.A student/researcher: Dawit Gebreegziabher from the Department of School of Journalism and communication specialize(public relations and strategic communication) The information you would provide will be used solely for the academic purposes and kept confidential. In this sense, your genuine, honest, accurate and prompt responses will have greater contribution to the dependability, quality and the successful completion of the research and its findings. Your participation in this process of data provision is completely voluntary. Thus, I would like to remind you that the information provided by you and your identity will never be revealed to anyone either in the final report or in any other way. Further, **I would like to thank you in advance for your cooperation.**

Part I- Personal information- Please encircle or write your responses for the following personal information based on the type of questions provided here under.

A) Please encircle your responses to the following questions.

- | | | | | |
|----------------------|----------------------|----------------------|-----------|--------|
| 1. Gender | A. Male | B. Female | | |
| 2. Age | A. 20-30 | B. 31-40 | C. 41-50 | D. 51< |
| 3. Educational level | A. Grade 11 and less | B. Grade 12 complete | C. | |
| Diploma | | D. BA/BSc/Bed | E. MA/MSc | |
| F. PhD | | | | |

B) Please provide responses regarding the following items.

4. Your work position in the organization _____
5. 5.Years of Experiences as pr worker
 - 0- 4
 - 4-8
 - 8-12
 - >12
6. Educational Qualification/specialty
 - Certificate
 - Diploma
 - Degree
 - Above Degree
- 7.. Other _____

8.Part II- Basic Questions

8. Do you feel public relations professional activity?
- A)Yes B) No C) Difficult to say
9. Which one is the single most important activity of public relations played by the public relations directorate/department of your Ministry? (Only one answer)?
- A)Protocol B) Publicity C) Promotion D) Advertising E) Event Management F) Others_____
10. What is the degree of importance of public relations activities played by the public relations directorate/department of your Ethiopia Red Cross society? (Please put them in order as ABC, etc)?
- A)Protocol B) Publicity C) Promotion D) Advertising E) Event Management F) Media relations _____
11. What types of issues get the most importance in your organizational/PR communication?
- A) Political issues B) Development issues C) Environmental issues D) Cultural issues E) Societal issues F) Entertainment
12. Which one is the major function of public relations directorate/department of your Ministry? (Give only one answer)
- A) Management function B) Advisory function C) Prepare meetings and manage events D) Protocol and attend meetings) Prepare newsletters/newspapers/magazine F) Write speeches
13. Do you feel public relations requires a professional training?
- A)Yes B) No C) Difficult to say
14. Which type of communication is most practically used in public relations directorate/department of your Ministry? (Only one answer)?
- A) Online communication B) Interpersonal communication C) Public communication in the form of meetings D) Group communications E) Media communication
15. If you use more than one type of communication as in #12, please indicate that in their degree of importance in your Ministry._____

16. Is public relations directorate/department of your organization/institution appropriate given appropriate importance?
A) Yes B) No C) Difficult to say
17. What is the degree of emphasis given for public relations directorate/department of your Ministry?
A) Very high B) High C) Medium
D) low E) Very low
18. How do you see the role of public relations directorate/department in your Ministry?
A) Very high B) High
C) Medium D) low E) Very low
19. Is public relations directorate/department seen as a core process?
A) Yes B) No C) Difficult to say

Explain? _____

20. Are public relations experts assigned based on appropriate knowledge capacity and skills?
A) Yes
B) No C) Difficult to say

Part III- Major Questions

Your answer in this part are to be given by making a tick (√)mark on your choice that is provided in front of each question.

1=strongly Agree 2=Agree 3=Neutral 4=Disagree 5=strongly disagree

| No. | Items | 1 | 2 | 3 | 4 | 5 |
|-----------|--|---|---|---|---|---|
| I | Public relations(PR) professionalism | | | | | |
| 1 | PRs in Ethiopia red cross society is practiced in professional lines | | | | | |
| 2 | PRs practitioners are qualified professionals of public relations | | | | | |
| 3 | PRs professionals are capable of their works | | | | | |
| 4 | PRs professionals have Ethiopia red cross society the necessary knowledge & skills | | | | | |
| 5 | PRs is done based on professional principles, standards & ethics | | | | | |
| 6 | An independent public relations association can help bring professionalism | | | | | |
| 7 | PRs does not require PRs education for its professional development | | | | | |
| 8 | PRs education is helpful for its professional development in Ethiopia | | | | | |
| 9 | PRs as such does not require higher knowledge & skills | | | | | |
| II | Public relations roles & functions in you Organization | | | | | |
| 10 | PRs activities are more of protocol | | | | | |
| 11 | PRs activities are more of promotion and publicity | | | | | |
| 12 | PRs activities are more of preparing newsletters/newspapers/magazines | | | | | |
| 13 | Public relations must be major function | | | | | |
| 14 | Public relations must have support function | | | | | |
| 15 | Public relations is very useful for image building | | | | | |
| 16 | Public relations must have management function | | | | | |

| | | | | | | |
|-------------|--|--|--|--|--|--|
| 17 | Public relations must have advisory function | | | | | |
| 18 | Public relations promotion and publicity function | | | | | |
| 19 | Public relations must have protocol function | | | | | |
| 20 | Public relations is very important for reputation management of institutions | | | | | |
| 21 | Public relations is a bridge between management and public | | | | | |
| III- | Public relations challenges and problems | | | | | |
| 22 | Public relations is not considered as a core process | | | | | |
| 23 | Public relations department does not carry out research for organization | | | | | |
| 24 | Public relations heads or directors do not have much power | | | | | |
| 25 | Less budget is assigned to PRs department | | | | | |
| 26 | The number of professionals is low | | | | | |
| 27 | PRs employees are NOT professionally assigned | | | | | |
| 28 | PRs is NOT given appropriate job structures in the organization | | | | | |
| 29 | Organizational managers do not believe in the importance of PRs | | | | | |
| 30 | There is nor PRs ethics and codes of conduct | | | | | |
| 31 | PRs does NOT play management and advisory roles in the organization | | | | | |

If you have any comment?

Thank you for your cooperation,

Appendix D: interview question

Part Four: Your answers in this part are to be given by short by interview question

1. What is your organizational objective, mission and vision? How many employees does it have by now?

2. What are the major roles of public relations department/directorate in your Ethiopia Red Cross society?

3. What are the weakness and strengths of public relations department/directorate in your Organization?

Describe any professional on the job PR training you have received if any?

Describe any on going formal PR education you receiving if any

Strength of public relations department/directorate in your Organization_____

Weakness of public relations department/directorate in your Organization_____

4. Do you think the public relations department/directorate need to restructured in your Ministry? Explain, why?

5. What are the managerial /administrative challenges and problems of public relations department/directorate in your Ethiopia red cross society?

6. What should be done for improving public relations practices in your Organization?

Thank you for your cooperation,