



ADDIS ABABA UNIVERSITY

SCHOOL OF JOURNALISM & COMMUNICATIONS

**THE ORGANIZATIONAL STRUCTURE OF PUBLIC RELATIONS &
CORPORATE COMMUNICATIONS - DIVISION AND THE
PERCEIVED EFFECT ON PR COMMUNICATION: A STUDY OF
ETHIOPIAN AIRLINES GROUP**

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Declaration

I, Ashenafi Zeray Tesfay, hereby declare that this research thesis entitled **Assessing the organizational structure of Ethiopian Airlines Group PR and Corporate Communications department** is my own original work and that all sources have been accurately acknowledged, and that this document has not been previously, in its entirety or in part, submitted to the Addis Ababa University or any other university in order to obtain academic qualifications.

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This is to ratify that this thesis studied by Ashenafi Zeray Tesfay, entitled: Assessing the Organizational Structure of Ethiopian Airlines Public Relation and Corporate Communications Department, submitted in partial fulfillment of the requirements for a Master 's Degree in Multimedia Journalism complies with the regulations of the university and meets the accepted standard with respect to originality and quality.

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Abstract

The aim of this paper is to look at the implementation of the organizational structure of the Ethiopian Airlines PR and Corporate Communications and it examines the causes of the overall challenges of the department structures, the decision-making process in the department, and the organizational communication of the Ethiopian Airlines PR and Corporate Communications. The qualitative research paradigm was used as a method of study. Accordingly, focus group discussions with two groups, in-depth interviews with four members of the department, and participant observations were conducted to explore employees' and management views on the operation of the organizational structure. The researcher found out that it is important to take the dominant coalition, classical and excellence theory of communication approach to organization as theoretical framework. The major findings of the study indicated that, although the organizational structures have been changed repeatedly; fundamental changes have not been achieved within the department. The structure creates a knowledge gap and external customer dissatisfaction, an unnecessary bureaucratic system of decision making, and not being represented in the organizational structure are among the main factors that affect the effectiveness of the department. There were also gaps revealed by the study like the place of PR in the organizational structure which affects the practices and the absence of public relations research in the department. Therefore, restructuring the organizational structure based on knowledge-based research, empowering the PR professionals, and updating all recent strategic information to the professionals were some of the recommendations made.

List of Acronyms

ETG Ethiopian Airlines Group

ET Ethiopian Airlines

PR & CC Public Relation and Corporate Communications

SOP Standard Operation Procedure

FG Focus Group

II In-depth Interview

FGD1. Focus Group Discussion with Senior Communication officers in Ethiopian Airlines
Public Relation and Corporate Communication department

FGD2. Focus Group Discussion with Senior Communication officers in Ethiopian Airlines
Public Relation and Corporate Communication department group two

II 1. In-depth Interview with a senior officer who was working as a coordinator of the media
relation and event management team

II 2. In-depth Interview with a senior officer who was working as a coordinator of the digital
media team

II 3. In-depth Interview with a senior officer who was working as a coordinator of the content
development team

II 4. In-depth Interview with the Manager Group PR and Corporate Communications
department

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CHAPTER ONE

1.1 Introduction

The framework of an organization's relationships with the tasks, processes, people, and groups working to accomplish the objectives is known as its organizational structure. An organization's structure is a collection of procedures for allocating tasks to specific functions and coordinating them (Monavarian, Asgari, & Ashna, 2007).

An organization's structure connects and aligns its various components for optimum performance. The choice of structure has an impact on how well an organization executes its strategy and goals. To help with this strategic alignment, leadership should be aware of the traits, advantages, and restrictions of different organizational structures.

The organizational structure should aid in decision-making, appropriate environmental response, and inter-unit conflict resolution. The relationship between main principles of organization and coordination between its activities and internal organizational relations in terms of reporting and getting report are duties of organization structure (Parsayian and Arabi, 1998).

Systematic thinking is demonstrated in the conceptualization of organizational structure. The organization consists of elements, relations between elements, and structure of relations as a generality composing a unit. The structure is a high combination of the relations between organizational elements forming the existence philosophy of organizational activity.

In current study, the researcher aims to assess the organizational structure of the airline PR and Corporate Communications department. The airline industries are a business concerned organizations that run abundant aviation services and operate in a very diversified, competitive, and complex market environment. The competition requires an airline company to exercise effective and efficient public relation practices in the digitalization time to position oneself in the market. One of the main reasons for effective public relations is appropriate organizational structure.

Ethiopian Airlines was established on December 21, 1945, EC, and first scheduled flight took place to Cairo via Asmara in Douglas C-47 Skytrain. The national airline had been set up a few months earlier as Ethiopian Air Lines Inc., a joint venture with American airline, Trans World

Airlines (TWA). Five surplus C-47 airplanes from the US government were bought for the business. After the maiden flight to Cairo was a success, a regular weekly service was established. Then, a local route to Jimma and weekly trips to Djibouti and Aden were added. The need for more services was so acute that four additional C-47 Skytrains were bought before the end of 1946. These aircraft, which were once used by the US military, had limited amenities; all featured folding canvas benches along the sides, leaving the middle aisle free so that cargo could be lashed to the floor.

The fastest-growing airline in Africa is Ethiopian Airlines Group (Ethiopian). Ethiopian has grown into one of the continent's top airlines in its 75 years of business, unmatched in effectiveness and operational performance. Operating the newest and most advanced fleet to 127 international passenger and cargo destinations on five continents, Ethiopian controls the lion's share of the Pan-African passenger and cargo network. With an average fleet age of five years, Ethiopian's fleet comprises cutting-edge and eco-friendly aircraft such the Airbus A350, Boeing 787-8, Boeing 787-9, Boeing 777-300ER, Boeing 777-200LR, Boeing 777-200 Freighter, and Bombardier Q-400 double cabin. In fact, Ethiopian Airlines is the first airline to own and operate these aircraft in Africa. Ethiopian is currently implementing his 15-year strategic plan called 'Vision 2025', which aims to make the company a leading aerospace group in Africa with seven business segments. Ethiopian is a multi-award-winning airline registering an average growth of 25% in the past seven years. (Ethiopian Airlines, 2021).

Ethiopian Airlines (EAL) now called Ethiopian Group (ETG), the current study site is a huge public business company that operates in air transportation, hospitality, and other services in the country and in the world at large. The company with the name Ethiopian Group comprises different business constituents. These are Ethiopian International Passenger Service; Ethiopian Regional Service; Ethiopian Cargo; Ethiopian MRO; Ethiopian Aviation Academy; Ethiopian In-flight Catering Service and Ethiopian Ground Services (Ethiopian Airlines, 2021).

EAL, established on December 21, 1945, EC, started operation on April 08, 1946, EC under the full ownership of the Ethiopian government. Ethiopian Airlines, the fastest growing African airline, is the flag carrier of Ethiopia during the past seventy-five years and this year it is celebrating its 75th year anniversary. Holding the motto “The new Spirit of Africa”, Ethiopian has become one of the continent’s leading carriers, turning profits for almost all the years of its existence (Ethiopian Airlines2021).

Ethiopian airlines public relations department started its work as an independent office in 1998 GC. and public relations and publications department since 2005 GC. Public relation goals and objective is to make Ethiopian Airlines visible, accessible, and acceptable to its customers and stakeholders. Public relation uses different activities to reach Ethiopian airlines public like press releases, website, media-newspaper, TV, radio, internet, email correspondence sharing for communication with government, organizations, NGOs, aviation institutions, educational institution private firms, and individuals.

Ethiopian Group PR and Corporate Communications was an independent office since 1998 under Director Advertising and Sales Corporate Communications. Then, in 2012, the Corporate Communications Department was restructured to be under VP Corporate Strategy, Communications, and Alliances. Currently, the office is restructured under VP Ethiopian Holidays and Integrated marketing and named Group PR and Corporate Communications.

Ethiopian Airlines Group has a long history of success and is well-presented in both local and international media, but in this digital age, there are occasions when false information hurts the company's reputation (Ayele, 2021).

Due to the reporting structure and information flow within an organization, organizational structure can of course affect communication. Excellence studies found that communicator expertise was insufficient to predict outreach best practices (Grunig, and Dozier, 2002). There had to be shared expectations between the communications function and senior management or the dominant coalition. Chief Executive Officers (CEOs) and other top managers, if they expect the public relations function to be strategic and contribute to the organization's ultimate goals, should not only use press releases and media, but also research and strategic planning. and often require and support practices, including management.

An example of structure considered in this study is the structure of Group PR and Corporate Communications, as it is an important case that offers the researcher an opportunity to view organizational public relation structure and challenges in the professionals.

Ethiopian Airlines Group was chosen by the researcher as it is a globally reputable carrier and an icon in Africa with longstanding relations with local and international media. The airline facing different world crisis challenges including ebola, sars, 302 Max aircraft crash it has an opportunity to see the structural communication and challenges. Additionally, the researcher

believed that structural communication is an organizational learning opportunity not only for the airline but also for the aviation industry as a whole. Furthermore, the researcher had access to public records supplied by the Corporate Communication department of Ethiopian Airlines. Therefore, the study assesses the structural communication employed by the airline in its public relations activities.

1.2 Statement of the problem

Public relations, for the external public, have today become a necessity in modern society. No matter how good an enterprise maybe, if it does not communicate with its public; it will lose out to its competitors who are using public relations more aggressively to ensure effective communication. Companies that do use public relations in an organized and modern way can see the benefits in terms of increased awareness of themselves and their products or services, better staff morale, customer loyalty, and shareholders satisfaction among other things (Kotler, 2002).

According to Steve Milano (2021) a poor organizational structure not only hurts your ability to maximize opportunities but can also create problems and lead to serious financial consequences. A bad organizational structure can also hinder a company's growth. A poor organizational structure can lead to misunderstandings as employees do not know who needs information or where to send important messages.

According to Robert (1980) structures that do not fit their environments or series of internal systems will be much less effective, and misaligned organizations are like bodies in which the muscles have been attached to the skeleton in a random fashion producing unnecessary tension and counter-effort where none is needed.

A sick and weak structure causes weakness in the flow of information in the organization. An unsuitable structure decreases coordination among staff and managers at different levels of the organization far away from the objectives of the organization. Therefore, the structure is a critical factor not only in what the organizations learn but also in the way this information and knowledge is retained (Shahrina Md Nordin & Subarra Sivapalan, 2013). The researcher has observed different ways that the PR is structured, although the profession is not yet well developed in Ethiopia, the researcher has observed different ways in which the PR is organized in the organization.

In locally published research, there are very few issues addressed in relation to organizational structure. Most of the locally published papers focused on the general public relations organizational PR tools and practices. Furthermore, the research works in Ethiopia focus on practices of public relations. The emphasis is given to PR tools, implementation, media, other PR activities, etc. Another research work related to organizational structure is the one which was conducted by Alemaz (2018). She conducted a study on the organization structure focusing on Ethiopian News Agency News Center.

When EAL public relations related research is considered, as far as the experience of the researcher is concerned, mostly addressed areas were ticketing (traditional and the modern online one), public relations issues like crisis management, media relations, employee relations, etc.), relationship marketing and other corporate communication issues. To mention a few, Isayas (2010) investigated the practices of E-marketing with a special focus on the E-ticketing practice of Ethiopian Airlines, and Rahel (2013) conducted her study on the practices of Public Relations of Ethiopian Airlines; she didn't focus on organizational structure, Henok (2018) studied the Effect of Personal Selling on customer loyalty, the case of Ethiopian Airlines and Ayele (2021) studied the Practice of Marketing Public Relations.

The researcher, therefore, would like to assess the gaps and effectiveness of the organizational structure of Ethiopian airlines with reference to the public relations office as the former researchers were focused on the practice, e-marketing, and PR tools the researcher believe that the organizational structure of group PR and corporate communication division is not observed.

1.3 Objectives of the Study

1.3.1 General Objectives

The general objective of the study is to assess the organizational structure of Public Relations and Corporate Communications and examine the extent to which the PR& corporate communications structure is suitable for the department productivity and efficiency.

1.3.2 Specific Objectives

The specific objectives of the study are to: -

- To explore any information gap between the executive management and PR professionals based on the structure
- To find out the challenges facing PR professionals with the structure
- To identify the PR professional's satisfaction with the current structure

1.4 Research Questions

The overall objective of the study is to examine the organizational structure of the Ethiopian Airlines Group PR and Corporate Communications department and its structural relationship with the higher executive management. In doing so, the researcher tailors the study to the below research questions.

Q1: Is the airline's PR & Corporate Communications organizational structure affected the productivity and efficiency of the department?

Q2: What kind of structural information gap facing the PR professionals?

Q3: Are the PR and Corporate Communication professionals well informed to prepare different PR activities?

Q4: Are the PR and Corporate communication professionals satisfied with the current structural communication to achieve the corporate goal?

1.5 Significance of the Study

The study is expected to play an important role in identifying and addressing barriers to the sector for further studies in organizational structure. And, it helps the effective implementation of the designed organizational structures within PR & Corporate Communications. Due to the lack of a research paper that focuses on the structure of the organization, it also serves as a background document for people who need to conduct basic research about the Ethiopian airline's PR & Corporate Communications.

1.6 Scope of the Study

In general, the focus of this study is to explore and analyze the organizational structure of Ethiopian Airlines Group Public Relations and Corporate Communication department. The scope of the study was limited to the PR & Corporate Communications organizational structure effectiveness, staff satisfaction and factors facing the professionals. However, the external stakeholders of the department have not been included. The research has been limited in scope to the current organizational structure of the airline which has been established since 2017. The research has been conducted at Ethiopian Airlines headquarter at Addis Ababa, Ethiopia.

1.7. Limitation of the study

This study has faced many challenges. One of the main challenges is during data gathering process; employees has not enough time to meet the focus group discussion as the department has not much number of employee o replace the respondents during the discussion time. As the department is working 24 hours, some employees were not comfortable and it was difficult to gather and collect their response in selecting the appropriate time. The PR and Corporate Communication manager and some senior professional time space to do the individual interview was a difficult task to wait until they finalize all their tasks. The other big challenge for this study was the outbreak of Covid 19 pandemic in the world and in our country .This Virus is an impediment to get necessary time on the focus group discussion as most company has a procedure of employee's group activity. Hence, these limitations have a negative impact on the quality of this study.

CHAPTER TWO

LITERATURE REVIEW

2.1. Introduction

This chapter reviews literatures that are fundamental to the organizational structure on the public relation and corporate communications. The chapter thematically reviews organizational structure and related concepts which are inextricably linked with public relations and corporate communication department, thereby providing a good foundation for the exploration of this study. The review then finishes off by looking at theoretical framework of the study.

2.2 Meaning of Public Relations

Public relations are the administrative function that identifies, establishes, and maintains mutually beneficial relationships between an organization and the diverse public on which its success or failure depends; It can mean gender differences and failures. Public relations are a function that identifies, establishes and maintains internal and external communication between a key part of an organization that determines its success or failure.

Public relations are a conduit, a facilitator, and a manager of communication, conducting research, defining problems, and creating meaning by fostering communication among many groups in society.

PR is a planned and continuous effort to establish and maintain goodwill and understanding between an organization and its target audience (Skandari, 2004). And, PR is considered the organization's method to keep its credibility, products, services, or staff to obtain recognition and support. This means that public relations play an important role in building a good reputation for a company and being seen as trustworthy by its customers.

Public relation is abroad set of communication efforts used create and preserve favorable bond between an organization and its stakeholders. An organization communicates with various stakeholders, both internal and external, and public relations efforts can be directed toward any and all these firm stakeholders can include customers, suppliers, employees, stockholders, the media, educators, potential investors, government officials, and society in general (Pride,2005)

According to Harlow (1976) public relations are a distinctive management function which helps to establish and maintain mutual line of communication, understanding, acceptance and cooperation between an organization and its various publics. It involves the management of problems or issues, help management keep abreast of and effectively utilize change serving as an early warning system to help anticipate trend and use research and sound ethical communication and its principal tools.

Wilcox et al. (2000) also states, “Public relations is the technical and social science of analyzing trends, predicting their outcomes, advising organizational leaders, and implementing planned programs that serve both the organization and the public interest. is” (p. 6). L’Etang,1996 also stated that public relation contains many key concepts and saves us tilling through hundreds of or it should be. Besides, he described the attempts to define public relations as largely ‘created to be all things to all people instantaneously. from the above definitions we can understand that people describe the public relation based on their understanding about its functions and its purposes, because of this L’Etang claims that the attempts to define PR as largely ‘constructed to be all things to all people simultaneously’.

Dozier (2002) cite that Public Relations programs are important because they help organizations achieve their goals by creating relationships with strategic publics: “Individual communication programs such as media relations, community relations, or customer relations are successful when they affect the cognitions, attitudes, and behaviors of both publics and members of the organization that is, the cognitive, attitudinal, and behavioral relationships among organizations and their publics” (p. 91).

Public relations (PR) is a set of techniques and strategies related to how information about an individual or company is disseminated to the public, especially the media. Its main goals are to disseminate important company news and events, preserve the image of the brand, and minimize the consequences by turning negative events into positive ones. PR can take the form of the company's press releases, press conferences, interviews with journalists, social his media posts, or other places.

Individuals or organizations operating in the public eye are faced with disseminating information about them or their practices to the public. Public relations is an industry in itself, but attempts to portray oneself in a particular way to others can be considered a form of public relations. PR is essential to the success of any business, especially when the company's stock

is publicly traded, and the value of the stock depends on public trust in the company and brand. In addition to responding to media inquiries, requests for information, and shareholder concerns, PR staff are often responsible for shaping and maintaining a company's image. In some cases, PR professionals may engage in negative PR or deliberate attempts to discredit competing brands or companies, but such practices are considered industry's code of ethics.

2.3 Public Relations as a Management Tool

Public relations is central to the modern management function, attracting friends to an organization, keeping those friends, and managing internal and external communication, based on the reasonable assumption that it is so necessary for an organization to thrive in business. It is intended to build goodwill. It is where it works, grows and thrives (Nwosu, 1990). This means that public relations are an integral part of modern management practice aimed at developing and maintaining strong relationships with partner organizations working with the organization.

In general, the goal of public relations is to achieve good character and responsibility. This means that it is the public relations officer's job to get management to act in a way that is perceived as good character and a responsible citizen. For institutions to achieve their goals, they must develop effective relationships with their public such as employees, customers, shareholders, and other institutions, and with the society at large.

The management of institutions needs to understand the attitude and values of their public in order to achieve institutional goals. The goal itself is shaped by the external environment. As advisors and facilitators to management, spokespeople help translate private goals into sensible and publicly acceptable policies and actions.

Rhee, Y. (2004) excellent organizations have decentralized management structures that give autonomy to employees and allow them to participate in decision making. They also have participative, symmetrical systems of internal communication with employees that increases job satisfaction because employee goals are incorporated into the organizational mission. Accordingly, many organizations have a decentralized management structure that allows employees autonomy and participation in decision-making, which improves employee attitudes and perceptions of the organization.

2.4. The Role of Public Relation in Aviation Industry

The aviation industry is set to expand due to increased demand for global air transport, globalization, poor roads, and railway connectivity, particularly in developing countries, and the fact that air transport is the most convenient transport mode suitable for both long and short distances. In Africa, years of conflicts, low investments in infrastructure as well as corruption left the continent's roads and railway systems in tattered conditions. This makes air transport within the continent the most convenient. Air transport is extremely significant in Africa due to the distance between main African cities and inter-continental air transport connectivity.

Any crisis within the aviation industry is likely to affect diverse air transport consumers and this makes the industry susceptible to crisis and get high attention of the media coverage when crisis do happen. Public Relation is a profession which is useful in managing such crisis effectively. Research-based Public Relation practices enable management to solve complex and dynamic crises; it is useful in tracking the opinions and beliefs of key organizational publics while producing the intended positive result (Austin, 2001).

The issues of public concern over environmental safety, climate change, and noise pollution are the biggest challenges for organizations working in the aviation industry, and aviation in general. But there is also a lot of exciting news in the aviation industry. New technology will make flying safer, new routes will make travel easier, new airports will emerge in the region, and new developments in engine design will make air travel greener. Technological and access developments play a key role in being heard and promoted (Jill, 2012).

"Whether it's a strategic PR campaign to accompany ongoing media activity or crisis communications in response to bad news, it's important to have a PR partner who understands the aviation industry and can provide a wide range of PR and communications services." - Jill Kent

2.5. Structural Communication

Structural communication was developed in the 1960s, originally designed to simulate the structure and quality of a small group tutorial through automated means. It was intended as means of addressing the issue of providing high-level learning from relatively few sources of understanding to many. In essence, it deals with communication as both content and form, or

as information and structure - or 'information about information. Effective two-way communication involves cross-validation of understanding through structural comparison. In structural communication, information is provided that participants have to organize in explicit ways (John G. Bennett, 1960).

Using structure in communication is important for interacting with others and building relationships. Using structured techniques can also provide input and improve your ability to understand complex problems. Moreover, structured communication can support numerous business processes. In this article, I'll explain what structured communication is, why it's beneficial, and discuss some approaches to structure your communication more effectively.

According to Tseng & Lee, (2011), effective communication within organizations and between people leads to increased understanding and more satisfying relationships. Communication is the primary creative force in an organization. Davelas (2002) states that "the level of interaction between members of an organization is influenced by the structure of the communication channel".

Structured communication is an approach to outlining methods of communication to improve understanding and interaction between others. In a professional environment, applying structure to communication is critical to ensuring teammates are aware of the process and are working effectively to support organizational goals. Using structured communication may vary depending on the type of message and how you interact with others. For example, communication methods for conveying information and conducting team meetings can have different structures for clarity and focus.

All jobs involve a variety of communication activities, such as collecting, recording, and transmitting simple, routine information, performing and following instructions, and participating in small formal work groups. In each of these activities, it is important that the organization has an adequate communication network where messages are received and sent effectively. Organizations with good communication patterns tend to encourage employees to work together more effectively (Luthans, 2005). Generally, communication in organizations takes place within the hierarchical pyramid called the organizational structure.

2.6. Major Roles of Public Relations and Challenges of Weak Organizational Structure

Duties of public relations are now classified into three main categories: 1- informing 2- advertising and encouraging 3- seeking cooperation, integration, and optimizing affairs. Scholars have enumerated two sub-duties for public relations that include advertisements and formalities that these are public relations tools, not duties, and their purpose and nature. Formalities include delivery, reverence, acceptance, cooperation, settling, and hospitality to guests of the organization (Lerner, 1964).

According to Joseph (2017) an important component to the success of any organization is the type of structure it implements. The organizational structure determines the number of management levels and interrelationships between departments. A poor organizational structure can lead to various problems, such as: Bloated management and poor communication. He says that, a weak or inconsistent organizational structure can create a distorted flow of information and disagreements in the organization.

- **Poor Communication:** Poor organizational structure can lead to poor communication. For example, in a company with too many levels of administration, policies can be misunderstood as they pass from level to level. By the time the communication reaches the site, it may take on a completely different meaning. This indicates direct or less hierarchy of communication has vital role for effective communications.
- **Poor Customer Service:** Organizations with poor organizational structure may not be able to provide efficient customer service, which can eventually lead to a loss of business. This often happens in large companies where there is little interaction between departments. A customer calling in with a problem may be handed off from department to department as they may not know who the right party is to resolve the situation. This also justifies organizations have their different customers, and media companies are one of the PR external customers.
- **Lack of Innovation:** Companies with bad organizational structures are often slow to innovate. New idea pipelines may not be in place, and even if there is, ideas may not reach the right sources for development and implementation due to poor communication. As a result, workers with new ideas can either keep it to themselves or

take it to new employers. this indicates employees with new ideas have no acceptance based on complicated structural hierarchy and create work dissatisfaction.

- **Lack of Teamwork:** A poor organizational structure does little to promote the concept of teamwork. Departments may be unwilling or unable to cooperate with each other, and department employees may not feel camaraderie. Employees can focus on their individual tasks and not assist others unless instructed to do so by their manager.
- **Too Many Bosses:** Some organizations use a reporting structure where an employee has to answer to several bosses. Employees can easily get confused when they receive a lot of messages or conflicting instructions. Employees may have conflicts with their superiors, which can ultimately lead to friction between superiors.

2.7. The Position of Public Relations in Organizations

The world we live in is a world of communication, and every second millions of data units are exchanged and transmitted around the world. With the development of human life, the need for information and communication is growing every day, it is important for people to have accurate and up-to-date information, and people with more and more information will be more effective.

Laver (1989) Public relations in an organization as it relates to quality of work: supporting organizational management to achieve organizational goals; believing in issues of transparency and accountability; respecting citizens' rights; It means identifying government duties and responsibilities and giving workers proper control.

The Public Relations Department monitors and assesses public attitudes and promotes interaction and understanding between the organization and its public. Improve communication channels and introduce new ways to build a two-way flow of information and understanding.

PR professionals shape the image of an organization. Build your brand, spread your organization's message and minimize the

The right people to criticize and evaluate an organization's programs and practices and formulate specific strategies and programs fall into her three categories: justifier public relations, explainer public relations, analyzer public relations.

- Justification publicity is based on organizations and managers, and misrepresents, obfuscates, deceives and misleads managers and their Always trying to explain the organization's point of view. It tries to present better goals and activities of the organization.
- Explainer public relations in its the most optimistic form of descriptive publicity describes and explains the publicity following the event and deals only with illustrations and reports. This type of outreach lacks strategic planning and execution programs, is passive and lacks innovation and creativity.
- Analyzer public relations is a public relation with program that moves head of affairs, events and trends and improve to levels of management consultants and participates in policies.

Public organizations believe that the organization's greatest assets are its purpose and structure, and that the survival of an organization depends on the mutual relationship between internal and external organizations and public relations, and it has reliable, accurate and up-to-date information. The Public Relations Station provides the latest information and useful information necessary for actual public relations activities. Today's world breaks down communication barriers, and people are looking for optimal solutions to their lives and social attitudes. Scientific principles lead to research, focusing on the conditions and participants of interaction. Arguably, no organization or institution can be considered irrelevant to its island, and unrelated and its products.

2.8. Major Theories of Public Relation Structures

Organizational theory is a sociological study of the structure and function of social organizations, including companies and bureaucracies. Organizational theory involves the analysis of organizational productivity and performance and the behavior of people and groups within an organization. Economists, business analysts, and academic researchers studying organizational theory are interested in understanding the dynamics of successful business. They may evaluate the importance of the professional and social relationships among employees and

structures between business leaders and their staff that encourage productivity in the workplace.

As a theoretical frame work the Classical Theory, Dominant coalition and Excellency theory are chosen for combining different solutions to managerial problems. These theories are helpful in understanding public relations structure and the role of the Public relation on the organization.

2.8.1. Classical Theory

David's (2000) classical theory focuses on organizational structure, analyzing aspects such as optimal organizational performance plans, organizational power relationships, and compartmentalizing different organizational units. the basic idea of the classical view of organizational communication is that organizations are like machines. So, having a well-built and well-maintained machine makes for a very productive and effective organization. It assumes that every employee is part of a larger machine, the organization. If one part fails, the whole machine fails.

Classical theory can address the primary aspects of a business's formal organizational structure. This theory discusses how to divide up professional tasks into the most efficient and effective ways.

Classical theorists pay attention to the professional dynamics and relationships within an organization and how these relationships may impact the company's function and production. The purpose of this theory is to help businesses create the most beneficial structures within a company that can help the organization accomplish its goals.

Eric Eisenberg and Lloyd Goodall wrote that *“the way we talk about a problem directly influence the solutions we can articulate to address the problem. Organizational and communication theories should enhance our ability to articulate alternative approaches and courses of action to practical problems (p. 53).*

A basic idea of the classical view of organizational communication is that organizations are like machines. So, having a well-built and well-maintained machine makes for a very productive and effective organization. Every employee is assumed to be part of a larger

machine, the organization. This theory will help to define each activities and structural relationship.

And, I attempted to identify communication structures and processes important for internal and external relationship building processes. In this regard, theories of excellence that identify organizational structure for effective organizational communication provided useful insights. More specifically, principles closely related to structure, such as the organization of communicative functions, internal communication systems, and organizational context, are relevant to this study. Although not a principle related to structure, the researcher included the two-way models of public relations principle, because it is related to the cultivation strategies for relationships. And, also focused on the dominant coalition's support principle because the researcher believe much of an organization's structure and process is greatly affected by the key decision makers of an organization.

2.8.2. Dominant Coalition Theory

Dominant coalition refers to “the group of senior managers who control the organization” (J. Grunig, 1992a, p. 5). The Excellence Study argues that senior PR professionals should attend management meetings, or at least have a direct reporting relationship with senior management, because the dominant coalition makes the most important strategic decisions of an organization. (J. Grunig, 1992). If the PR function is not empowered by a dominant coalition and is not involved in the strategic decision-making process, it should act as an advisor to assist the organization in considering issues of the strategic public (L. Grunig, J. Grunig, and Dozier, 2002).

Grunig (1992) uses open system theory to understand public relations functions. The basic idea behind the open-systems theory is that an organization exists in an environment, and organizations adapt and change according to their surrounding environments. Organizations have vertical structures, which reflect hierarchical location, and horizontal structures, which reflect the segmentation of responsibilities within a function or a department.

Using these concepts, Grunig (1992) suggested that public relations should be understood as a component of the adaptive subsystem. They asserted that public relations should be placed high in the organizational hierarchy in order to participate in strategic decision-making that affects the organization's internal and external relationships with publics. To garner stronger presence

within the vertical structure, the public relations function should be integrated into a single department, which would enable efficient use of scarce resources.

2.8.3. Excellence Theory

Excellence Theory said that the value of public relations lies in the public relations of an organization. Good relationship with its strategic publics is helpful for an organization to develop and achieve goals desired by both the organization and its publics, reduce costs of negative publicity, and increase revenue by providing products and services needed by stakeholders (Grunig, 2003). To maximize value of public relations, public relations must identify strategic publics and build long-term relationship with them through symmetrical communication program.

The excellence theory also shows that an organizations reputation is largely a byproduct of these organizational behaviors and organization public relationship, reemphasizing the important strategic role that public relation has in organizational governance.

The excellence study identifies characteristics of effective public relations in four major categories:

- Empowerment of public relations function: Strengthening Public Relations effective organizations should strengthen public relations as a key management function.
- Communicator role: let public relation executives play managerial role as well as administrative role.
- Organization communication function: public relations should be an integrated communication function and separate from instead of being sublimated to marketing or other management function.
- Public relation models: effect organization should base its internal and external communication and relationship building on two-way symmetrical model.

2.9. Meaning of Organizational Structure

It is widely believed that structure refers to the relations between the components of an organized whole. This concept of organizational structure can be translated to everything from a human body structure to a firm and to a single building and the like. For example, a building is a structure of the relationship between foundation, skeleton, ceiling and wall. The body of

human being is a structure consists of the relations between bones, organs, blood and tissues (Jo. hatch, 2014).

Organizational structure is the framework of the relations on jobs, systems, operating process, people and groups making efforts to achieve the goals. It is also the coordination of these parts. In a similar tone, Monavarian, Asgari, & Ashna, (2007), affirmed that organizational structure is a set of methods dividing the task to determine duties and coordinates them. Organizational structure is the structure of reporting relationships in an organization. These interactions can usually be diagramed in the form of an organization chart.

Structure refers to the relationships between the components of an organized whole. So, the concept of structure can be used for everything. For example, a building is a structure with a foundation, frame, ceiling, and wall. The body of human being is a structure consists of the relations between bones, organs, blood and tissues (Jo. hatch, 2014).

Some scholars, state associate organizational structure as being work distribution. According to Waterman (June, 1980) organizational structure is only one of many features of organizational design. Other aspects would include the nature of an organization's leadership, the various methods operating in it, and organizational culture. Organizational structure replicates the way in which work in an organization is separated. Organizational systems are the processes that attempt to coordinate those divisions of work. The structure of an organization is like a skeleton: it defines the spatial relationships and influences the power relationships among its various parts. The skeleton alone does not do much work; it simply provides the framework within which the body tries to organize its resources to achieve its task. The methods of an organization are like the systems of the body that work around and through the skeleton to produce effort and activity. It can, therefore, be understood that such systematized structure in any organization does not only help smoothen both horizontal and vertical relations in it but it will also ease service delivery for customers.

The skeleton alone does not do much work; it simply provides the framework within which the body tries to organize its resources to achieve its task. The methods of an organization are like the systems of the body that work around and through the skeleton to produce effort and activity.

An organizational structure coordinates and links the parts of your organization to help you achieve maximum performance. The structure you choose affects your organization's success in executing its objectives. Leadership should understand the characteristics, benefits and limitations of various organizational structures to assist in this strategic alignment.

Waterman (June,1980) states that Organizational structure is the framework of reporting relationships in an organization. These relationships can usually be represented in the form of an organizational chart.

Mintzberg (1972) define organizational structure is the framework of the relations on jobs, systems, operating process, people and groups making efforts to achieve the goals. An organizational structure is a set of ways to divide tasks into task definition and coordination. Organizational structure refers to an organization's model of internal relationships, powers and relationships and reporting, formal lines of communication, accountability, and delegation of decision-making. Arnold and Feldman (1986) helping the information flow is one of the facilities provided by structure for the organization.

The organizational structure should facilitate decision-making, appropriate environmental response, and dispute resolution between the units. The relationship between main principles of organization and coordination between its activities and internal organizational relations in terms of reporting and getting report are duties of organization structure (Parsayian and Arabi, 1998).

The conceptualization of organizational structures is a manifestation of systematic thinking. The organization consists of elements, relations between elements, and structure of relations as a generality composing a unit. The structure is a high combination of the relations between organizational elements forming the existence philosophy of organizational activity.

In the literature survey, structural connections are considered from various aspects. According to Schine's (1971,1988) research, he identifies three dimensions: Hierarchy, function, inclusion, this is a unique study. His three aspects of his research are:

- Hierarchy dimension: Shows the relative rank of organizational units using a method similar to an org chart.

- Functional dimension: It shows that there is a lot of work going on within the organization.
- Inclusion dimension: Near or far distance from each individual in the organization to the center of the organization. A correct combination of the above dimensions indicates the formal structure that appears in the org chart. In reality, organizations take many forms and cannot be easily described by organizational chart (Foruhi, 2004).

2.9.1. Different Types of Organizational Structures

Organizational theorists consider two main types of structures: physical and social structures. Physical structure refers to the relationship between the physical elements of an organization, such as buildings, and the geographical locations where work (business) is performed. In organizational theory, social structure describes the relationships between social elements such as people, positions, and organizational units (such as departments and divisions).

- **Simple structure:** This is a flexible set of relationships, with limited isolation and low complexity. Members of such organizations can design leader-focused org charts without formalities. Considerations of duties or control powers are mutually agreed, and coordination and oversight are direct and informal.
- **Functional structure:** Organizations of increased complexity are governed by simple structures. Functional structures are typically used as a tool to meet the growing need for isolation. This is called a function in this structure. Activities are categorized based on the logical similarity of their work functions. Functionality built on dependent obligations and common goals. The functional structure limits the post-processing of activities and is efficient. The goal of this plan is to maximize specialization scale savings. Functional managers, on the other hand, often have difficulty relating to and supporting the goals of their peers, so functional forms tend to foster empire-building and protective behaviors. It is becoming increasingly difficult to break through departmental boundaries within become increasingly difficult to penetrate.
- **Product Structure:** Marketing or consumer goods firms often use the product form that group's jobs associated with specific products under the direction of "product managers." A product manager is responsible for many or all aspects of a product or product line. A product structure in its purest form has the effect of creating multiple smaller companies with a single product line, each supporting a functional specialty. However, product managers are often only responsible for product marketing and sales

and must rely on operations managers for cost control and product quality and delivery. In many cases, finance and operations functions remain intact, while marketing and sales functions are reported to product managers, creating hybrids of products and functions. The key point here is that the product structure manager wants to emphasize the importance of the company's products by holding product managers accountable for line profitability. Product managers strive to integrate the efforts of specialists toward the product's goals.

- **Customer Structure:** Departmentalization by customers is used when management wants to insure a focus on the customer's needs rather than on skill in producing functional or on brands to sell product. Customer forms are becoming more and more common in our increasingly service-oriented society. We believe that customer forms are also underutilized in manufacturing, where historically management has often focused more on internal issues than customer concerns. Customer divisions or segmentation are also commonly used in sales divisions to offer different terms to different types of customers (eg volume discounts for wholesale customers). The customer structure signals that management is sensitive to the needs of their customer segments and that they have identified segments that have substantial sales potential.
- **Multidivisional structure:** In the middle of organizational development, once a functional structure is developed, it is transformed into a multi-departmental structure, easing the decision responsibilities of top managers. A multi-departmental structure is a set of separate functional structures reporting to a central center. Each functional structure is responsible for managing day-to-day operations. Central staff are responsible for overseeing and managing the relationship between the organization and its environment and strategy.
- **Matrix structure:** This structure is created with the aim of creating a kind of structure consisting of a functional structure and a multi-departmental structure. The goal of the matrix structure is to combine the efficiency of the functional structure with the flexibility and sensitivity of the multi-sectoral structure, based not only on the product logic, customer or geographic region, but also on the functional logic of the multi-sectoral structure. In a matrix organization, a functionally specialized employee he works in one or more project teams. This delegation of activities to employees is done through negotiations between the functional manager and the project manager, sometimes in the presence of her members or potential members of the team.

- **Hybrid structure:** In a hybrid structure, one part is dedicated to his one structure type and another part is dedicated to another structure type. The reason for the formation of hybrid structures is the combination of the advantages of the two structures due to designer or organizational changes. As with any hybrid structure, moving from one section of the structure to another can change the basis of relationships and obscure the hybrid form. Hybrid structures, on the other hand, allow for an organization in which the top and flexible structure is used.
- **Network structure:** Networks form when organizations face rapid technological change, short product lifecycles, and dispersed specialized markets. In a network, there is no unified organization to produce products or services within the network, the network is a producer or supplier, so the required assets are distributed among several network partners. In a network structure, partners are connected through customer-supplier relationships, and a type of free market system is created.
- **Bureaucracy:** The establishment of standards, the formation and unification of working methods, commonly called standardization, is an important concept or foundation of machine bureaucracy. If you visit banks, chain stores, tax offices, health authorities, fire departments, these agencies and offices rely on standardization.
- **Geographic Structure:** Some argue that the geographic structure is a hybrid of the customer form, but we believe that geography does not necessarily line up with many customer market segments and should therefore be considered separately. The geographic form divides the work in a firm by location. Often this is a feature of the product or service and the difficulty of transporting the goods or services over long distances. For instance, historically, despite many efforts to nationalize the real estate business, it remained largely a geographic industry until recent increasing use of the Internet has made it possible to regionalize and even nationalize its scope. Meatpacking and construction are two more industries that have largely retained their regional structures. Many companies organize their sales force by region. Further, in a global economy, many “regional divisions” are countries, each with their own cultural, legal, financial, and managerial parameters.
- **Amorphous Structure:** Amorphous structures grow by themselves. In the absence of guidelines or formal organizational charts, individual managers develop the organization they need to achieve their goals. Amorphous systems reflect either a tremendous amount of senior management trust in its middle managers or apathy to the organizational structure. Each group develops in its own way with its own resources

and needs. Sometimes termed “organic” organizations for the exponential ways in which they grow, amorphous organizations represent a “high-risk, high-return” alternative to the organizational manager.

Organizational structure has been clarified in many studies, and current implementation studies require additional investigation into the role of organizational structure in the strategy execution process. Cater and Pucko (2010) recommended that there was a relationship between the good organizational structure and organizational performance in Slovenia; therefore, they recommended that further studies should involve it in other sectors, such as the education sector. Rahimian, (2009) and Alashloo (2005) in their studies on the higher education sector in Iran, have linked between the organizational structure and organizational culture and considered them as success factors having a positive impact on the organizational performance. Organizational structure is a key factor in the functioning of an effective organization. It is also a common lever that many executives “pull” in the attempt to increase the efficiency of their companies. An organization cannot operate effectively and efficiently if its structure does not fit well with its environment and internal systems.

2.9.2. Organizational PR & CC Structure versus Effectiveness of Work

Organizations are structured in a variety of ways, based on their objective and culture. Through organization structure it is possible to arrange the responsibilities for different functions and processes to be clearly allocated to different departments and employees as well as to other external clients.

Lacy (1993) mention that some people believe a good employee should be able to perform well regardless of the structure of the organization and others believe that in the right organization structure, any one should be able to perform well but he stated that there is not right answer for this argument. Moreover, the authors state that an organization chart illustrates how the parts of an organization, such as the persons and things that motivate members and coordinate the actions of employees to achieve organizational goals. This argument is helpful to the researcher to analyze the structure of Ethiopian airlines public relation and corporate communication related to the corporate organizational chart and employee’s performance.

Dalton (1980) organization structure may be considered the anatomy of the organization, providing a foundation within which the organization functions. Organization structure is

believed to affect the behavior of organization member. Organizational structure, communication, and performance cannot function without each other. Structure influences organizational communication and performance. At the same time, successful communication is an integral part of improving structure function and increase performance.

Simon (1976:338) well-defined organizational structure as the way in which an organization's activities are divided, organized and coordinated provides stability and helps organization members work together to achieve goals. This definition is also helping the researcher to define the root cause of the department related to the structural communications and miss information's.

2.9.3. Important Considerations Affecting Organization Structure

When thinking about how to structure an organization, creating a new one or trying to modify an existing one, knowing a number of design principles can help clarify problems. These principles include (but not exclusively) fit, differentiation and integration, technology, size, span of control (centralization or decentralization), staffing, unity of command, and line vs. staff.

- **Fit:** alignment is an important consideration to keep in mind in designing and adjusting organizational structure. Structures that do not fit into their environment or set of internal systems are far less effective. Misaligned organizations are like bodies in which the muscles have been attached to the skeleton in random fashion producing needless tension and counter effort where none is needed. For example, if an organization is structured around self-directed teams but the reward system only recognizes individual performance, employees will waste time and energy trying to settle the two. The wisdom and judgment required assessing whether and how organizational environment, structure, and systems might be aligned or misaligned comes with theoretical understanding and application, experience, and creativity.

- **Differentiation and integration:** Two more processes that are fundamental to organizational structure are differentiation and integration. Differentiation related to “division of labor” in which work is broken down into its component pieces and

assigned to specialists in various parts of the organization. Differentiation naturally follows when an organization grows and becomes more complex and people become more specialized in what they do.

Integration refers to the need to coordinate separate activities and integrate them into one overall result. In general, the more work you divide up, the more attention you have to pay to integrate it, and the harder it becomes.

Differentiation creates high-level, relatively narrow skills that make it difficult for managers to integrate those skills across products and services. Some common integration mechanisms include providing an integrator or liaison that requires interaction between groups, assigning shared responsibilities for shared goals, elevating chains of command, and task forces sharing membership, teams, or committees, as well as creating and maintaining efficient information systems.

- **Technology:** The types of technology companies use often shape their organizational structure. Organizations built on batch technology are typically structured differently than those using continuous processes. Technologies with highly interdependent parts require a different organizational structure than technologies with independent and discrete parts. The series of tasks and the equipment and talent available for accomplishing them can have a significant impact on the organization's structure. Further, in today's information age, the rapidly expanding nature of computer- and satellite-based information systems is creating new organizational forms.
- **Size:** Different sizes of organizations place different demands on them. It is clearly easier for him to monitor and manage 25 people than 2,500. Size alone, and in combination with other variables, can shape the structure of an organization. While size may not determine the organizational form most suited to meet the demands of the organization, it must be taken into account.
- **Span of Control.** Another important consideration that increases size is control range. Control coverage refers to the number of people reporting to the manager. Much research has been done on the exact number of subordinates, but no definitive answer.

Large spans of control like this imply a flatter organization in that they produce fewer levels in the hierarchy. Greater attention to individual subordinates means a narrower span of control and correspondingly a bigger organization, one with more levels of hierarchy. In general, the more subordinates you have, the more time and effort it takes, and the more difficult it is to manage them effectively. So, there is a tension between "flat and responsive" and "big and professional" when trying to determine the appropriate scope for an organization. Determining sphere of control is also a decision based in part on leadership style and the level of empowerment the leader wishes to develop within the organization. Leaders of what we would not call "hierarchically oriented" may tolerate and encourage greater scope of control and be comfortable delegating more responsibility to others. Hierarchical-minded leaders are likely to choose a narrower scope of control, less delegation, and a more centralized structure.

- **Staffing:** All organizational structures must be staffed. A wise leader carefully checks whether the individual talents of the people and the jobs. The meager fact that a box on a piece of paper has a job description associated with it does not mean that any individual put in that position will be able or willing to fulfill that description. When the talents of available individuals do not match the job demands of particular parts of the organizational structure, many senior managers are more willing to make changes in the structure than they are in the personnel. Clearly, both options are available, each with associated costs.
- **Unity of Command.** An early organizationalist, perhaps influenced by the organizational forms created in the Prussian army in the 17th century, he concluded that every employee in an organization needed a boss. This made it easy for each employee to know to who he or she might look for direction. The atrociousness and complexity of today's organizations have demanded, in many cases, more than one boss for employees. Consistency of authority for individuals within an organization is a design principle that should be considered in light of organizational goals and members.
- **Line vs. Staff:** People in organizations need to make decisions. Historically, it was thought that organizations should follow the scalar principle, which means that authority for decisions should flow in a single unbroken chain from the top of the organization to the bottom. This is clean and simple, as it was able to identify who was responsible for a particular activity and was a basic principle of bureaucracy. As organizations have grown more complex, however, the clarity of the line of authority

has bleached. Industrial-era managers needed the support of HR specialists to make decisions. This decision-making structure created a division between “line” and “staff.” To the extent that “knowledge is power,” modern information systems are distorting the distinctions between senior and junior decision-makers and between line and staff even more. So-called "dotted line" relationships often don't work as designers intended. Effective organizational architects carefully consider how their organization makes decisions. Effective organizational designers consider carefully how the organization will make its decisions. Armed with up-to-the-minute databases, today's staff personnel, answering phones, might be as influential on customer responses as the front-line “sales force.” Additionally, many leaders are beginning to find themselves unable to make all the decisions they need to make in today's rapidly changing environment. This creates the challenge to, as Jack Welch puts it, “grow big, but act small.” When local, differentiated employees supported by fast information systems can make good business decisions, a company can appear to be small and personalized while in fact, it may be huge and have global reach.

These considerations interact in different ways to loosely define alternative ways to structure your organization. Before presenting the different morphologies currently observable in the economy, it should be noted that information age technologies are causing major changes in the way companies are organized. Decision-making is increasingly pushed down within an organization when it has both the information from timely databases and the wisdom to put that information to good use. While some traditional leaders regret this deployment, those who embrace it recognize the strategic value of this de-facto decentralization and encourage employees to do the same locally. So the Information Age is reshaping and reforming the way the principles introduced above is influencing the shape of today's organizations.

2.9.4. Review Local Empirical Researches in Related to PR Organizational Structure

Regarding to local observed research on organizational structure, the current research was unable to find any published article. However, two unpublished MA thesis conducted at AAU were reviewed.

A. Historical Analysis Organizational Structure: The Case of Ethiopian Radio and Television Agency's News Center

The study was conducted by Almaz Beyene for her partial fulfillment of MA degree in Journalism and communications.

The objective of the study was to look at the implementation of organizational structure of the Agency and it examines the causes of the overall changes of the structures, the decision making process in the news center, and the influences of the news center's activity with a focus on the news center management of the Agency. She employed qualitative data collected tool. Finally she concluded that in the study area, specifically, At the Ethiopian Radio and Television Agency News Center, the lack of commitment and knowledge of civil servants and employees is a major factor hindering the effectiveness of ERTA in meeting public expectations.

B. The Practice of Marketing Public Relations in Ethiopian Airlines Group

The study was conducted by Ayele Legesse for his partial fulfillment of MA degree in Public Relations and Strategic Communications, on The Practice of Marketing Public Relations in Ethiopian Airlines Group. His finding from all tools revealed that marketing public relation is practiced in Ethiopian Airlines under the umbrella of integrated marketing communications. Participants were convinced that PR plays an essential role in corporate marketing activities. They believe the change has happened since the company launched his IMC and started working with all marketing communications stakeholders. They also say that when he worked in isolation before IMC. He was also find gaps revealed by the study like the place of PR in the organizational structure which affects the practices and absence of Public relation research in the department. Finally, he recommends continuous evaluation by IMC constituents, facilitating experience sharing, providing training to the practitioners and solving the shortage of man power were some of the recommendations made.

2.9.5. Samples of PR Structure

As mentioned on the above reviews, organizational structure is the method by which work flows through an organization, and it allows groups to work together within their individual functions to manage tasks.

Organizational structure has an impact on communication because of the reporting structures and flow of information in the organization. There are several organizational structures. The researcher observes the below different structural sample charts;

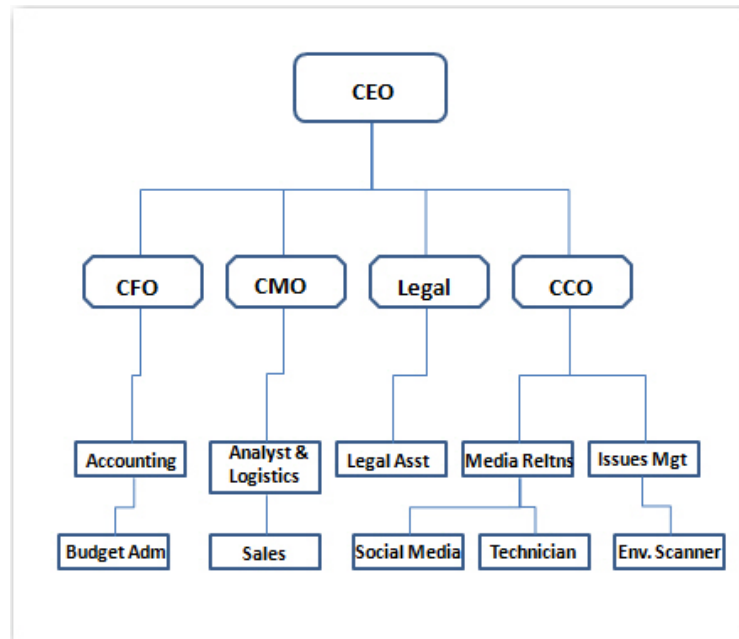
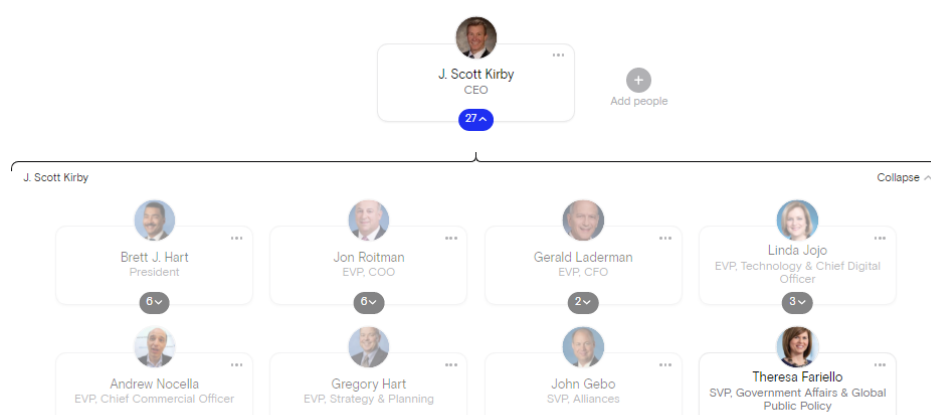


Figure 1 Simple Organizational Structure: Adopted from Sampson (2019)

In this figure, a service or information arm would likely be present, the role of the chief communications officer (CCO) relative to the other members of the dominant coalition, or C-suite, all reporting to the CEO.

United Airlines

United Airlines is one of the major U.S. airlines headquartered in Chicago, Illinois. United operates a large domestic and international route network spanning city large and small across the United States and all six inhabited continents. As we see the below United Airlines organizations structure, which is the member of star alliance airlines association. The public relations and Communication are settled on the top management executive members as Senior Vice President and Chief Communications Officer.



Josh Earnest
 Senior Vice President and Chief Communications Officer

Josh Earnest is senior vice president and chief communications officer for United Airlines. He serves on United's Executive Team and leads a world-class team to develop and implement the airline's global communications, advertising and community engagement strategies. Josh works closely with leaders across the company to shape the airline's public image and serves as the company's chief spokesman. He brings to this role more than two decades of strategic communications expertise from the highest levels of politics and government, which included serving as White House Press Secretary.



Figure 2 United Airlines Organizational Structure Chart: Adopted from the company website <https://theorg.com/org/united-airlines/org-chart>

JetBlue Airways

JetBlue Airways is also a major American low-cost airline, and the seventh largest airline in North America by passengers carried. JetBlue Airways is headquartered in the Long Island City neighborhood of the New York City borough of Queens; it also maintains corporate offices in Utah and Florida. This airline has the same size with Ethiopian airlines with more than 100 current destinations. As we see on the below Figure 3: JetBlue Airways organizational structure chart, the communication department is among the top executive management titled by head of corporate communications.

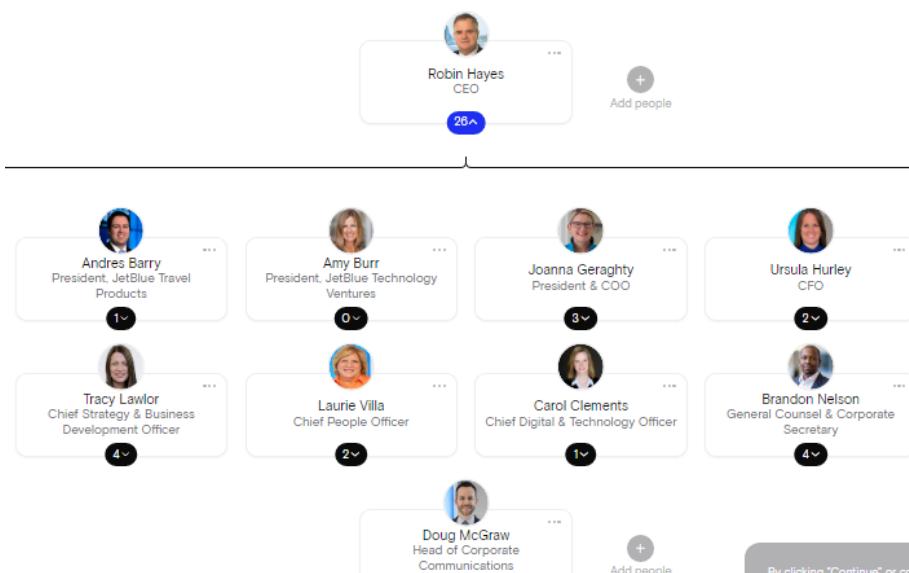


Figure 3 : JetBlue Airways Organizational Structure: Adopted from the company website <https://theorg.com/org/jetblue/org-chart>

American Airlines

American Airlines is a major US-based airline headquartered in Fort Worth, Texas, within the Dallas–Fort Worth metroplex. It is the world's largest airline when measured by fleet size with 700 fleet, scheduled passengers carried, and revenue passenger mile. This airline is a member of Oneworld alliance. The communication department in this airline represented by VP people and communications one of the top executive member.

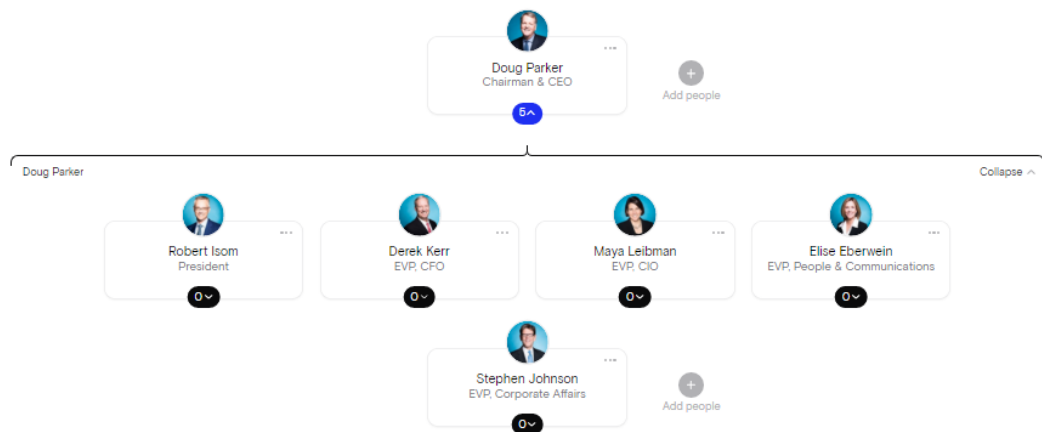


Figure 4 : American Airlines Organizational Structure Chart: Adopted from the company website <https://theorg.com/org/american-airlines/org-chart>

2.10 Conclusion

This chapter has presented review of literatures related to the study. Overall pictures of organizational structure versus effectiveness of work, factors that influences organizational structure, airline public relation organizational charts and public relation theories were discussed in the chapter. In order to gather appropriate data different methods within the qualitative approach tradition are designed. These methods will discuss in the next chapter together with sampling techniques employed and the introduction of the respondents who took their part in the study.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1. Introduction

The research method applied in this research is broadly qualitative and based on document analysis, focus group discussion, and interviews. Qualitative methods are known as one important methodological option in conducting management research and data collection and analysis. Based on this method, data has been gathered from primary and secondary sources. The Primary sources have been key informants and documents such as organizational structures and the PR portal manual.

The researcher has used purposive sampling and gathered primary data through one-to-one in-depth interviews and focus group discussions. Three practitioners and one corporate communications manager were chosen for interviews out of the 12 total department employees based on their prior experience working in the group PR and corporate communication departments.

This chapter presents the methodology used to carry out the study. First, it pronounces the research approach; next, it describes the research design and justifies its use. The next section is about the target population and the sampling of respondents. Then, they describe the data collection instruments and followed by data, analysis with different techniques to assess the organizational structure of Ethiopian airline's group PR & corporate communications department.

The research method employed in the research is both qualitative on document analysis, focus group discussion, and interviews. Based on this method, data was gathered from primary and secondary sources. Primary sources were key informants and documents such as organizational structures and standard work procedures of the department.

3.2. Research Philosophy

A research philosophy is a belief about how data about a phenomenon should be collected, analyzed, and used. The term epistemology (what is known to be true) encompasses different philosophies of research approaches, as opposed to doxology (what is believed to be true).

Epistemological perspectives provide a framework for predicting, describing, reinforcing, and deconstructing group-specific worldviews, expanding the knowledge base to better understand the purpose of qualitative research (Merriam, 2009). Epistemological perspectives provide a framework for predicting, describing, enhancing, and deconstructing group-specific worldviews and extending knowledge bases to better understand the objectives of qualitative research.

According to this perspective, the reality in the world is relative and subjective. It is rooted in the fact that methods used to understand the reality in social science is different from understanding knowledge in physical sciences. For interpretivists, single phenomena may have multiple interpretations rather than one absolute meaning. The interpretivist researchers try to gain deeper knowledge of a given phenomenon and its complexity in its unique context rather than generalizing it to other contexts.

The researchers showed by this paradigm do not separate themselves from the subject of the research. Researchers use their skills as social beings to understand how others perceive their world. This approach recognizes social interaction as a source of knowledge and knowledge, in this view, is constructed through mutual negotiation of the participants (Donoghue 2007: 9-10).

As the current study is focused on describing the phenomena from the participants' and researcher's point of view, the interpretivist paradigm best guides the study. This study exemplifies an epistemological perspective that is interpretive/constructive, as the primary objective was to gather information from the interviewee's, FGD participants worldview.

3.3. Qualitative Research

Qualitative research is more appropriate to examining words and ideas rather than counting numbers. As a research strategy, qualitative research methods are used to understand and explain social phenomena in their natural setting (Stone et al. 1999:334). Qualitative research is better at looking at words and ideas than counting numbers. As a research strategy, we use qualitative research methods to understand and explain social phenomena.

Qualitative research is characterized by an emphasis on describing, understanding and explaining complex phenomena on studying, for example, the relationship among factors; or

the context in which activities occur (Methodological Challenge). In evaluating the historical analysis of the Ethiopian Airlines Group PR and CC department, this thesis is mainly concerned in analyzing the understandings and beliefs of the employees and leaders of the department regarding the past and existing structures. Therefore, by using qualitative research, the knowledge, understanding and interpretations of the department are evaluated, and the different teams of the department were explored through in-depth interviews and focus group discussions.

3.4. Research Design

According to Stake (1995) a research design is a framework of research methods and techniques chosen by researchers to conduct their research. This design allows researchers to hone research methods that are appropriate for their topic and to succeed in their research. A good design will lead your research to success. Successful research studies provide accurate and unbiased insights. You should create a poll that meets all the main characteristics of a design.

A case study, as opposed to a broad statistical survey, focuses on a specific scenario in depth. It's a technique for condensing a very wide field of study into a single, manageable subject. In this study, the researcher used a case study research design due to the nature of the problem which is to assess the organizational structure of public relations in the case of ETG public relations office. Case study is a research design in which the researcher explores in depth a program, and the event, and activity, a process, or one or more individuals, the case is presently bounded by time and activity, and researcher collects comprehensive information using a variety of data collection procedures over a sustained period (Stake, 1995).

This study used this design because it is most appropriate and able to collect data, analysis, description, and interpretation of the circumstances at the time of the study. For more detailed definitions of a case study, Sagadin (1991) states that a case study is used when we assess and define, for example, each person individually, institutions, or a problem (or several problems), process, event in a particular institution in detail. For that reason, the researcher will assess the organizational structure of the Ethiopian airlines group PR and corporate communications department.

3.5. Data Gathering Procedure and Sampling

Patton (2002) data collection is the systematic process of collecting observations or measurements. Whether you conduct research for business, government, or academic purposes, data collection provides first-hand knowledge and unique insight into research issues.

The study is aimed at exploring the organizational structure of Public Relations and Corporate Communications and how Ethiopian Airlines Group manages its public relations activity. Meanings and reasons why the Ethiopian Airlines Group PR and CC department made repeated changes of organizational structures and then observe the staff's satisfaction to work efficiently. Therefore, data were collected from focus group and in-depth interview arrangements with the PR staff of the airline.

In this study purposive sampling was adopted to this study. The rationale for choosing this approach was that the researcher was seeking knowledge about the communication practitioners' opinion regarding the structure and execution of Ethiopian Airlines Group, which the participants would provide by virtue of their experience and involvement in the department teams. According to Patton (2002), purposive sampling is a technique that is widely used in the qualitative study for the identification and selection of information-rich cases. This involves the selection of individuals or groups that are knowledgeable about the subject under study (Creswell & Plano Clark, 2011).

In this study, the researcher selected 11 corporate communication practitioners and manager of the airline PR & CC based on their duties and responsibilities in the Group PR & CC department of the airline. Of the total employees, five of them were from social media practitioners, three media relations and event management practitioners, three content development practitioners and a manager of the airline.

The consultation of secondary data also relevant to the restructuring which is made at different times has been very vital in describing the picture of the past situations and the intention of the restructures.

3.5.1. Focus Group Discussion

Focus group discussions are one of the most commonly used qualitative research techniques. They allow forming groups of people and sharing their views under the guidance of the researcher.

According to Lindlof (1995) focus group interview offers a methodological response to those problems which researchers face in conducting individual interviews. Unlike interviews conducted with individual interviewee focus groups create settings in which diverse perceptions and ideas on topics can surface.

By discovering the meaning attributed by groups who are working in organizations like Ethiopian Airlines, it can help to draw conclusions about the reasons for the repeated restructuring of the PR department.

Stone (1999) mentioned that focus group interviews can be an excellent way to gather information quickly from several people. The authors also mention that groups offer other advantages by stating what an individual says may trigger a response from someone else and that kind of response may not be thought of if interviewed singly. However, focus group interviews are vital for communication researches, it also requires great skill and caution to ensure that one or two individuals don't monopolize the conversation.

The operation of focus groups is deceptively simple. A sample 6 to 12 persons who are demographically homogeneous or who have certain experiences in common, is selected to meet at a neutral site to discuss subjects of interest to the researcher (Lindlof 1995).

Accordingly, the researcher formed two groups with 6 participants each and conducted a discussion. Based on the formed groups, in-depth examinations of meanings participants make out of their experience are undertaken. The focus group interviews were conducted with a group of young professionals and examined the application of the structures within the department. The focused group discussion were focused on the current Ethiopian airline's group PR and corporate communications structure in relation to the past organizational structure, factors that affected the productivity and efficiency of Public Relations & Corporate Communications structures, the department represented in the organization, structural information gap facing the PR professionals and on strategic knowledge of the professionals.

3.5.2. Individual In-depth Interview

In-depth interviews are a useful learning mechanism for individual perspectives. They are also effective for getting people to talk about their personal feelings, opinions, and experiences. It is known that those who are afraid to talk in front of people about a topic would explain if they get chance of talking in front of one person or the researcher

In-depth interviews also are useful in the field of qualitative research for its effectiveness in giving in a human face to research problems. According to Lindlof (1995:169-171) it is believed that the interview is a remarkably adaptable tool because it can be conducted anywhere, and it can be conducted for short or long period of time as it is necessary. Different whistleblowers have unique experiences on the ground and can offer different insights.

In-depth interviews involve not only asking and answering questions, but also the systematic recording and documenting of resources combined with a deep probing for deeper meaning and understanding of the people's responses. Unlike focus group interviews, in-depth interviews were conducted with all one at a time to provide a more comprehensive experience.

Thus, the researcher has conducted in-depth interviews with people who are working at the Ethiopian Airlines Group PR & CC and have their own opinions and beliefs about the effectiveness of the organizational structures and organizational communications. In-depth interviews used to collect related information and facts about the impact of the organization structure of the department on day to day activities of the employees and the higharched leaders of the airlines. It has also its limitations and one of the limitations is individual factors make it difficult to draw general conclusions (Deacon et al. (199). Furthermore, in-depth interviews are based on personal experience and as a result they suffer from subjectivity. Therefore, focus group interviews and participant observation can use as a means of getting additional information. Thus, three informants were employed both in the form of formal interviews.

The informants have different viewpoints regarding the organizational structures of the department and their opinions are reflected in the responses they gave. Detailed examples also described by the informants.

3.5.3. Participant Observation

One of the most common methods of qualitative data collection is participant observation, the researcher performs its work as a part of the community of the PR & CC department, in order to verify that the observed information is of the natural phenomenon.

That is why the strength of participant observation derives from being there and following the day to day activities of participants of the study. That is why Lindlof (1995: 135) describes that in participatory observation the researcher becomes skilled in the standards of performance honored by the group or individual. While observing, normally it is possible to record points that can't be discovered in interviews and documents.

Therefore, by using participant observation, it is possible to have a full description from the notes as soon as the observation is over.

According to Stone, (1999) observation over time will reveal patterns of behavior that the researcher may have been unaware of even in familiar settings.

The topic of the study also needed to use participatory observation in order to observe the informal activities and talks of different groups who are working in the Ethiopian Airlines Group PR & CC department.

3.5.4. Document review

In this study, the researcher used document review as a tool to gather the data from the document that is from ETG Public relations and CC department. Document reviews is very essential to achieve research objective concerning assessing the organizational structure of PR and CC. The researcher will review written materials, organizational structure chart process mandate, SOPs and check lists. These can be particularly useful in trying to understand the organizational structure and communication of an organization. They can include policy documents, mission statements, annual reports, codes of conduct, websites, and other materials, etc. (Hancock, Ockleford & Windridge, 2009).

3.6. The Interview Questions

In this study, the employee is the central point of view when addressing the research question. Therefore, it is important to give respondents the chance to react freely to the questions relevant to the research inquiry.

Thus, semi-structured interview questions were administered in the interview sessions with the respondents. Semi-structured interviews are chosen by their characteristics of modification according to the context of the conversation. Accordingly, some interview guides were designed for all the respondents.

Furthermore, the designed questions were open-ended questions and the objective of this kind of question is to encourage the interviewees to talk. This enabled the researcher to probe for examples and asking for clarifications.

3.7. Data Analysis Procedure

In this study, the data were presented and analyzed based on themes in a way that the themes are reflections on the research questions. Qualitative data from the open-ended interview part was analyzed using thematic analysis methods. Analyzing qualitative data typically involves exploring and familiarizing yourself with the data, looking for patterns and themes, looking for different relationships between data that help researchers understand the data, and presenting information visually and writing it down. (Kawulich, 2015). , 96).

Most importantly, according to Boyatzis (1998), suggested that the thematic analysis, which is based on the frequent theme of data can be used to make sense of qualitative data. It is used to analyze qualitative information and to systematically gain knowledge about a person, an interaction, a group, a situation, an organization, or a culture. This study also administered qualitative data in terms of content and where applicable and a quotation form analyze the manager or senior communications expert in-depth interview to assess the organizational structure of PR and CC the case of ETG.

3.8. Credibility / Trustworthiness of the research

In this research, the credibility and trustworthiness of the research will no less important in qualitative research. They have different connotations for qualitative data. Qualitative researchers need to be aware of several concerns that may cast doubt the credibility of their research into question.

There is a matter of completeness of the data. According to (Creswell, 1998) maintained that in qualitative research four factors help to construct the rationality and credibility /trustworthiness of the study: Such as, multiple methods of data collection, audit trial, member checks, research team, and debriefing, therefore the researcher used this parameter to assure the appropriateness of the validity and reliability claim. Therefore the researcher were applied such vital factors to get the credibility and trustworthiness of this study, for instance, the researcher will send the research to four members to check the credibility of the study, this research will use audit trial proses by the researcher himself and debriefing by two close friends and academicians to approved the credibility and trustworthiness of the study.

CHAPTER FOUR

DATA PRESENTATION, DISCUSSION AND FINDINGS

4.1. Introduction

In chapter three, the appropriate methodological model, the qualitative approach with participant observation, focus group, and in-depth interviews were chosen for approaching the research questions. Accordingly, the researcher has interviewed a total of 4 relevant people. Two focus groups were formed comprising 6 PR & CC officers and 6 Senior PR & CC officers. The senior officers were chosen because of their long years of experience and for having enough knowledge about the history of their department's organizational structure. The focus group also included from Media Relations and Event Management team, the Content Development Team, and the Digital Media team.

The age range of the PR & CC officers was between 26 and 31 and their experience is from 3 up to 4 years. For Senior PR & CC officers, the age range is 28 and 35 with professional experience ranging from 5 to 8 years. The in-depth interview consists of four informants. The first informant is from the media relation and event management team of the department and who has been working for 6 years. The second informant is a senior officer working as a content development team member of the department with 7 years of experience in the office. The researcher chose him because of his knowledge of the PR & CC department, and he has also a better understanding of the past and current organizational structures. The fourth informant is a senior officer working as a digital media team member of the department with 4 years of experience in the office. Furthermore, another in-depth interview was also conducted with Manager PR & CC department. I also conducted interviews with the Manager PR & CC department of the airlines because he is an appropriate person to answer questions regarding the department management and other issues which are beyond the responsibility of the focus group members and the other informants. The office manager is 45 years old.

The objective of this study was to assess the organizational structure of Public Relations and Corporate Communications and how Ethiopian Airlines Group manages its public relations activity. To meet this objective, the researcher formulated the research questions. The first questions were “Is the airline’s PR & Corporate Communications organizational structure affected the productivity and efficiency of the department, what kind of structural information

gap facing the PR professionals, are the PR and Corporate Communication professionals well informed to prepare different PR activities and are the PR and Corporate communication professionals satisfied with the current structural communication to achieve the corporate goal?”. To find answers to these questions, researchers designed case studies and a qualitative research approach to gather information from real-world contexts using a variety of data collection tools. The tools planned by the researcher were key informants individual interview, focus group discussion and document analysis.

Based on this background information the results and findings of the study will be presented.

4.2. Data Analysis

Ethiopian Group PR and Corporate Communications was an independent office since 1998 under Director Advertising and Sales Corporate Communications. Then, in 2012, the Corporate Communications Department was restructured to be under VP Corporate Strategy, Communications, and Alliances. Starting from 2015-2017 the office was under the CEO office restructured under three Team Leaders being led by a Manager and then structured under VP Strategic and Alliance until 2020 Currently, the office is restructured under VP Ethiopian Holidays and Integrated marketing and named Group PR and Corporate Communications. The organization had a plan to build strong public relations by restructuring the department over the past years.

However, the PR & CC department has an issue in relation to the organizational structure. According to the senior officers of the airlines, there are several reasons and one is the organizational structures applied to handle the PR activities starting 2017 were structured the department under different divisions reputedly.

Currently the PR & CC department is restructured under director integrated market communication coordinated by manager position. And as indicated on the organization structural chart and document, all media and external relations activities and responses must need executive’s approval. The structural hierarchy takes much time to follow the information approval procedure this kind of organizational communication is not given responsibility and it has a value to decrease the efficiency and satisfaction of the professionals.

Herbert A. Simon (1976:338) well-defined organizational structure as the way in which an organization's activities are divided, organized and coordinated provides stability and helps organization members work together to achieve goals. This definition is also helping the researcher to define the root cause of the department related to the structural communications and miss information.

Through the document analysis, the researcher made a work to gather figures about the place of PR in the organization's structure. According to Excellence theory of PR which was appealed by Grunig (2003), the place of public relations department in an organization affects the effectiveness of the roles of PR. The theory claims, in order PR plays its role for the given organizations, it is expected to be the member of dominant coalitions or the top decision makers team.

In line with this, according to Tench (2006), organizations are open social systems that must interact with their environment in order to survive. The environment, according to system theory is not only the social scope but also its internal environment with its substructures. Organizations are open social systems that must interact with their environment in order to survive.

According to systems theory, the environment is not only the social framework, but also the internal environment with its substructure. This indicates that the place of PR in an organization has a vital role to play its anticipated roles. Based on information gathered, the PR activity is done under the department named "Group Public Relations and Corporate Communication" which reports to Group Integrated Marketing Communications led by a director. The IMC director reports to the VP Holidays and Chief Commercial Officer and again Chief Commercial Officer reports to Group Chief Executive Officer. Under IMC, the PR and CC, Advertising and Sales Promotion, and Digital Marketing (Customer Relations management are structured (See Appendix V). From the illustration, PR is far apart from the upper management units or CEO which indicates the department is not a member of the Dominant Coalition. The expertise of practitioners and managers of PR and corporate communication also has a direct impact on the achievement of communication goals.

4.2.1. Organizational structure

The focus group members of FGD 2 as well as the interviewees including the Manager of the Group PR & CC department of the airline agreed that the former PR & CC structure of the airline was somehow appropriate when compared with the current structure to work with different local and international media to inform and promote the company developments and goals. In 2017 the PR & CC department was under the CEO's office and the department has also one manager and three team leaders with the management position to coordinate the team's technical activities the organizational structure was close to the top executive of the organization as it was under the direct supervision of the Head Group CEO office. During that time all the structural communications were a short way to get any updated information in comparison with the current structure.

They also mention in 2017 the same year, the department was restructured under VP Strategic Alliance with the same department structure. All the FGD 2 members agreed during the restructuring time they had not any information on the structural change and they hired the change from their manager after a week. FGD 2(C and F) said:

As we were the staff of this department one has not asked to give any feedback on the new structural change. The higher executive management was deciding the structural change from their point of view without any professional scientific research. As a result, the structure was not successful in handling the professional activities.

FGD 2 also agreed on the above-mentioned point the change in structure did not involve the involvement of experienced professionals in the PR department and did not achieve the goals designed by the management to support the company's mission. As a result, the existing structure of the airline was reorganized under the digital division of the airline's public relations department by 2020 E.C. and the extension of the chain of communication was reduced.

As II 2 mentioned:

At the time, all staff members had questions about the restructuring of our department to include our opinions, but the decision was coming from the top management and our feedback was not accepted. It was time to conclude that the organization was underestimating the value of the department.

Rhee (2004) supports the above mentioned, excellent organizations have decentralized management structures that give autonomy to employees and allow them to participate in decision making. There is also a participatory and symmetrical system of internal communication with employees, which increases job satisfaction, as employee goals are integrated into the company's mission.

All the study participants mentioned the airline PR & CC department organizational structure redesigned to join the Commercial division with Integrated Market Communication team to work integral with the IMC team to support the airline vision to continue as the new spirit of the continent. They also expressed the new structural change was expected to create new opportunities for the department, but it was the starting point of blocking the relationship between the management and the professionals.

Ashna (2007) mentioned, that organizational structure aligns and relates parts of an organization, so it can achieve its maximum performance. The structure you choose affects your organization's success in executing its strategies and goals. Leadership must understand the characteristics, benefits, and limitations of various organizational structures to support this strategic alignment.

According to the respondents, the PR & CC department was structured in the way the Manager of the department is responsible for all activities including the three teams of the department and the senior officers of the Media Relation and Event Management, Content Development and Digital Media team also took accountability for their respective team as non-authorized representatives. Accordingly, the activities of the department are evaluated by the department manager, director IMC and then after the director's approval the VP ET Holiday, Digital Sales, and GCIC after the evaluation of the vice president the Chief Commercial Officer is the end evaluator of the PR product before the final decider of the organization Group CEO. And all the respondents agree this kind of hierarchy creates good clarification on the trust of the information distributed by the department to the external customers, but in the meantime, the structural hierarchy takes a long time and was create dissatisfaction in the department by the international and local media in getting recent information to cover positive millstones of the organization.

According to Joseph (2017), an important component to the success of any organization is the type of structure it implements. The organizational structure determines the number of

management levels and interrelationships between departments. A poor organizational structure can lead to various problems, such as bloated management and poor communication.

All the informants said the current organizational structure is not suitable to handle different PR activities to respond the external requests including local and international media news coverage requests. As II 3 mentioned:

From my experience, particularly the way we handle questions from the media is not liked by many of them. The media prefer to get quick responses to their inquiries. But our structure is not having a chance to respond to any media questions on time when we follow the hierarchy-based communication or approval. They usually feel frustrated when they are told to send their questions through email. as most media activities are time-sensitive they had no chance to get on-time information, such procedures must be changed and responses to the media inquiries must be given right away with no need of proceeding to email conversations.

Rhee (2004) supports the above participant's point, that excellent organizations have decentralized management structures that give autonomy to employees and allow them to participate in decision making. There is also a participatory and symmetrical system of internal communication with employees, which increases job satisfaction, as their goals are integrated into the company's mission.

According to II 4 and FGD 2, they point out that with the current structure, the structure is becoming a major obstacle to the success of its public relations efforts and it is not conducive to providing efficient services to its customers and the employees are not satisfied to produce well-developed content.

Lacy (1993:29) also mentions that many people believe a good employee should be able to perform well regardless of the structure of the organization and others also believe that in the right organizational structure, anyone should be able to perform well. I also asked the informants which is true in the case of the Ethiopian Airlines PR & CC department.

All of the informants said ,organizational structure has its role in defining tasks and relationships within an organization, but the current organizational structure is not represented

at the right level and the hierarchy of communication creates miss understanding between the executive management and the department professionals.

According to II 2 and II 4, the PR & CC departments are not represented by the top management members. In this regard most strategic plans and directions are set by the top management, in this case, the PR & CC department had not any recent strategic information, and the department faced difficult challenges to arrange strategic talking points, media engagements, and digital media announcements. They also agree the current structure is not structured by research and knowledge-based decision.

The manager also adds his point on the above statement:

Mostly I am not participating in the top management meetings and strategic communication directions. The top management has demanded well-developed and strategic outputs but it's not possible to manage this gap if the Public relation is not represented and participates in the top executive's meetings and strategic related activities.

The dominant coalition mentioned the public relations function is empowered by the dominant coalition and included in the strategic decision-making process; it cannot enact its role as a counselor, who helps the organization consider the issues of the organization's strategic public.

As the respondents mentioned, the PR & CC department is dominated by the top management's decisions and this is unacceptable to the professionals and was led the department to unprofessional decisions.

As Grunig's dominant coalition says, the excellence study maintained that because the dominant coalition makes the organization's key strategic decisions, Senior public relations personnel must attend management meetings or at least have a direct reporting relationship with senior management. Unless the public relations function is empowered by the ruling coalition and involved in the strategic decision-making process, it cannot serve as an advisor to help the organization consider issues of the organization's strategic public.

All respondents agreed, that most of the time they received complaints from different clients about the service delivery of the unit due to time constraints basically from the media.

II 3 mentioned:

The department is influenced by the top management to work efficiently to go extra, I personally prefer the structure of the department separate from unnecessary top management influence. The department is to be somehow independent and must be empowered to make professional decisions by itself.

II 1 also add:

The decision process in public relations and corporate communications has been delayed, and it always goes up through the hierarchy from team leader-manager-director–to vice president-top management. For this reason, the decision process has a long process within the department. Basically, according to the department structure, the office manager is the decision-maker. but, most of the time there is a problem with decision-making in the department, especially when journalists ask for information from this office. I am not the decision-maker according to the PR structure, because the structure was not representing the PR office on the top decision-makers. Journalists need facts and figures from any organization while making news for the public. The PR officers are not the decision-makers in the office, not even the manager, because she or he has requested the Director or VP for the go-ahead. These are the big challenges.

Regarding the decision-making process in their working place, almost all the respondents under the category of FGD 1 and FGD 2 argued that the Ethiopian Airlines PR & CC department decision-making process has been based on the strategic goal of the airlines. Furthermore, they elaborated that as a profit-making company, the department decisions usually have been passed through different bodies. As the decision-makers had no PR professional backgrounds most of the PR activities are delayed the airline loses big media free publicity so many times. Based on the long way of decision-making process the organization is for useless unacceptable costs to pay for media.

All the study participants explained the department has an obstacle in all issues which needed urgent decisions from the highest management level. FGD 1 (A) said:

Every issue which needed urgent decisions had to wait for about three or five days before getting a solution. Everybody was aware of this bureaucratic problem, but

nothing was done. Most of the time we discussed this issue during our monthly crew meetings, but we had not seen any improvement. In my opinion, there was no strong communication between the department and the executive management of the organization to understand the problem.

II 1 also adds to the above issue:

The decision process is made differently in different situations. Sometimes, we evaluate by ourselves with the team representatives and escalate it to the manager if the issue is very simple. There are also instances where the manager himself may not take decisions by himself. Mostly, executive management makes crucial decisions and the PR disseminates the decisions through different platforms.

The II 4 also agreed on the above-mentioned idea:

When decisions are made at the manager level, somehow better and quicker than the top management. But, when the top management is expected to decide on the issues, the tendency for the decision to take more time than the usual managerial level decision. The top management is busy with different decisions related with direct the airline operations, this indicates the management was not giving a value to the PR activity as prior to the other operational issues.

According to Harlow (1976) public relations are a distinctive management function that helps to establish and maintain a mutual line of communication, understanding, acceptance, and cooperation between an organization and its various publics. It involves the management of problems or issues, helps management keep abreast of and effectively utilize change serving as an early warning system to help anticipate trends and use research and sound ethical communication and its principal tools.

Public relations are central to the modern management function, attracting friends to an organization, keeping those friends, and managing internal and external communication, based on the reasonable assumption that it is so necessary for an organization to thrive in business. It is intended to build goodwill. It is where it works, grows and thrives (Nwosu, 1990). The aim of PR practices is generally to achieve good character and responsibility. This means that the PR officer's job is to make managers behave in a way that is perceived as good character and

responsible citizens. For institutions to achieve their goals, they must develop effective relationships with their public such as employees, customers, shareholders, and other institutions, and with the society at large.

The PR department manager was aware of the problems related to decision-making processes in related to the external inquiry responses in the organization. He said that the organizational structure of the department is not supportive to create new ideas and creating a relationship with external stakeholders. And, it's very difficult to get the latest information to update the media formally and informally. He mentioned also the media see the organization as not willing to respond to their questions. And the department manager advice to give attention to the department and he mentioned that it's mandatory to restructure the office to increase the creativity of the professionals by removing their workloads as the structure was creating a workload on the team representatives.

According to FGD 1 and FGD 2, the public relations department of various airlines is represented in high decision-making positions as a result, they promote new information on their social media as well as various information ahead of time. In their organization, however, they informed some news as the external audiences from different local and international media. This indicates the structural gap between the professionals and top management creates a strategic information gap for the PR & CC department professionals.

Almost all participants admitted that the current organizational structure has a vital role to create a big gap in information between the top management and the PR professionals. The department staff tried to build a good relationship with the external stakeholders however when the customers ask some rumors from any source of information and ask the PR professionals, they did not get clear and confidential information. This was creating the PR professional's dissatisfaction with their work environment.

4.2.2. Structural Relationship

All the FGD 1 members said that the overall communication among workers of the department is established in a good manner. But they emphasized that there were also problems that affected the overall communication with all supportive sections of the PR & CC department. All members of the FGD 1, and the interviewees as well as the Manager of the Department agreed that the organizational structure of the department is not well structured.

According to the II 2 mentioned before 2020, the department has three team leaders to organize the media relation and event management, content development, and digital media teams and they had a responsibility to coordinate the product of each of their teams and also where a team of management, but after the restructuring of the current structure the department has only the manager as a management member of the department. The three teams are coordinated by the senior officers.

According to II 4 the department manager, all of the department teams have a big role in the organization PR activity in promoting and managing the airline's crisis communication, Social media, and mainstream media activities however the current structure is not suitable for the manager to communicate the senior communication officers to lead the separate teams of the department as most of the PR staffs are on the same positions, and this kind of structural communication affect the senior professionals with the additional workload.

II 3 said:

As per the organizational communication structure each employee, if they are in the same position, they have no responsibility and duty to coordinate with their colleagues, has the same position. But when we see our department most of us have the same position and

some of our colleagues are coordinating the teams and give assignments and order daily assignments to their peers. As my experience in this organization this kind of organizational structural communication is unacceptable. With the other side, three of our department teams demanded the manger assistance this also big challenge to get the manger simply as he is overloaded to handle most activities.

II 1 also adds his point on the above issue:

In the past Ethiopian airlines, the PR& CC department has three team leaders to coordinate, evaluate, and communicate to their team members and they had responsibility for any miscommunications. They are also paid for their responsibility and additional tasks. But on the current trend, our colleagues are taking the responsibility for distribution of tasks via email the organization's communication

channel. I am not satisfied with this kind of communication and this kind of communication is out of the organization's policy and standard.

The participants of the study also mentioned that the cause of communication barriers between the PR professionals and the senior staff who are the team coordinators is the organizational structure redesigned in 2020. Since the department PR professionals are confused by the reporting communication structure, the team facilitators have the same position and educational backgrounds and experiences, but the PR professionals must pass their contents through their team coordinators as well as some activities directly to the manager and this kind of multi reporting creates some confusion to the professionals, it negatively affected the activities of the department, according to the interviewed participants.

Lacy et al. (1993:41) describe three important factors that organizations must consider are forces involving the manager, the subordinates, and the situations.

Similarly, Griffin (2003:286) states that Stanley Deetz's theory of communication is critical in that he wants to examine communication practices in organizations that undermine fully representative decision making, thus reducing the quality, innovation, and fairness of company policy. Thus, when managers design organizational structures, they must see their decisions from various perspectives.

Regarding the staff communication and cooperation within the department, II (2) said that although there are some obstacles to the horizontal communication of the department team members and the team representatives, in the other departments of the organization such kind of structural communication is not practiced. All of the FGD groups also agreed upon the idea of II 2 and they said because of the nature of the department's work division or activities the PR & CC professionals who work within the department perform their job in a team. But, it's better if the structural communication is vertically settled the confusion will be solved and the three teams will be more empowered to create new ideas and the activities will be more efficient.

According to Tseng & Lee, (2011), effective communication within organizations and between people leads to increased understanding and more satisfying relationships. Communication is the primary creative force in an organization. Davelas (2002) states that "the level of

interaction between members of an organization is influenced by the structure of the communication channel".

As II 2 Said:

The department has worked with different departments of the organization to prepare any releases, media activities, and talking points. And, we are all professionals facing critical challenges every day to collect data for external publication purposes. As the feedback that we asked for is used for the external purpose most of those departments have no confidence to provide the data, and they also demand approval from their directors. This kind of communication channel is a big challenge for us and creates dissatisfaction for all of us.

All the FGD 1 members add to the above point that the overall communication trend of the department demands time to collect any information to arrange any strategic content and it is a big challenge to perform their work efficiently.

II 4 adds his example on the above:

As the airline is achieved its vision 2025 ahead of time know the organization is finalizing its new vision 2035 to announce to the public, I am the one who is assigned to announce the new vision through our media platforms with my team, but I have not any information on the developed vision. I can say the top management view of the department is less and this kind of shortage of structural information was a reason for not well-developed outputs.

Efficient communication requires that the recipient understands the meaning of the message and indicates it to the sender through the expected response (Ivancevich, Matteson, 2002). Efficient communication requires that the recipient understands the meaning of the message and indicates it to the sender through the expected response.

Due to the reporting structure and information flow within an organization, organizational structure can of course affect communication. Excellence studies found that communicator expertise was insufficient to predict outreach best practices Grunig, and Dozier (2002). Of course, organizational structure can affect communication due to the reporting structure and

information flow within the organization. A survey of excellence found that a communicator's expertise was insufficient to forecast outreach best performs.

There had to be shared expectations between the communications function and senior management or the dominant coalition. Chief Executive Officers (CEOs) and other top managers, if they expect the public relations function to be strategic and contribute to the organization's ultimate goals, should not only use press releases and media, but also research and strategic planning, and often require and support practices, including research and strategic planning and management rather than simply press releases and media placement.

4.2.3. Document Analysis

As the objective of this study was to assess the organizational structure of the PR and Corporate Communications of Ethiopian Airlines Group, important documents were evaluated the researcher to evaluate overall the structure of the department.

According to the document analysis carried on, the researcher intended to look into the organization's PR and CC department structure chart, standard operation procedure, manuals, and the department monthly meeting minutes on the company portal page.

A. Organizational Structure Chart

Based on information gathered (Appendix III), the PR activity is done under the department named "Group Public Relation and Corporate Communication" which reports to Group Integrated Marketing Communications led by a director. The IMC director reports to Chief Commercial Officer and again Chief Commercial Officer reports to Group Chief Executive Officer. Under IMC, the PR and CC, Advertising and Sales Promotion, Digital Marketing (Customer Relation management are structured (See Appendix III). From the illustration, it can be seen PR is far apart from the upper management units or CEO which indicates the department is not the member of Dominant Coalition.

The expertise of practitioners and managers of PR and corporate communication also has direct impact on the achievement of communication goals for a given organization.

The office is restructured under VP Ethiopian Holidays and Integrated marketing and named Group PR and Corporate Communications (See Appendix III). The organization had a plan to build strong public relations by restructuring the department over the past years.

Currently, the PR & CC department is restructured under VP Ethiopian Holidays and Integrated marketing, director integrated market communication and named Group PR and Corporate Communications coordinated by manager position. And as indicated on the organization's structural chart and document of process mandate all media and external relations activities and responses must need the top executive's approval.

According to Pataconi (2009) large spans of control like this imply a flatter organization in that they produce fewer levels in the hierarchy. Greater attention to individual subordinates means a narrower span of control and correspondingly a bigger organization, one with more levels of hierarchy. In general, the more subordinates you have, the more time and effort it takes, and the more difficult it is to manage them effectively.

Also, the researcher observes the hierarchical structural chart of the company and confirms that the long way of getting approvals and information takes a long time to follow the structural chart. The structural hierarchy takes much time to follow the information approval procedure this kind of organizational structure unpowered the department and it plays a major role to decrease the efficiency and satisfaction of the professionals.

Through the document analysis, the researcher made a work to gather facts about the place of PR in the organization's structure, and Ethiopian Airlines PR and Corporate Communication department is not placed on the top place. According to Excellence theory of PR which was appealed by Grunig (2003), the place of public relations department in an organization affects the effectiveness of the roles of PR. The theory claims, in order PR plays its role for the given organizations, it is expected to be the member of dominant coalitions or the top decision makers team.

Group PR and Corporate Communication was recently restructured under Integrated Marketing Communication in order to improve brand awareness and unify marketing communication elements, such as social media, audience analytics, digital sales, and advertising, into a brand identity that remains consistent across distinct media channels. However, as per the data uploaded on the approval portal page of the company mentioned(Appendix 8), due to the

workload and structural issues of the Group PR and Corporate Communications, the social media management and PR activities are not as satisfactory as it is expected to be. Hence, it became essential to review the existing structure under this department and establish Team Leader Social Media & Content Development and Team Leader Media Relation & Event Management in order to strengthen the social media administration by merging all area marketing pages and managing centrally all Ethiopian Corporate Social media accounts as well as implementing integrated corporate and business PR activities to protect the brand image of the company 24/7 by producing stories and quality communications materials that can build the image of the company.

Organization Structure of Group PR and Corporate Communications

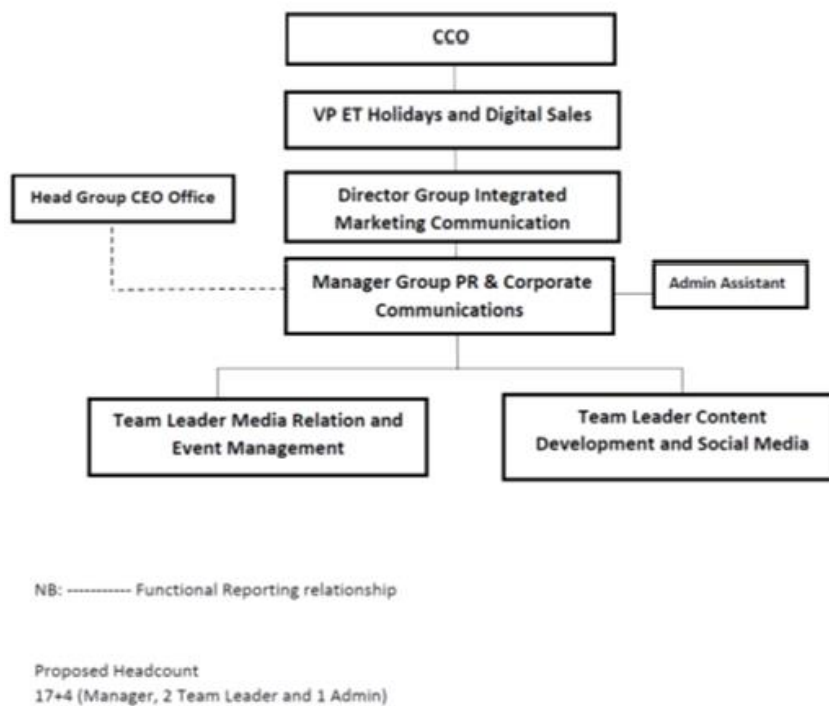


Table: Proposed Organizational Structure of Group PR and Corporate Communications

As per the above proposed organizational structure of Group PR and Corporate Communications department taken from the approval workflow table the director of IMC was plan to create two team leaders which was Team Leader Social Media & Content Development will be established under Group PR and Corporate Communications who is in charge of all the company social media efforts can help the organization to improve the management of Corporate Social media accounts as well as protect the brand image of the company 24/7. And,

to monitor the day-to-day activities of the team as well as to guide the team in collaboration with the manager and other interrelated departments. The other main task of the team listed under the proposed structure approval is producing quality communications materials and publications such as Press Releases, talking points, interview responses, corporate messages, GCEO messages, scripts and other contents.

The second position is, Team Leader Media Relations and Event Management will be established under Group PR and Corporate Communications and the main objective of the team is working closely with media to get maximum coverage in promoting different company products and services. That includes lobbying media to give coverage for Ethiopian in different events and occasions as well as producing programs and inviting media to produce stories that can build the image of the company. In addition, as mentioned on the approval document, the team will be responsible for arranging different corporate events. Also facilitate different support activities of the office such as facilitating visits, processing security pass, issuing invitation letters, assisting journalists during video shooting and interview. As the researcher observe from this document the airline is understand that challenges facing, and they try to find it. But this proposed structure is also still up to the research organized not approved and practiced.

To summarize, the researcher learned from the organizational structure chart that the PR professionals as well as the manager in PR&CC has not an opportunity to meet physically as well as through the organization communication channel email direct with the top executive management which means the Group CEO of the company to ask for some information to develop strategic contents which is written on the airline PR department job description.

B. Standard Operation Procedure an PR Responsibility Manual

As the company PR & CC policy, the department has the duty to develop, recommend, and interprets company policies, procedures, plans, and programs for the purpose of creating a favorable coverage Airline coverage in national and international media; arrangement, sponsorship evaluation, selection and management of corporate events such as receptions, cocktails, luncheons, celebrations, anniversaries, inauguration ceremonies, trade fairs and corporate publications; Evaluate and select exhibitions and trade fairs where participation will help achieve the company's goals. Prepare a budget for events such as receptions, cocktails, luncheons, celebrations, anniversaries, inaugurals, etc. Plans and organizes strategic

community relation programs designed to foster publicity and goodwill through contests, luncheons, and other functions; Monitors local and international media for news, statements, views, or criticisms that have relevance to the Company's interests. Monitor preparation of regular press releases to local and international media about the airlines' financial and technical performances, and intentions that might interest the public. And, the department has a duty to update corporate social media. The top management expects the department to maintain an effective relationship with the press to project the Airline's image in a favorable manner.

Develops, recommends, and interprets policies, procedures, plans, and programs designed for the purpose of creating a favorable attitude towards the airline through the eyes of the general public at large and the Company's customers and employees. Plans and organizes community relations programs designed to foster publicity and goodwill through contests, luncheons, and other functions. Prepares public opinion polls to obtain information on the effectiveness of community relations programs.

As per the above responsibility description, the PR and CC of Ethiopian airlines are responsible for all strategic and external information for any publications. And the PR and CC are expected to develop, plan and create new ideas to create goodwill of the external public. In this message, PR is playing the main role of the organization to inform the company's service and attract those external stakeholders who wanted to work with the organization.

C. PR and CC department professionals monthly crew meeting minutes

The researcher observes the recent PR and CC department professional's monthly crew meeting minutes which was conducted on (April 2022) mentioned the staff members were discussed and raised the information gap between the department and the department structure among the agendas. During the professional's develop any content and write-ups, some of the meeting participants agreed on the below:

Most of the time, when they collect facts and figures from each department that are related to the specific points ex: finance related to the finance department, legal issues to legal officers, destination planning to the market research department, etc. after they collect the data from different departments of the organization the top management is not satisfied with the figures which are not recommended to published to the public but the professionals are not advised which issue is strategically not acceptable to publish

to the external and when the developed content rejected by the executives it create dissatisfaction to the professionals.

The above issue indicates the department is facing lack of well-developed and strategic knowledge.

4.3 Findings

The researcher gathered data through individual in-depth interviews, focus group discussions and participant observation with Ethiopian airlines department Manager, senior officers, and officers found the following:

- It is impossible to say that the PR & CC department of Ethiopian Airlines has not registered fundamental changes from the organizational structures designed in the past years.
- The current organizational structure is very complicated when compared with the previous years.
- The long bureaucratic system of communication, lack of strategic information, and efficiency of the approval process are among the problems of the PR & CC department as mentioned by the study participants.
- The organizational structure was not implemented properly. As a result, it creates dissatisfaction among the PR professionals.
- The current organizational structure is not represented at the right level and the hierarchy of communication creates misunderstanding between the executive management and the department professionals.
- The structural hierarchy create dissatisfaction with the department by the international and local media in getting recent information to cover positive milestones of the organization.
- The PR & CC department had not any recent strategic information and the department faced difficult challenges to arrange strategic talking points, media engagements, and digital media announcements.
- Top management decisions have an impact on the department's ability to perform its duties effectively.
- The top management has not a good understanding of the value of the Public Relations department.

- The structural gap between the professionals and top management creates a strategic information gap for the PR & CC department professionals.
- As the department's product decision passes through top management of the airline and this makes the decision process of the department complicated and bureaucratic.
- The PR & CC department's structural modifications were not planned in accordance with market-based researches.
- During the structural changes, the PR department experts feedbacks were not included as input, in this case, the PR professionals are not willing with the current structure.

CHAPTER FIVE

CONCLUSION AND RECOMMENDATION

5.1 Conclusion

In this thesis, I have attempted to analyze the implementations and challenges of the organizational structure of Ethiopian Airlines with a focus on the PR & CC department.

The qualitative research paradigm has been used as a method of study. Qualitative research is more appropriate for examining words and ideas. It is also helpful in explaining complex phenomena. Accordingly, focus group discussions, in-depth interviews, and participant observations were conducted to explore PR professionals and management views on the implantation of the organizational structure. Justified by the fact that the study has aimed at examining the Ethiopian airline's group PR & CC structure, the researcher found out that it is important to take the Classical, Dominant coalition, and Excellence theory of Public relation approach to the organization as a theoretical framework.

The major finding of the study is indicated that Ethiopian airlines have not achieved fundamental changes from the designed organizational structures over the years. Moreover, the airlines PR & CC department professionals are not well directed about strategic knowledge, as they have not a way of communication with the top of the airlines managements, shortage of recent information is the main problem that led the PR & CC department to operate with poor communication system.

In relation with the past department structure the three major teams are affected by the current structure as they have not responsibility and the representatives of the teams has not legal duty's to coordinate the professionals are not satisfied with such kind of illegal structure.

Furthermore, as international organization, the department decision passes through different bodies and this makes the decision process of the department long and bureaucratic. The current organizational structure is very complicated when compared with the previous years. The long bureaucratic system of communication, lack of strategic information and efficiency of the approval process are among the problems of the PR & CC department as mentioned by the study participants. The organizational structure was not implemented properly. As a result, it

creates dissatisfaction on the PR professionals. And, the current organizational structure is not represented in the right level and the hierarchy of communication creates miss understanding between the executive managements and the department professionals.

In addition to this, within the PR & CC department, the structural changes of the PR & CC department were not researched and market-based structure during the structural changes the PR professionals' inputs was not included, in this case, the PR professionals are not willing with the structure.

In general, however, the organizational structures have been changed repeatedly fundamental changes have not been achieved within the department. The structure is the reason for the dissatisfaction with the lack of information that the media asked about the professionals, employees work environment dissatisfaction.

Finally, it can be concluded the representation of the department is not included in the higher structure of the organization and lack of strategic information are the main factors that affect the effectiveness of the PR & CC department in serving its stakeholders and its media partners effectively.

5.2 Recommendation

Based on the above conclusions and overall research findings the following recommendations are given for the improvement of ET's practice.

- In order to resolve structural problems cited by the respondents, the airline is expected to revise its organizational structure and the PR & CC department must be represented at the top decision-maker management. In order to solve the structural issues mentioned by the survey respondents, airlines should amend their organizational structures to include their PR&CC departments at the top of decision-making.
- The management must also provide up-to-date strategic information to the PR professionals to prepare well developed PR materials. This means the airline management also expected to provide up-to-date strategic information to the PR professionals to create well-written PR materials.

- The PR department should also rebuild its relationship with the local and international media to build goodwill by restructuring the department and providing full and well-timed data.
- The PR professional's input has an essential role when the airline plan to restructure the department.
- Knowledge based structural research is also suggested to know and corrective action on the effectiveness of the applied structure. Knowledge-based structural studies have also been proposed to know the effectiveness of the structure.
- It is one of the main actions to restructure the department teams also with managerial position to motivate to the professionals and its great opportunity to build a confidence and responsibility to all team members.
- The PR and CC department should be member of the top management body (dominant Coalition)
- The PR and CC should be empowered to strategically carry out its responsibilities like identifying problems and conducting research for solution. Likewise, the PR should be able to give information to the media and the general public. PRs and CCs should be empowered to strategically carry out responsibilities such as identifying problems and investigating solutions. Similarly, PR must be able to communicate information to the media and the general public.
- The PR professionals input have important role when the airline plan to restructure the department.

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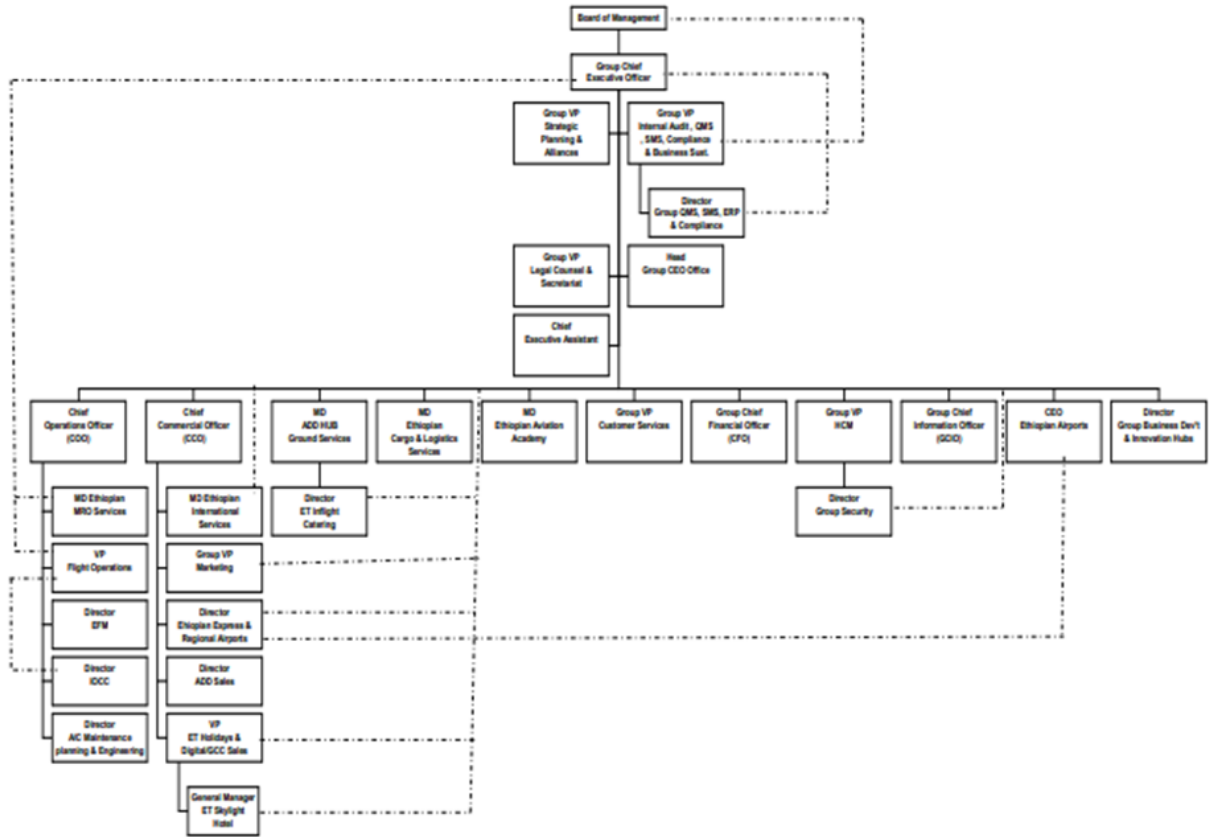
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Appendices

Organization Structure of Ethiopian Airlines Group

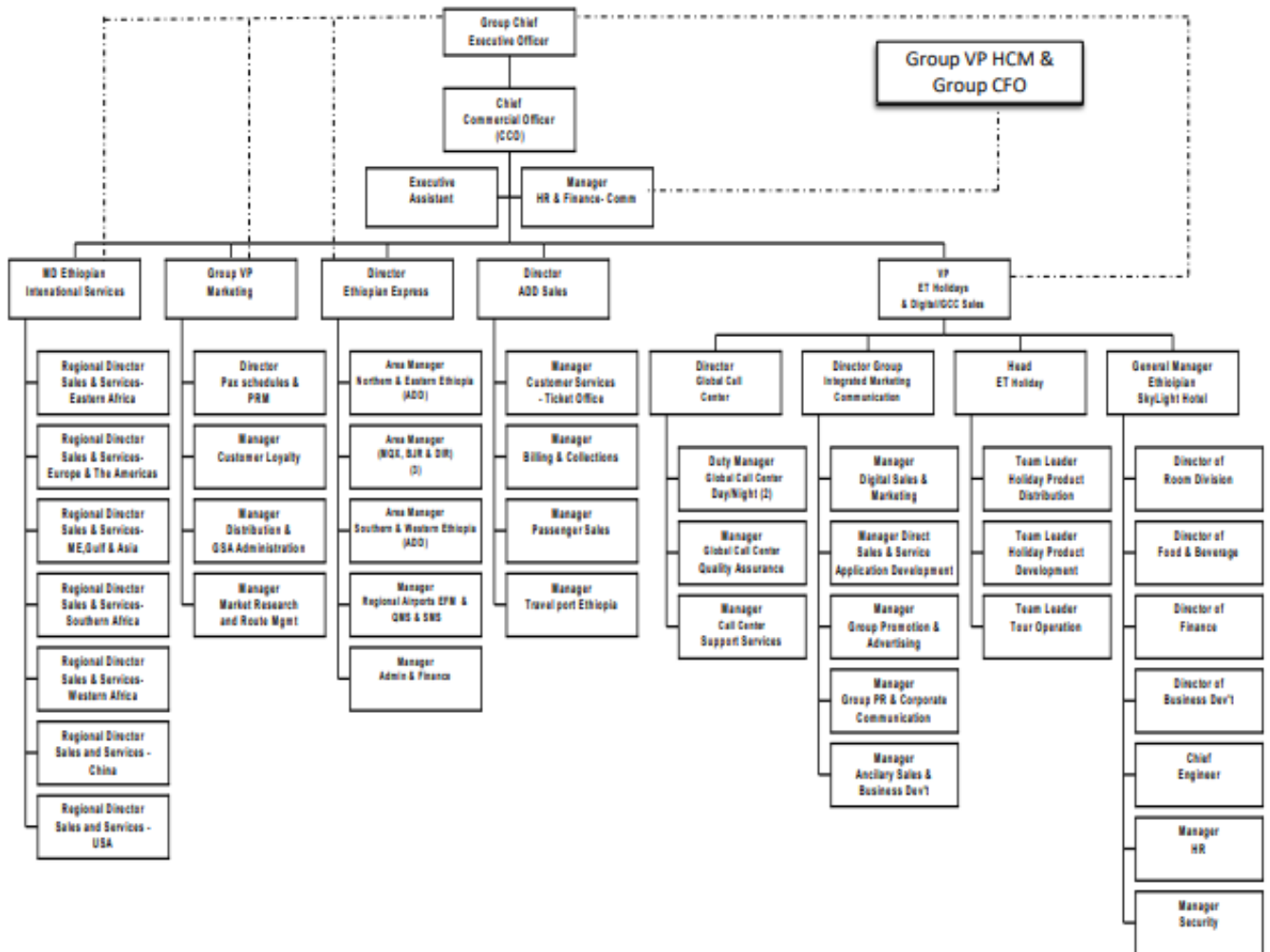


N.B. ----- Functional Reporting Relationship.

Revised in September 2021.

1. Appendix I –Organizational Structure of Ethiopian Airlines Group

Organization Structure of Chief Commercial Officer (CCO)

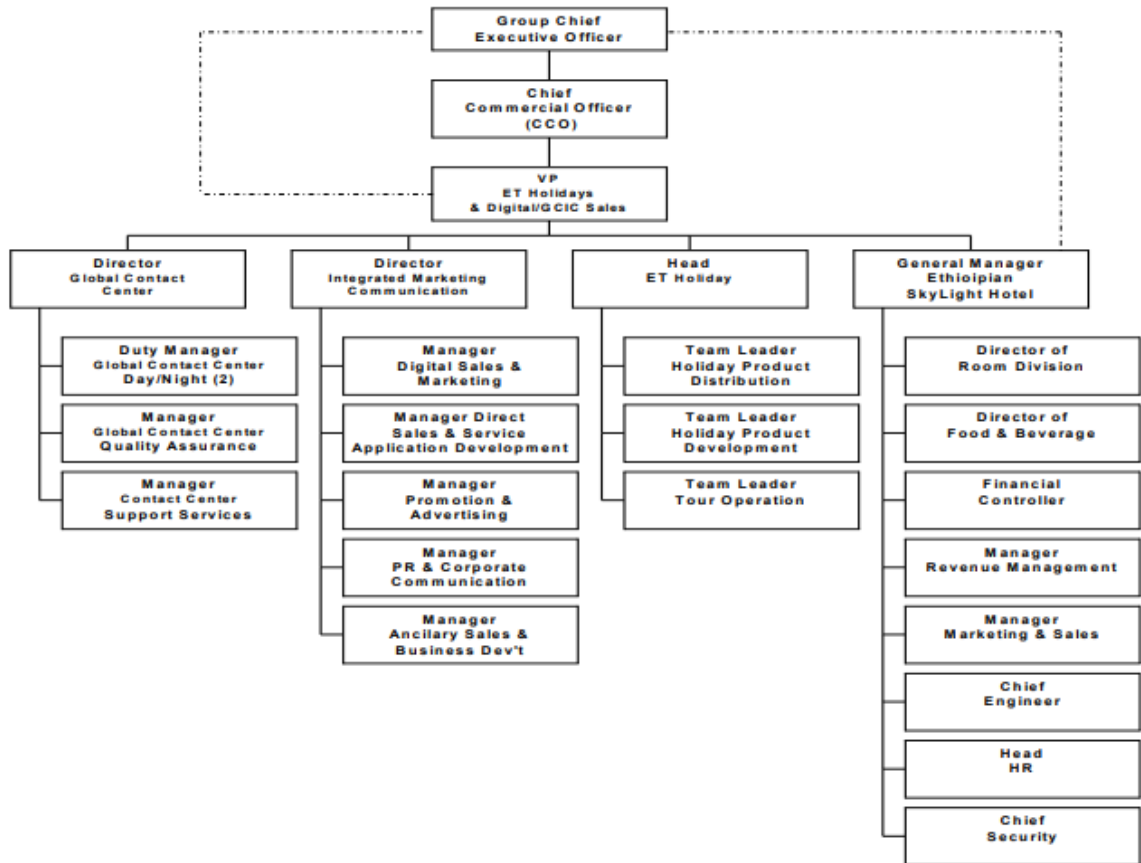


----- Functional Reporting Relationship on Strategic issues

Revised: September, 2021

2. Appendix II – Organizational Structure of Commercial Division

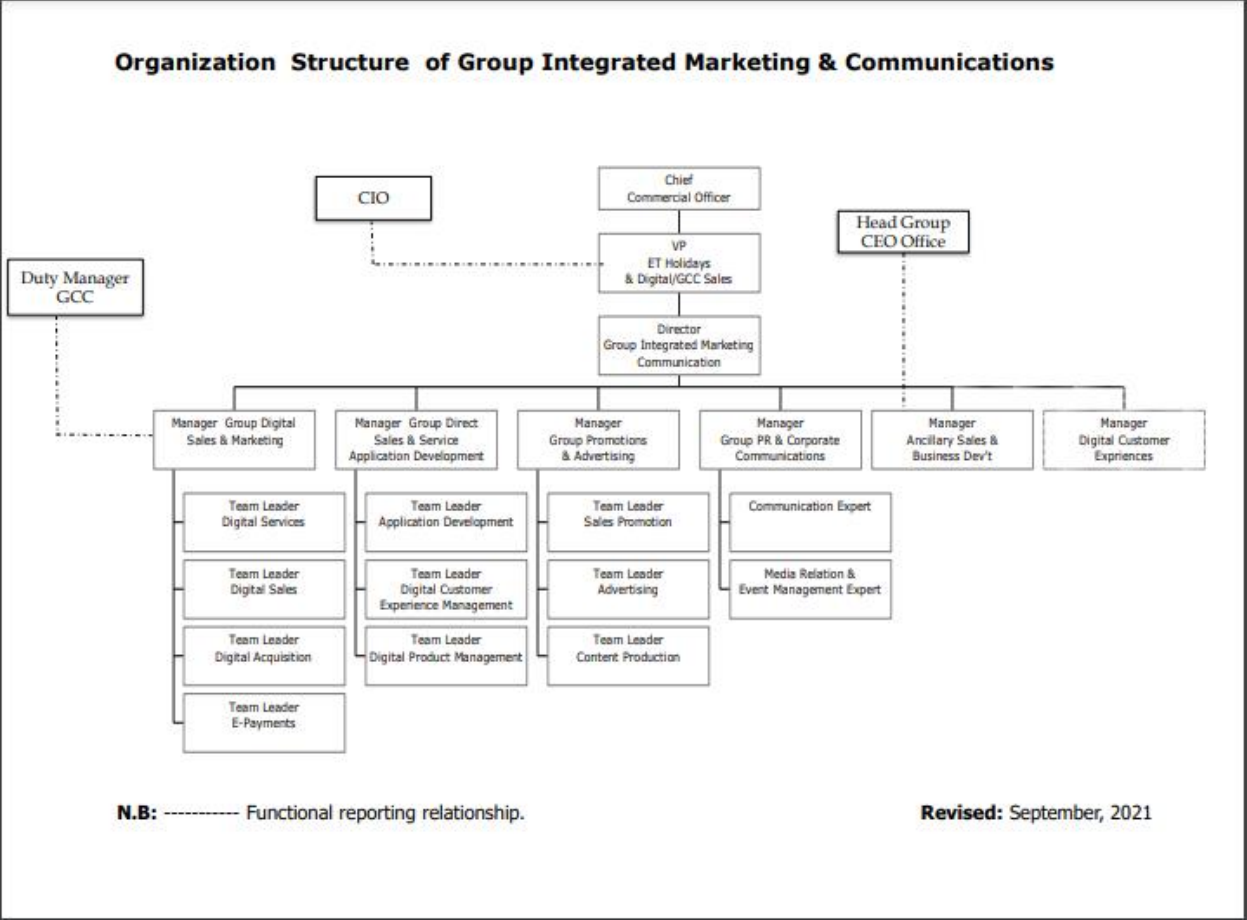
Organization Structure of ET Holidays & Digital/GCIC Sales



N.B. ----- Functional Reporting Relationship on Strategic issues.

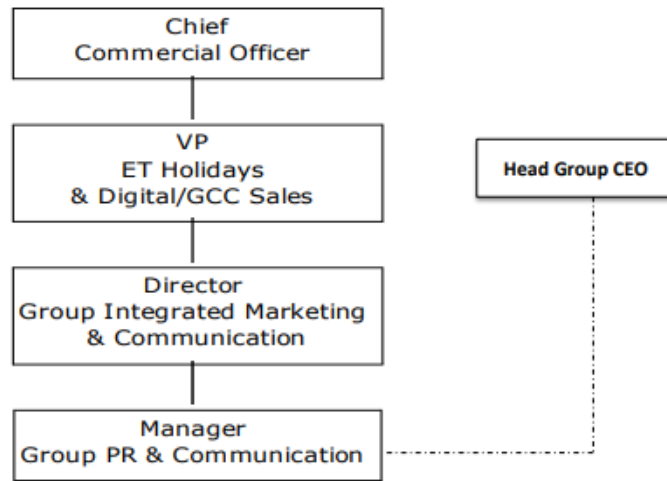
Revised: September 2021

3. Appendix III. Organizational Structure of VP ET Holiday, Digital Sales and GCIC



4. Appendix IV Organizational Structure of Integrated Market Communication

Organization Structure of Group PR & Communication



N.B: ----- Functional reporting relationship

Revised: September, 2021

5. Appendix V Organizational Structure of Group PR & CC department

	ETHIOPIAN AIRLINES MANUAL OF ORGANIZATION JOB DESCRIPTION	Rev. 11
		01 Sep 2021
COMMERCIAL		

Position Title : **MGR. GROUP PR & COMMUNICATION**
Major Division : **COMMERCIAL**
Division : **ET HOLIDAYS & DIGITAL/GCC SALES**
Department : **GROUP INTEGRATED MARKETING & COMMUNICATION**
Section : **GROUP PR & CORPORATE COMMUNICATIONS**
Job Grade : **ET14**
Job No. :
Location : **ADDIS ABABA**
Reports To : **DIRECTOR GROUP INTEGRATED MARKETING & COMMUNIC**

BASIC FUNCTIONS

Develop, recommends and interprets of Company policies, procedures, plans and programs for the purpose of creating a favorable coverage of the airline in domestic and international media; handling company events such as receptions, cocktails, luncheons, celebrations, anniversaries, inaugurals, trade fairs, company publications and the evaluation, selection and management of sponsorships; Evaluates and selects exhibitions and trade-fairs, participation of which is beneficial to the achievement of company objectives. Prepares budget for events such as receptions, cocktails, luncheons, celebrations, anniversaries, inaugurals, etc. Plans and organizes community relation programs designed to foster publicity and goodwill through contests, luncheons and other functions; Monitors local and international media for news, statements, views or criticisms that have relevance to the Company's interests. Monitor preparation of regular press releases to local and international media about the airlines' financial and technical performances, and intentions that might interest the public. Develops and updates corporate social media. Maintain effective relationship with the press to project the Airline's image in a favorable manner.

6. Appendix VI: Group PR & CC department Organizational Job Description

	ETHIOPIAN AIRLINES GROUP HUMAN RESOURCES MANAGEMENT	Rev. XX
	06 - April - 2022	
CREW MEETING TEMPLATE		

Part I - MONTHLY CREW MEETING TEMPLATE

This template is prepared to structure monthly crew meeting between the management and employee. Additional agenda can be discussed based on the chairman, employee or Corporate/Divisional HRM suggestions. Crew meeting shall be conducted the latest on the 5th day of the following month for the previous month and meeting minute should be uploaded on the following link _____ in the respective Division and relevant month. The Crew meeting should be conducted only if 2/3 of the employee are present. Please refer the guideline on the following for further instruction_____.

CREW MEETING TEMPLATE	
Division	CCO
Department	PR & Corporate Communications
Section	PR & Corporate Communications

AGENDA ITEMS		
Sr. No	Agenda	Forwarded by (E/CM/HRM*)
1	Social Media	CM
2	Content	CM
3	Media Relation	CM
4	PR Structure and Information Gap	Raised From Staff
5	ACE	CM
6	HR issue	

Key

A* - Absent; P* - Present; E* - Employee; CM* - Chair Man; HRM* Divisional/Corporate HRM

PART II- COMMON AGENDA

- 2.1. New Updates (Operational expansion, Recognitions, Changes in Management...)
- 2.2. Status of Pending Issues from Previous Meetings
- 2.3. Briefing on HRM Policy, Procedure, and New Guideline/Initiative

- The chairman has informed the team to meet the work time management during lunch and coffee time to come back on time
- The PR and Corporate Communication staffs are ver concerned on the information gap between the top management and the practioners, when they arrange some contenets they mentiond that they are facing some challenges from defferent departements and executives.
- The Chairperson said that there is a shortage of manpower for the content team to do the content editing and set the direction for discussions with the team, and informed the team system problem on the process to solve the

7. Appendix VII: Group PR & CC department Organizational Job Description

Addis Ababa University

School of Journalism and Communications

Master of Arts in Multimedia Journalism

Postgraduate Program

A. thematic Questions for Focus Group Discussions

1. Organizational Structures

- How do senior staffs explain the current Ethiopian airlines group PR and corporate communications structure in relation to the past organizational structure?
- What factors are affected the productivity and efficiency of Public Relations & Corporate Communications structures?
- How does the division of labor and team work within and out of the department is aligned with the strategic goal of the airline?
- Do they observe any hopeful opportunities of the PR & CC from the current organizational structure?
- How the PR & CC department staffs explain the department represented in the organization?

2. Organizational Communications

- Are the PR and Corporate communication professionals are counseled updated strategic information's to prepare different PR activates?
- How do they explain the team work of the department?
- What are the factors that affect the organizational communication of the department?
- What kind of structural information gap facing the PR professionals?

Interview Questions I
Addis Ababa University
School of Journalism and Communications
Master of Arts in Multimedia Journalism
Postgraduate Program

Dear interviewees,

I am conducting an academic research on the topic of assessing the organizational structure in the case of Ethiopian Airlines Group Public Relation and Corporate Communications department. The research requires collection of valuable inputs regarding from people who have worked or have experience of the issue. This interview questions are an attempt to plead with your opinions regarding the PR & CC department organizational structure. For its only when you provide your genuine answers to all the questions that the research outcome could be genuine and trustworthy. I assure you that all the information you give in these interviews will only be used for the purpose of the research and will be kept anonymous.

1. Personal Detail

1.1	Age	
1.2	Sex	
1.3	Current job title	
1.4	Educational Status	
1.5	Years of Experience in Journalism	
1.6	Job description	

2. Interview questions

- How do you describe the decision process within the department? Is it quick or delayed? Why?
- Who are the decision makers of the department?
- Is there any problem faced the department with regard to decision making process?
- Are you satisfied with the current structural communication to achieve the corporate goal? If not, why?
- Do you believe the current PR and CC department structure is suitable to handle PR activities?
- Do you believe your external customers are satisfied by the department service? If not, why?

Interview Questions II

Addis Ababa University

School of Journalism and Communications

Master of Arts in Multimedia Journalism

Postgraduate Program

1. Personal Detail

1.1	Age	
1.2	Sex	
1.3	Current job title	
1.4	Educational Status	
1.5	Years of Experience in Journalism	
1.6	Job description	

An Interview Guide for Individual In-depth Interview with Manager Ethiopian Airlines PR and Corporate Communication Department

- Are you believe as the PR and Corporate communication Manager you are updated strategic information's to decide different strategic PR requests? If not, why?
- Is the PR and Corporate Communication Manager participate on the executive level meetings? If not, why?
- Do you believe the PR and Corporate Communication department structure is suitable to achieve the corporate goal? If not, why?
- What kind of structural challenges you faced?
- Do you believe the current organization structure will create good working environment for the department?