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**ADDIS ABABA UNIVERSITY**  
**School of Journalism and Communication**  
**Department of Public Relation and Strategic Communication**

**EVALUATION ON THE ROLE OF PUBLIC RELATIONS PRACTICES IN  
GOVERNMENT ORGANIZATIONS: A CASE STUDY ON MINISTRY OF  
REVENUES OF ETHIOPIA**

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**ADDIS ABABA**  
**JUNE, 2023**



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By

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## Table of Contents

Declarations.....	i
Acknowledgements.....	ii
Acronyms.....	ivi
Abstract.....	iv
<b>CHAPTER ONE</b> .....	1
<b>INTRODUCTION</b> .....	1
1.1 Background of the study .....	1
1.2 Statement of the Problem .....	4
1.3 Research Questions .....	7
1.4 Objectives of the Study .....	7
1.4.1 General objective.....	7
1.4.2 Specific Objective.....	7
1.5 Significance of the study.....	8
1.6 Scope of the study .....	8
1.7 Limitations of the Study.....	8
1.8 Organization of the Study .....	9
<b>CHAPTER TWO</b> .....	10
<b>REVIEW OF RELATED LITERATURE</b> .....	10
2.1 Introduction.....	10
2.2 Concepts of Government Public Relations .....	10
2.3 Purpose of Government Public Relations .....	11
2.4 Activities of Public Relation in the Revenues Sector .....	13
2.5 Major Role of Public Relation in Revenues Sector.....	14
2.5.1 Public Relations as a Communications Role.....	16
2.5.2 Public Relations as a Management Function.....	17
2.6 Practice of Revenues Sector Public Relations.....	18
2.7 Theories of Public Relations .....	19
2.7.1. System Theory .....	20
2.7.2. Role Theory .....	22

2.7.3 Excellence Theory .....	23
2.8 Public relations measurement and evaluation .....	24
2.8.1 Principles of Public Relations.....	24
2.8.2 Public Relation Tools .....	27
2.8.3 Communication Strategy .....	27
2.8.4 Media Strategy.....	28
Factors Influencing Public Relations' Effectiveness .....	29
2.10 Misconception of Public Relation .....	30
2.11 Occupational Areas of Public Relation Practitioners .....	31
<b>CHAPTER THREE .....</b>	<b>33</b>
<b>RESEARCH METHODOLOGY .....</b>	<b>33</b>
3.1 Research Design and Research Method .....	33
3.2 Data Collection Method .....	34
3.2.1 Target population, Sample Size and Sampling Techniques .....	35
3.2.2 Primary Data.....	35
3.2.3 Secondary Data.....	36
3.3 Sampling Method .....	37
3.4 Method of Data Analysis .....	38
3.5 Reliability .....	38
3.6 Validity.....	39
<b>CHAPTER FOUR.....</b>	<b>40</b>
<b>DATA PRESENTATION, ANALYSIS AND DISCUSSION .....</b>	<b>40</b>
4.1 Introduction .....	40
4.2 Public Relation Practice in the Ministry of Revenues.....	41
4.2.1 How Does PR Department of Ministry Communicate with Public?.....	41
4.2.2 Public Relations Professionalism in the Ministry.....	44
4.2.3 Communication Strategy in the Ministry .....	45
4.2.4 How is Government PR Activities Carried out in the Office? .....	47
4.3 PR practice Challenges in Ministry.....	50
4.3.1 Political Appointment of Director .....	50
4.3.2 Negative view of the Public towards Government Communication .....	51

4.3.3 Lack of Professionalism .....	51
4.4 Document Analysis .....	52
4.4.1 Press and News Releases of the PR Department in the Ministry .....	52
4.4.2 Working Guidelines of PR Department in the Ministry .....	53
4.4.3 Strategic Plan and Annual Plan .....	54
4.5 Results from Observation.....	55
4.6 Development of Themes and Data Analysis.....	56
4.6.1. How is PR Understood by the Office Employees?.....	56
4.6.2. Relevance of PR for the Staff .....	57
4.6.3 Strengths and Weaknesses of the Department.....	57
4.6.4 Independence of the PR Office from the Influence of the Management.....	58
4.7 Discussion .....	58
<b>CHAPTER FIVE</b> .....	62
<b>CONCLUSION AND RECOMMENDATION</b> .....	62
5.1 Introduction .....	62
5.2 Conclusion.....	62
5.3 Recommendations .....	64
<b>References</b> .....	66
An-In-Depth Interview for Ministry of Revenues Communication Directorate .....	i
An-In-Depth Interview for Ministry of Revenues Communication practitioner .....	ii
Focus Group Discussion Questions for PR officers .....	ii
Observation Checklist.....	iii

**Declaration**  
**Addis Ababa University**  
**School of Graduate studies**

This is to certify that the thesis is prepared by Afework Abeshu entitled “Evaluating the role of public relation practices on government organization: A case study on ministry of revenues of Ethiopia” and submitted in partial fulfillment of the requirements for the Degree of Master of Arts in Public Relations and Strategic Communication. It complies with the regulations of the University and meets the accepted standards with respect to originality and quality.

**Signed by the Examining Committee:**

Advisor Amanuel Gebru /PhD/    Signature\_\_\_\_\_ Date \_\_\_\_\_

Examiner \_\_\_\_\_ Signature \_\_\_\_\_ Date \_\_\_\_\_

Examiner \_\_\_\_\_ Signature \_\_\_\_\_ Date \_\_\_\_\_

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## **Acronyms**

**MOR:** Ministry of Revenues

**PR:** Public Relation

**PRSA:** Public Relation Society of America

## **Abstract**

*The primary goal of this research is to evaluate the role of government public relations in the case of Ethiopia's Ministry of Revenue. The research investigated what the key tasks of the public relations department of Ethiopia's Ministry of Revenue in achieving its purpose and vision are. How are public relations operations carried out in Ethiopia's Ministry of Revenue? What are the public relations methods employed by Ethiopia's Ministry of Revenue? And the difficulties in putting the PR practices into action. The study took a qualitative approach, with in-depth interviews, focus group discussions (FGDs), document analysis, and observations serving as data collection tools. The qualitative research method was used in the investigation. In terms of sampling, ten communication managers, senior experts/team leaders, and public relations practitioners were chosen for interviews using purposive sampling techniques. The researcher also held one focus group discussion (FGD) with practitioners from the public relations department, with a total of six participants. The FGDs were created to aid with triangulation. According to the study, the ministry of revenues employs several communication techniques such as press releases, press conferences, media relations, and others to reach the public, however the press conference is rarely arranged by the department. Furthermore, the public relations department has been hampered by political appointments of communication directors and team leaders, a negative public perception of government communication, limited communication and information flow with the public and other stakeholders, and a lack of professionalism. According to the report, the public relations department should execute a two-way symmetrical communication model, staff the office with specialists, and use a well-developed communication plan.*

**Key words:** *Public Relations, Government Communication*

## **CHAPTER ONE**

### **INTRODUCTION**

In this chapter, background information, problem statement, study objectives, research questions, significance, scope, limitation and organization of the study are all discussed.

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

Ministry of Revenues is the department in charge of collecting money from domestic taxes and customs levies. The Ministry's primary goal is to increase income, but it also has a duty to safeguard society from the negative impacts of smuggling. To that end, it seizes and prosecutes those guilty for smuggling while facilitating the lawful passage of persons and products across the border.

Ethiopia is one of several developing nations where taxpayers are unwilling to pay taxes properly and on time (Shimelis, 2016). One of the main causes is thought to be a lack of good communication between the organization and its clients, as well as a lack of acceptable or sufficient information and suitable education regarding the goal of tax collection. In this case, the Ministry of Revenue should be in charge of tax collection. Therefore, it is the organization's duty to inform, educate, and communicate with tax payers and the community at large. In order to address effective organizational communication to the public, the Ministry, therefore, has to exercise professional public relations practices.

According to Bernays, (2013), by creating and fostering relationships that are advantageous to all parties, the organization and the public, both internal and external—public relations manages communication between an organization and its audience. Since top management is responsible for the organization's ideology, policies, and programs, public relations should interpret them.

It should be hard to overestimate the importance of public relations in general and for governmental organizations in particular. This will guarantee that government organizations may continue and enhance their current channels of communication and public perception. Even if the underlying ideas behind it stretch back to the ancient Egyptians and Greeks, modern public

relations as we know it today is a phenomena of the twenty-first century that is largely attributable to the beginning of the industrial revolution in Europe and the United States (Awe, 2017). To inform the general public and the media about the First World War, a central publicity board was established. After the Second World War, as the field of public relations grew in importance, the army and the government both ran PR efforts.

According to Pearson Education (2012), an organization's profitability and capability to keep functioning can be determined on how strongly its intended interest group supports it purposes and core principles. Through communication and the establishment of positive connections with the organization's stakeholders, effective PR can support in reputation management. PR is a discipline that concentrates on communication. The consequence of your actions, words, and also what people are saying about you. To manage upcoming issues and ensure survival and success in today interdependent world, it is essential for basically every type of organization to build long-term, trustworthy relationships with the communities or public.

It is universally acknowledged that any government organization's primary objective is to thrive in achieving both its entire mission and its goal. Every aspect of this, nevertheless, is reliant on the support of the organization's many stakeholders. Nevertheless, ongoing strategic planning, execution, and assessment of the public's perception of the organization in relationship to it are what secure goodwill instead of the organization's mere existence Lukusa (2009).

According to Bernays (2013), one of the founders of PR, the three fundamental aspects of public relations are informing, convincing, or connecting with people. According to Cutlip (1994; 218). historical events have been categorized as public relations in retrospect, "a choice with which many may disagree." Experts in public relations develop and maintain relationships with the media, other opinion leaders, and an organization's target audience. Designing communications campaigns, writing news releases and other content for news sources, working with the media, establishing interviews for company spokespeople, writing speeches for company executives, serving as an organization's spokesperson, preparing clients for press conferences, media appearances, and speeches, writing content for websites and social media platforms, managing a

company's reputation, managing internal communications, and managing marketing initiatives are all common responsibilities (Lukusa ,2009).

In general, "public relations" refers to the entirety of an organization's or its representatives' initiatives to foster intra-, inter-, and organization-public interactions for the benefit of all parties (Kelman, 2002). According to the aforementioned viewpoint, public relations are a structural and managerial role that can help an organization create and maintain an effective channel of employee communication as well as coherence both inside and outside the firm.

There is not a single firm in the world that is unaffected by the quick changes brought on by global rivalry, customer pressure, and the advancement of information technology. As a result, the value of public relations may differ depending on the size and type of a firm. Regardless of the concept, plan, or approach employed, it has the power to alter attitudes in other countries or intensify relationships between a company and its clients, agents, or staff (Black, 2004).

An organization's stakeholders can be helped to establish and sustain mutual lines of communication, comprehension, acceptance, and cooperation with the help of public relations (PR), a special management function. It also incorporates problem-solving and issue-management, supports management in keeping abreast of and responsive to public opinion, highlights management's obligation to serve the public interest, and helps management keep up with and effectively manage chain (Alison, 2001).

Public relations departments are often in charge of keeping an eye on and reacting to changes in the outside world, including issues, expectations, relationships, and reputation. They also contribute to the maintenance of productive work conditions inside the company through employee communication. Effective employee communication clarifies organizational priorities and disseminates information about current events to assist staff members in accepting the need for change and devoting their time, energy, and ideas to assisting the company in accomplishing its goals (Mehta & Xavier, 2009).

Any human organization's public relations department is in charge of a wide range of tasks, including environmental scanning, sponsorship initiatives, internal or employee relations,

community relations, media relations, promotions, and dispute or crisis management. This also enhances and strengthens a company's relationships with all of its stakeholders, including directors, customers, suppliers, banks, creditors, shareholders, community leaders, the media, senior management, and agencies (Asemah, 2011).

Public relations are a deliberate strategy used to influence the public's perceptions by acting morally and responsibly and creating two-way communication that is mutually beneficial. In the revenue-generating sectors, public relations are crucial for creating two-way communication with the general public and maintaining a responsive link. One may develop this two-way communication, which promotes comprehension and response connections, by correctly preparing PR, including communication strategies, useful PR tools to use, media relations, and ethical considerations. Therefore, in order to successfully communicate information to the public, an organization must use PR. It helps to establish credibility, support social causes, raise awareness of issues, and strengthen organizational capabilities (1994; Cutlip, Center, & Broom).

Even though the corporation and its clients are significantly impacted by the public relations department in many ways, little is known about the typical public relations techniques employed by Ethiopian ministry of revenues offices. In order to identify possibilities and challenges, the purpose of this study is to evaluate the function of public relations practices in Ethiopia's Ministry of Revenue.

## **1.2 Statement of the Problem**

In Ethiopia attitudes toward taxation and government in general are influenced by a variety of factors, including taxpayers' and societies' perceptions of compliance rates, the fairness of tax administration, the complexity and stability of laws, the value placed on government activities, and the legitimacy of government. The most effective way to achieve and sustain high levels of voluntary compliance is to foster a trusting relationship between the Ministry of Revenue and the taxpayer community (Ministry of Revenues Compliance Risk Management Strategy, 2019).

It is obvious that, a fundamental strategy for countries to generate public revenues that enable them to support investments in human capital, infrastructure, and the provision of services for

citizens and businesses is through the collection of taxes and levies. Theoretically, executing a public relations program is a managerial responsibility in any organization. To effectively execute its managerial functions, the practice needs to be part of the decision-making process of an organization. Public relations work also requires, among others, to have professional practitioners, strategies and technological resources, and clear plans of what to do and communicate (Redi, 2009).

In practices, Practitioners must ensure that their work fits within the broad strategic purposes as well as goals of their organizations (Hendrix and Hayes, 2009:13-14). Because a public relations department cannot pursue objectives detached to an organization on its own. Organizations such as the Ethiopian Ministry of Revenue have to set up public relations offices in order to engage with their major internal target public and external stakeholders. However, simply having a public relations office in charge of the ministry of revenue public relations activities is not proof that the public relations tasks entrusted to it are accomplished or used correctly. Because the practice is influenced by the structural location of such an office within an organization, the decision-making authority it possesses, and the resources (human, financial, technological, etc.) available to it. Public relations theorists, such as L. Gruning et al. 2002, p 206), have stressed the concept of empowerment. According to them, the level of empowerment and managerial communication role that a public relations practice receives in higher governmental sectors can be utilized to assess how effectively it performs.

Public relations are clearly defined as strategic communication that fosters partnerships that benefit both organizations and their target audiences (PRSA, 2022). Public relations primarily focus around influencing, communicating with, and developing relationships with important stakeholders across a variety of venues in order to frame and shape how the public perceives an organization.

Public relations are cognizant of its long-term obligations and strive to obtain willing consent to attitudes and ideas in order to convince and develop understanding. Today, no government, corporation, or organization of any kind can function effectively without the support of its

citizens (Black, 2004). However, in order to be effective, government public relations must overcome a number of challenges.

The effects of public relations on revenue development are both extremely significant and fascinating, according to Cutlip, Center, and Broom in 1994. PR, which is more dependable than advertising, assists in enhancing deal flow, boosting sales conversion, reducing churn, and increasing client lifetime value. Working with your PR firm to set baselines for your business goals not only enables your PR firm to design an effective and long-lasting strategy, but it also enables you to track the effect of PR on your bottom line.

Public relations strategies have been addressed in a number of countries, including Ethiopia, in the communication sector. This could show up as a result of a lack of knowledge about how public relations work. Only a small percentage of individuals, however, are aware of what public relations is, what it does, what kind of approach is used, and how it works. Organizations have developed public relations techniques to build and maintain relationships with the public. The promotion and implementation of public-impacting programs and policies is critical to the efficient administration and management of government affairs and activities. However, the goal is frequently missed since the government enacts laws without considering their consequences or the public understands of them.

Others consider public relations to be a tool for spotlighting negative reality in some other regions of the world, while others consider it to be propaganda (Geremew, 2017). We also don't know much about government public relations in general, especially Ministry of Revenue. Organizations clearly use public relations strategies to open and maintain channels of connection with the broader public. The promotion and implementation of public-facing plans and policies are required for the efficient administration and management of an organization's affairs and activities. In this approach, the public understands, values, and appreciates the work of organizations, encouraging public goodwill and togetherness (Black, 2004).

As a result, the study aims to provide an evaluation of the roles of public relations in government-established organizations, specifically Ministry of Revenue. This study seeks to fill

a gap in the literature by investigating the functions of public relations in government institutions within Ethiopia's Ministry of Revenue.

### **1.3 Research Questions**

The central questions addressed by this study were: how does a public relations work, and what does it do for, in, and in the ministry of revenue of Ethiopia? Based on this context, the study specifically aimed to address the following questions:

1. What are the major roles of the public relations department at Ministry of Revenue of Ethiopia to achieve its mission and vision?
2. How are PR activities carried out in the Ministry of Revenue in Ethiopia?
3. What are the PR strategies that are used in the Ministry of Revenue of Ethiopia?
4. What are the challenges facing the practice of PR in the Ministry of Revenue of Ethiopia?

### **1.4 Objectives of the Study**

The following broad and detailed aims of this study can be inferred from the problem description and the research questions.

#### **1.4.1 General objective**

This study's main objective is to assess critically the functions of public relations practices in institutions established by the government, namely Ethiopia's Ministry of Revenues.

#### **1.4.2 Specific Objective**

The research specifically aims to:

1. Explore the function of public relations at Ethiopia's Federal Ministry of Revenues.
2. Identify the public relations tactics used by Ethiopia's Federal Ministry of Revenues.
3. Look into the challenges that Ethiopia's Federal Ministry of Revenues is having with PR.
4. Examine the tools and techniques used to operate strategy

### **1.5 Significance of the study**

A variety of significant aspects may be included in the research output's final form. It is anticipated that it would highlight the issues with the public relations industry and the communication gaps between clients and the ministry of revenues public relations office. The research is important in that it highlights the gaps between what has been accomplished and what remains. The executive bodies, PR officers, and others will realize the limitations and seek to fill the gaps by minimizing the difficulties because the organization will have profited from identifying issues and the study's suggested remedies. Additionally, it would help the Ministry of Revenue Public Relations Office make necessary adjustments to the structure and operations of the organization

The study may be crucial for academics and researchers as a source of knowledge and as a basis for picking study areas and literary references. It can also add to the corpus of knowledge. This study may potentially be used by future scholars as a pertinent source of information and literature on other works of a similar nature.

### **1.6 Scope of the study**

The study was restricted to evaluate the function of public relations within an Ethiopian government organization, the Ministry of Revenues. There are various purposes for public relations. Different management tasks act as a link for effective internal and external communication inside the company. In addition to managing difficulties or concerns, public relations also conducts research, responds to public opinion, consults with the organization's management in the goal of serving the public, and successfully uses change or trends. Since there are many other activities or practices that fall under the umbrella of public relations, the research only focuses on how the ministry of revenue's public relations department establishes a line of communication with the outside public.

### **1.7 Limitations of the Study**

There will be a number of restrictions on the student researcher as they conduct this study. Due to these restrictions, the respondents withdrew, there were no recent research studies in this field

completed in Ethiopia, and the student researcher lacked experience. Even though the research has the aforementioned challenges, the researcher has managed them all by consulting relevant reference materials, monitoring ongoing data collection efforts, and sharing experiences from my advisor. This has helped to maintain the validity of the research and get around the limitations.

### **1.8 Organization of the Study**

There were five chapters in the study. The study's history, problem statement; research objectives, study limitations, and importance are all included in the first chapter. The second chapter also covers the general review and associated literatures. Research methodology, research design, data analysis method, data collection tool and sampling procedures are all included in the third chapter. Data analysis and discussion were covered in Chapter 4. The study's conclusions and recommendations are presented in the fifth and final chapter.

## CHAPTER TWO

### REVIEW OF RELATED LITERATURE

#### 2.1 Introduction

The goal of this study is to evaluate public relations practice in Ethiopia's Ministry of Revenue. The overarching goal is to develop a conceptual framework that will guide public relations practice in the sector. Ethiopia's public relations discipline is still in its early stages, with little local documentation and knowledge of local public relations techniques. As a result, this chapter discusses pertinent information found in various Ministry of Revenue working documents, as well as books and articles in both soft and hard copies.

#### 2.2 Concepts of Government Public Relations

It has long been recognized that information is a potentially powerful policy tool that the government can use to shape and influence behavior. This policy tool will include both paid publicity (advertising, direct marketing, and other professionally developed publicity campaigns) and more traditional administrative channels such as policy announcements and guidelines, information circulars, and other types of explanatory material.

Most public relations theorists, on the other hand, have not developed distinct theories of government public relations (Cutlip et al., 1985:183). Although the concepts for different types of organizations, whether government or corporate, are essentially the same, the researcher chose to use Grunig models of public relations for government public relations in this thesis. Political public relations' institutional context, the media system, and the political system environment in which it is practiced - and thus the meaning of public relations in general - can vary greatly from government to government and country to country.

As a result, as previously stated, defining government public relations is not as simple as one might expect. In the academic literature, there is no universal definition of political public relations. For example, limited perspectives on government public relations may emphasize only news management and media relations as essential components. It is difficult to define for a variety of reasons, one of which is that different political contexts define what constitutes a governmental institution differently (Sanders, 2011). Understanding the needs, goals, and

resources of government public relations is complicated by the fact that government public relations are multidimensional and organizationally diverse. According to Chandler (2000), government public relations is a difficult topic to define because "the lines between what is public and what is private are never clear cut; they fade into one another because both sectors are necessarily closely entangled in the complex web of relationships that constitute a social system."

In light of this, government public relations is defined as the management process by which an organization or individual actor for governmental or rhetorical issues seeks to influence and to establish, build, and maintain beneficial relationships and reputations with its key publics in order to support its mission and achieve its goals (Strömbäck & Kiouisis, 2011:8).

L'Etang (2002; 50) gives a brief description of what government public relations are all about, as well as an overview of some of the most successful practices in the field. A trustee relationship with the client, a high level of professional autonomy, a sense of collective responsibility to the profession as a whole, a ban on some methods of attracting business, and an occupational organization testing competence, regulating standards, and enforcing discipline are all requirements.

It is clear from this definition that ethics should apply to public relations as a whole. Public relations are simply one of several methods the government can use to boost tax income. Since this term will be used throughout the work, the researcher for this study has adopted it.

### **2.3 Purpose of Government Public Relations**

Government public relations are becoming more strategic, which means that they must meet the organization's stated goals. It is the communication efforts of a government body aimed at informing the public, promoting debate, achieving consensus, and gaining support for the implementation of its objectives.

According to Lee, (2008) there are additional reasons why the government should engage in public relations. These are the democratic standards for governing bodies in public service, which are closely related to the general public. A second set of benefits to public relations is

optional. They help an organization achieve its primary goal more successfully and, in some cases, more affordably. These are the practical applications of public relations that emphasize management in government. The third and most contentious category is the political use of public relations to increase an organization's autonomy and power.

PR plays a variety of roles in achieving organizational success because it is the primary engine for accelerating organizational goals through the use of communication tools and channels. Most importantly, PR is responsible for the company's success and failure. Public relations and communication are inextricably linked. PR managers cannot be successful unless they use the best communication tools available. Previously, the concept of public relations was viewed in a limited manner.

Previously, public relations were only thought to play a technical role, such as organizing conferences and press releases, printing organizational newspapers and magazines, and so on.

Public relations are a deliberate, ongoing effort to establish and maintain trust and understanding between an organization and its public. Similarly, Jefkins (1992) defines public relations as a deliberate communication strategy employed both internally and externally to achieve a specific goal. Several PR theories and research studies regard the role of public relations in an organization as managerial. The ability to make decisions regarding relationship management is critical in the PR role. Public relations and communication management, according to Grunig (2013; p. 2), "define the total planning; execution, and evaluation of an organization's communication with general groups that affects the ability of an organization to fulfill its goals".

Messages are conveyed based on the strategy and by employing technological methods to shift opinions and raise awareness in terms of a PR's persuasion capacity. According to this viewpoint, public relations can help with education. The goal of changing public opinion was achieved by employing sufficient communication strategies; the practical function of public relations is to influence public opinion. Public relations plays an important role in educating both its own public and a much larger audience by providing information in a factual, understandable manner, allowing ignorance about an organization, a product, or a location to be overcome by knowledge and comprehension (Henslowe, 1999).

While being proactive entails anticipating problems, foresight promotes strategic thinking. A strategic communications plan's goal is to integrate all organizational initiatives into long-term strategic planning. Instead of constantly reacting to the environment, this allows PR to be more proactive and strategic. According to Smith (2008), all strategic processes are interconnected; organizational goals lead to constrained objectives, which influence judgments about the persuasive techniques and tactics to use to successfully and efficiently solve the issue or opportunity.

## **2.4 Activities of Public Relation in the Revenues Sector**

Communication has evolved from a linear to a network structure as technology, the internet, and mass media have advanced. In fact, communities today communicate with one another in a more efficient, effective, and cost-effective manner. Furthermore, as the public interacts with its interlocutor more frequently, businesses must invest significant resources in relationship maintenance in order to remain current.

Because public relations are a multifaceted discipline, PR professionals perform a wide range of tasks. Although this author claims that a public relations has its origins in press agencies, PR practitioners should improve their ability to persuade audiences through print and electronic media in order to attract clients. They should first thoroughly prepare before attempting to persuade the public. They should be aware of the major public needs and the types of programs that will best address those needs. Even today, some people mistakenly believe the terms are interchangeable. Press agency includes planning and organizing events to promote an institution, person, idea, or production, as well as obtaining favorable press for the client. Although some press agents use pride and dishonesty to achieve their goals, today's practitioners are more sincere and competent (Jefkin, 2002; 200).

In order to maintain its site spar, the organization must be well-known to various publics. A public relations professional should be qualified to promote the organization's positive image in this regard. To spread the positive message, various mediums can be used. As a result, practitioners should have strong connections with various media outlets.

According to the PRSA, the 14 interrelated PR services of public relations are publicity, communication, public affairs, government relations, community relations, minority relations, financial PR, industry relations, press agency, promotion, issue management, propaganda, and advertising (Baran, 2002:322-325). As part of these services, PR professionals develop relationships with various media, prepare and organize documents for media organizations, and secure media coverage for clients. Having a solid rapport with media people, being aware of their deadlines and other constraints, and gaining their trust are all mentioned. Developing relationships with clients and stockholders in their organization, as well as competitors and rival businesses, as well as financial institutions such as banks and investment firms. Communicate with target audiences, such as the general public, leaders, and others, with an emphasis on encouraging two-way communication, social responsibility, and goodwill.

Similarly, (Theaker, 2001:7) defines PR practitioners' actions as employee communication, interacting with editors, journalists, and other media professionals from local, national, international, and trade publications, interacting with other businesses such as merchants and suppliers, opinion leaders such as local and national legislators, and keeping an eye on the economic climate, local population, and elected officials, analyses of circumstances, issues, and solutions for advancing corporate goals, with a focus on the political, social, technological, and economic environments. Writing with high literacy standards, observing media production processes, and frequently utilizing new technology and the planning of intricate events such as exhibitions are all part of the job. This demonstrates that public relations is a broad and complex endeavor that demands expertise in a wide range of fields and disciplines, including technology, finance, and communication.

## **2.5 Major Role of Public Relation in Revenues Sector**

The main goal of public relations, according to its definition and role, is to establish and maintain a functional relationship between an organization and its public in order to achieve the organization's goals successfully. According to Joseph Othieno (2009:7), the success of a public relations department is determined by its hierarchical placement in an organization's structure; in order for the department to play its counseling role, it must be located close to top management. Although this presents challenges, if public relations are done professionally, synergy can be

developed through collaborative working relationships with marketing, legal, and advertising departments. Specialized functions of public relations include the publics with whom relationships are established and to whom appeals are made to understand and/or accept certain policies, procedures, individuals, causes, products, or services. Specialized practitioners may work in management, as a communications technician, or in a dual capacity.

According to (Joseph Othieno, 2009), the following are some of the most important functions and characteristics of public relations in the revenue sector:

- ❖ **Community Relations.** A public relations function that entails an organization's planned, active, and ongoing involvement with and within a community in order to maintain and improve its environment for both the organization and the community's benefit. This can include collaborations, volunteer activities, philanthropic contributions, and public participation.
- ❖ **Publicity.** According to Merriam-Webster, publicity is an act or device designed to attract public interest; specifically, information with news value issued in order to gain public attention or support. The placement of newsworthy information in the mass media without payment has been defined as "publicity." This is typically accomplished by hosting a newsworthy event or issue and inviting the media to cover it without purchasing advertising space in the media. When such events are paid for, they are referred to as advertisements (Ibid., p. 8). Publicity can be positive or negative; a good public relations practitioner should strive for positive publicity because negative publicity harms an organization's image.
- ❖ **Event management.** Public relations are a strategic communications process that helps organizations build and maintain mutually beneficial relationships with their intended audience. One component that contributes to an organization's public relations efforts is event management, which necessitates detailed logistics and appealing aesthetics. An event is a project in and of itself, requiring project management skills. Examples include a virtual webinar, conference, seminar, fundraiser, or launch party. With both skill sets, however, a creative "think outside the box" mindset will aid in the execution of fantastic events that everyone will want to attend.

- ❖ **Media Relations.** Dealing with and communicating with the news media is required when seeking publicity or responding to reporter questions. Establishing a reputation as a credible source and provider of factual, expert information, regardless of whether that information is covered by the media (Ibid., pp. 13–14) entails establishing and maintaining a professional and mutually beneficial working relationship with news gatherers and gatekeepers.
- ❖ **Counseling.** This refers to technical advice given to an organization's top management about various events in the environment and their impact on the organization's image. To perform this function effectively, the PR department must employ proactive and open systems approaches. Changes in the environment, such as changes in tax rates, can all have an impact on how an organization interacts with its constituents.
- ❖ **Financial and Investor relations.** Investor relations (IR) is a subset of public relations that focuses on how an organization communicates with its investors, shareholders, government officials, and the financial community.

## 2. 5.1 Public Relations as a Communications Role

According to Rensburg and Cant (2009: 49), a public relations dose not exists as a separate function. It is an essential component of an organization's communication function. According to Ströh (2007: 1), public relations should be the umbrella function that manages communication between an organization and its publics in order to build and improve healthy relationships for the benefit of all parties involved. Tench and Yeomans (2006:29) distinguish two dominant public relations roles: the communication manager, who plans and manages public relations programs, advises management, makes communication policy decisions, and oversees their implementation, and the communication technician, who does not participate in organizational decision making but implements public relations programs such as writing press releases, organizing events, or creating web content. Tench and Yeomans (2006: 29) add that there are two other roles in addition to the manager and technician. The first role is media relations, which is a highly skilled job that requires extensive knowledge and understanding of the media.

The second role is that of communication and liaison, which entails representing the organization at events and meetings and creating opportunities for management to communicate with internal

and external publics. Because public relations seeks to communicate with its key stakeholders, it also serves a societal function in that it assists organizations in surviving in their social environments by developing relationships with the public in order to bring about social and economic change and development. According to Grunig et al. (2002: 280), public relations also supports other organizational functions such as human resource management (relationships with employees and unions), lobbying (governmental communication), and financial management (investor relations and other financial relationships with stakeholders such as analysts and shareholders).

This viewpoint clearly indicates that relationships are at the heart of public relations and are regarded as an essential component for an organization's effective operation. This viewpoint places public relations at the strategic management level because it can influence how stakeholders support an organization's overall goals.

### **2.5.2 Public Relations as a Management Function**

Skinner et al. (2001: 6) and Cutlip et al. (2001: 6) both support public relations as a management function. Seitel (2004: 87) suggests that when managing an organization's public relations system, practitioners must demonstrate comfort with the various elements of the organization itself; practitioners must be the interpreter of the organization, its philosophy, policy, and programs, all of which come from top management. As a result, public relations must report to those in charge of the organization. However, this reporting relationship has not always been the case in many organizations. Public relations have frequently been subordinated to advertising, marketing, and other disciplines.

It is argued that the most effective public relations department is one led by a communications executive who reports directly to the Chief Executive Officer. The role of public relations in strategic management within organizations is defined by four factors: environment, strategy, organization, and people. According to Seitel (2004: 74), public relations, as a management function, is able to: evaluate internal and external opinions, attitudes, and needs on an ongoing basis; advise management on their potential impact; and act as an instrument in bringing about policy changes and directing new courses of action. According to Van Riel (1995), as cited in Tench and Yeomans (2006: 29), corporate communication is the management of communication,

organizational communication, and marketing. From the foregoing, it is clear that public relations play an important role in organizational management. However, there is also a misunderstanding between the public relations and marketing functions. It is therefore necessary to distinguish between the two disciplines in order to reflect the various perspectives on their roles and positions within an organization.

## **2.6 Practice of Revenues Sector Public Relations**

Practice is anything we do "frequently, regularly, or habitually" or "as an established custom or habit," according to the Merriam-Webster College Dictionary (2004). (Encarta World English Dictionary, 2009) This topic primarily focuses on the how, which includes communication organization, professional competency, and an explanation of the distinctions between PR and Revenues education, which dominates the Revenues sector PR.

The public sector's approach to public relations is more reactive than proactive. Maintaining an organization's ongoing communications with its constituents will always be reactive. This approach, however, limits public relations' ability to be a force for change. Reactive public relations may be best suited to relatively stable environments where the primary goal is simply to maintain the status quo (Mersham & Skinner, 1995, 13). In many ways, working in the public sector is difficult for those in the field of public relations. Public-sector public relations challenges include a broader range of stakeholders involved, a lack of funding, and national governmental policy over which public relations practitioners may have little influence.

"How communications are organized has important strategic and political dimensions, and it is also critical for effective communication support and integration" (Cornelissen, 2004, p. 126). Streamlining communications activities in government organizations is just as important as it is in commercial firms. The public sector includes nationalized companies (such as utilities), government agencies and departments (such as the Ministry of Defense), and public service organizations (e.g., hospitals and schools). Larger public-sector organizations (as opposed to small government agencies, for example) have traditionally had a strong presence close to senior management and policymaking in "public" communications disciplines (e.g., media relations,

publicity) that are used to inform the general public, with little marketing communications (Ibid., p. 141).

Competence is another aspect of any public organization's public relations practice. It may be too soon in Ethiopia to debate what constitutes competence and what mechanism could be used to identify the competencies required, but the need for preparation cannot be overstated. "Communications practitioners require thorough preparation for their roles, preparation that should be as rigorous and demanding as that expected of professionals in other management areas," according to the report (ibid., p. 168). As a profession, public relations must provide the highest quality services in the field.

Social accountability is emerging as a new type of public relations that revenue sector public relations must address. "Every choice, therefore, necessitates not only a theoretical and empirical underpinning but also a moral underpinning," writes Van Ruler. Scholars call this "social accountability." (Ruler, 2014).

## **2.7 Theories of Public Relations**

A theory is a body of rules, ideas, principles, and techniques that apply to a subject, particularly when viewed as distinct from actual practice. It is defined as "a philosophy, policy, or guidelines suggested as the foundation for action."(Encarta). Gap in revenue sector public relations practices include lack of philosophical foundation and theoretical scope. Public relations have evolved into a research-based, maturing subject with potential to combine multidisciplinary characteristics. It is critical to investigate how public relations have been described around the world and apply the most useful ones to the Ethiopian Revenues sector context.

According to Austin and Pinkleton (2006: 271), theories are important for generalizing about how people think and behave, as well as determining the most appropriate goals and objectives for a communication program. Although a number of theories have attempted to capture the practice of public relations, three main theories, namely the Excellence Theory, Systems Theory, and Role Theory, will be used for the purposes of this research. These three theories are thought to enable the researcher to adequately put the investigation into its proper context, that is, how organizations use PR and the models used in these practices. These theories are regarded as fundamental in determining the practice of public relations.**in**

"There is no single theory that perfectly suits every explanation for public relations practices."  
"When deciding how to build successful relationships with their publics, public relations practitioners must consider various theories" (Lattimore, 2012, 51). One goal of this research is to build on selected theories that aid in the resolution of observed problems in public relations practices in the Ethiopian revenue sector, at the level of the Ministry of Revenues.

To narrow his focus to modern public relations theories and models that focus not only on the organization but also on its stakeholders as mutually interdependent actors in the public relations process, the researcher will consult with and base his research on three major domains of theory that entertain both players: system theory , role theory and excellence Theory.

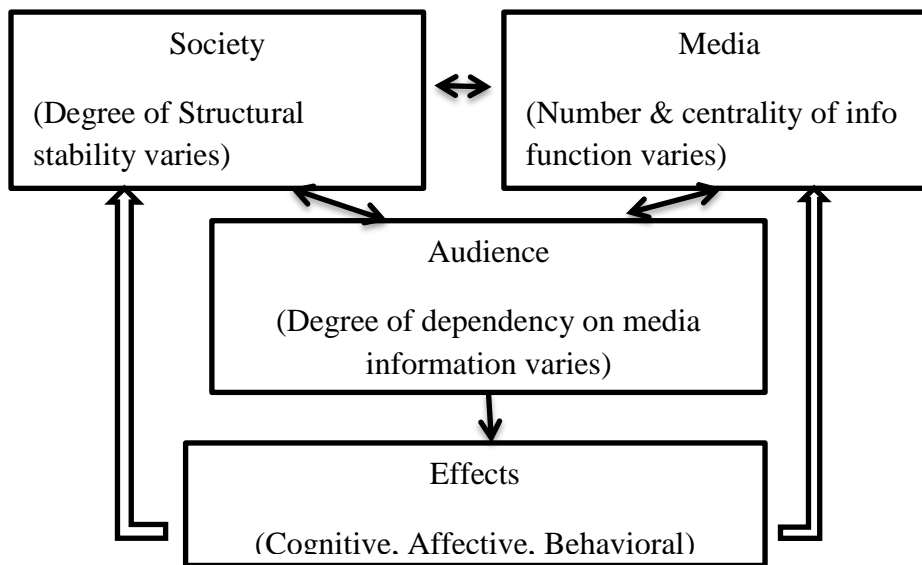
### **2.7.1. System Theory**

The systems theory of communication is one of the most important for a public relations practitioner to understand if their organization's goals are to be met. In general, systems theory holds that everything can be evaluated as a component of a larger whole. This applies to communications and public relations in the sense that a public relations professional must evaluate their organization as a puzzle piece that is interdependent on their many stakeholders and constituents in the community for success (Cut lip et al., 1994).

The emphasis on self-correcting systems is one of the most important concepts in systems theory. That is, when an organization receives feedback, it will adjust its next cycle of activity in response to that feedback. This concept is easily related to public relations when the rest of the theory, that an organization must be evaluated as one part of an interdependent whole, is considered.

Systems theory helps acquire insights to make sense of public relations at the organization and individual levels. This study attempted to link revenue sector public relations strategies and activities to a specific view in system theory, which is primarily concerned with organizations, practitioners, and publics (Cut lip et al., 1994). Among the routine duties of the public relations section in the public revenues sector are collecting and interpreting revenue-related information about individuals from the environment, as well as communicating strategies and decisions to the public.

For example, if a public relations team launches a campaign to advance the organization's goals, it must recognize how its stakeholders, target publics, and media will perceive the campaign. The figure below clearly shows how all of the aforementioned entities are linked (Ball-Rokeach & DeFleur, 1976). This diagram also shows how important it is to consider the theory's self-correcting feedback loop. Public relations professionals can use the feedback they receive, whether positive or negative, to re-engineer their next campaign to be more attractive and effective in the eyes of stakeholders.



**Figure 1:** Theory's self-correcting feedback loop.

When applied to public relations, systems theory can improve the outcomes of any output from a public relations team. Though systems theory has been used in many different fields of study throughout history, it is one of the most important theories to understand in the field of communications (Ball-Rokeach & DeFleur, 1976). According to systems theory, public relations professionals must examine their organization as a component of a larger whole that is dependent on its stakeholders and publics for success. Using this method, public relations teams can tailor their activities to meet the wants and needs of the system in which they live.

### **2.7.2. Role Theory**

Role Theory focuses on the roles of all actors in a social system, including organizations. According to the strategy, organizations are actors who follow different rules and patterns, just like individuals (Allen and Caillouet, 1994:45). As a result, organizations are expected to act in accordance with their social positions. According to Linton (1945), a role is the sum of an individual's rights and obligations as determined by his or her organizational status.

If we consider the organizational level, role is a model of expected behaviors from the organization at the activities that occur in the system, including other organizations. In other words, a role is a behavioral system associated with a specific position in a social system (Katz and Kahn, 1978).

Three factors that play a role are the environment's expectations, the person's/organization's perception and the person's/organization's behavior (Biddle, 1986:71). Environmental expectations can be defined as environmental pressures and demands related to the role of the organization. The organization's role perception can be defined as its perception of its role in the system. Role behaviors are defined as patterns of behavior produced by an organization by combining its own characteristics and the expectations of the environment (Hall, 1972:471).

Role Theory may provide a useful foundation for testing theoretical models for public relations policies through the organization's external publics. According to Uysal- Sezer (1987), in order to answer the question "Is it possible to have a PR theory?" basic elements must be introduced.

These components;

1. Identification of the system's fundamental concepts
2. Identification requires the establishment of relationships between concepts and
3. Introduction of a model of the concepts' relationships.

Uysal- Sezer (1987), according to these three areas, a classification for PR roles in the organization could be as follows:

ECONOMIC ROLE	LEGAL ROLE	SOCIAL ROLE
<ol style="list-style-type: none"> <li>1. Contribution to the organization's long-term viability</li> <li>2. Contribution to productivity and profitability</li> <li>3. Environmental adaptation and</li> </ol>	<ol style="list-style-type: none"> <li>1. Conformity with the legal framework and rules</li> <li>2. Adherence of organizational procedures</li> </ol>	<ol style="list-style-type: none"> <li>1. Contribution to the effective utilization of social and organizational resources</li> <li>2. Observance of ethical and sociocultural norms</li> </ol>

The basic variables that influence the roles of the PR department in the organization can be classified as technology, organizational structure, education levels of both employees and PR practitioners, and upper management support. These factors interact with one another and affect the roles of public relations. For example, the organization's technological level or the education levels of PR practitioners may have an impact on the success of economic roles. The level of contribution of the PR department to social roles can also be influenced by organizational culture, structure, and executive attitude (Uysal- Sezer (1987).

### **2.7.3 Excellence Theory**

The Excellence Theory is a critical and defining statement of what constitutes effective public relations in an organization. Grunig, Grunig, and Dozier (Grunig, 2008: 1620) conducted a 15-year study to determine the characteristics of what they called "excellent communications" and the organizations that engage in excellent public relations. The theory discusses how public relations contributes to organizational effectiveness, its organization and management, the environmental conditions within an organization that make it more effective, and how organizations determine the monetary value of public relations (Grunig, 2008: 1620).

The Excellence Theory is a fusion of several theories, including the four models of public relations identified by Grunig and Hunt in their research, and is based on the Systems Theory (Waterman, 2012: 1). The Excellence Theory is viewed as a fusion of strategic management

theories of public relations into a larger whole that seeks to answer the question: How, why, and to what circumstances does communication contribute to the achievement of organizational goals? They tried once more to answer what they called the excellent question: How should public relations be practiced and the communication function organized in order to contribute the most to organizational effectiveness? (Grunig, 1992: 5).

## **2.8 Public relations measurement and evaluation**

In general, it refers to any and all research aimed at determining the relative effectiveness or value of what is done in public relations. In the short term, PR measurement and evaluation entail determining the success or failure of specific public relations programs, strategies, activities, or tactics by comparing their outputs and outcomes to a predetermined set of objectives (Walter, 2002;178). Long-term PR measurement and evaluation entails assessing the success or failure of much broader PR efforts aimed at improving and enhancing the relationships that organizations maintain with key constituents.

More specifically, PR measurement is a method of assigning a precise dimension to a result, typically by comparison to some standard or baseline, and is usually done in a quantifiable or numerical manner. That is, when we measure outputs, outtakes, and outcomes, we typically arrive at a precise measure - a number; for example, 1,000 brochures distributed... 40,000 website hits... 50% message recall... an 70% increase in awareness levels, and so on (Walter, 2002;178). PR evaluation determines the worth or significance of a public relations program or effort, usually by comparing it to a predetermined set of organizational goals and objectives.

### **2.8.1 Principles of Public Relations**

Public relations are a planned and sustained activity that helps an institution in creating a social climate conducive to growth. It is founded on the fundamental belief that the survival of any organization, public or private, today depends on the ability to respond sensitively to changes in public opinion. "Public relations practice is the social science and art of studying trends, foreseeing their effects, advising organization leaders, and carrying out pre-planned action plans that will benefit both the organization and the general public.," (Dominick, 1975:378).

According to Dominick, PR is a bridge between an organization and the outside world that creates good atmosphere and qualitative communication. Moreover, in PR everything is done in an organization manner and follows a certain principles, which will try to effectively help the organization and tis publics. We all understand that effective PR involves more than just producing press releases; it also entails giving your audience value, developing trusting bonds with them, keeping them interested, and telling a brand's narrative. Dominick point out the following eight public relation principles:

- ❖ A public relation is concerned with the truth, not with putting on a show. Sound public relations policy is built on carefully planned programs that prioritize the public interest. (Public Relations are concerned with facts, not fiction.)
- ❖ A public relations is a service-oriented profession in which the public interest, not personal gain, should take precedence. (Public relations is a public service, not a personal one.)
- ❖ Because the public relations practitioner must go to the public to gain support for programs and policies, public interest should be the primary criterion used to select these programs and policies. (PR professionals must have the courage to refuse a client or a deceptive program.)
- ❖ Because the public relations practitioner communicates with a large number of people through mass media, which are public channels of communication, the integrity of these channels must be maintained. (PR professionals should never lie to the news media.)
- ❖ To facilitate two-way communication and to be responsible communicators, public relations practitioners must conduct extensive scientific public opinion research. (Public relations cannot afford to be a guessing game.)
- ❖ Listen to the customer. Understand what the public wants and needs in order to best serve the organization. Keep top executives and other employees informed of public reactions to organization products, policies, and practices.
- ❖ Realize that a company's true character is expressed by its people. The words and actions of an organizations employees shape the strongest opinions, good or bad, about it. As a result, every active and retired employee is involved in public relations. Organizations must support each employee's ability and desire to be an honest and knowledgeable ambassador to customers, friends, shareholders, and public officials.

- ❖ Prove it with action. What an organization does determines public perception 90 percent of the time and what it says determines public perception 10 percent of the time.

Public relations professionals must develop a new set of principles to guide their efforts. The number of people reached and the number of exposures were used to determine communication success. We now know that different people react differently to the same stimuli, and that the response to the communication is also very selective. According to (Wilcox, 1986; 7-8), the following are some of the principles of public relations practice:

- ❖ **Honest Communication.** With rising literacy rates and education levels, people are becoming more suspicious of communication that seeks to impact, motivate, or persuade them. As a result, the first principle should be that PR communication be honest and sincere. Dishonest public relations efforts are not only ineffective, but they also create resistance to future persuasive efforts.
- ❖ **Tackling Information Overload.** Because of the phenomenal output of mass media messages, the general public suffers from what has become known as "information overload," which refers to communications directed at the same audience by various interest groups from all sides. As a result, the PR practitioner must exercise caution when 'positioning' his PR messages. Instead of directly sending persuasive messages, one can employ a strategy of injecting ideas and information into that broad stream of communication, such as a newspaper that is constantly distributed to the target audiences. These, along with all other ideas and information, can be picked up and subtly help become part of a receiver's thinking, which shapes his attitude. This takes tact, which comes with experience.
- ❖ **Choice of Tools.** Furthermore, the increased visibility of events through the media has resulted in higher public reaction levels. As a result, PR professionals must understand everything that can be done to capture the imagination by becoming real forces in people's minds-actions, emotion-stirring speeches, films, dramatizations, events, displays, exhibitions, or symbols-in order to capture public attention and win public support.
- ❖ **Use of the Intermediates.** Choosing appropriate media is a critical task for the public relations professional. Furthermore, the two-step process is being partially displaced by audio-visual media such as television, video, and film, which provide instant visibility. These media directly bring 'reality' into the lives of the general public. The increased

influence of television, higher literacy educational levels, and more leisure time has altered the way public relations influence is generated.

- ❖ **Ensuring Receptivity.** The public's receptivity is of critical importance in PR - an individual's favorable inclination toward all messages from a given source is the result of his experience with that source. The character of an organization is demonstrated by its actions and the sincerity of its previous attempts and efforts.

### **2.8.2 Public Relation Tools**

To connect with the public, a variety of tools might be used. According to Ki and Hon (2006), government PR communication takes many different forms, such as press releases, media appearances, and speeches. Contributions made through action take on a variety of forms as well, including advising management to change organizational policy, partnering with interest groups, or hosting unique events. This is congruent with viewpoints on PRs that emphasize its role in relationship management (Ki and Hon 2006).

### **2.8.3 Communication Strategy**

A communication strategy is developing a desired stance for an organization in terms of how it wants to be seen by its various stakeholder groups. A communication strategy identifies a strategic intent, on the basis of which potential courses of action are formulated, assessed, and ultimately chosen. This strategic intent is based on assessment of the gap between how the company is currently seen and how it wants to be seen in the future. In order to get the essential support for the organization goal, communication strategies frequently involve a process of aligning stakeholder reputations with the organization's vision. (Cornellisson, 2004: 167). According to Cornellisson, the communication strategy's content should be adapted into targeted programs and initiatives that are directed at both internal and external stakeholder groups (2004: p. 167).

Effective organizations, according to L. Grunig et al. (2002), typically rely on long-term strategic planning to help them create a mission and set of goals that are suitable for their environment. Great public relations teams participate in this process by identifying and building connections with the strategic publics that have an impact on their goals or missions. By lowering the

expenses of litigation, regulation, legislation, pressure campaigns, or boycotts that arise from poor connections with the public, public relations helps organizations avoid losing money.

To determine and ensure that organizational messages were accurately received by the target publics, a research and evaluation process is required (Gruing, 2002). Messages are used by organizations to communicate with the public and other stakeholders. A message must be visible, audible, and understandable. Furthermore, it must be clear and relevant to the intended recipient. Messages should thus be created with the target audience in mind Gruing (2002).

The organization needs to communicate with stakeholders in their language in order to be effective. Each audience segment that is impressed by organizational actions and choices requires a different message. This suggests that the same message was conveyed using various formats, simplifying, paraphrasing, or including additional information. Communication specialists must participate in the organization's strategic message design process rather than serving as merely technical assistants (2002) Gruing.

#### **2.8.4 Media Strategy**

A media strategy is a course of action that enables an organization to more effectively connect with its local and international stakeholders and deliver better services overall. The procedure adheres to a four-step approach for solving problems according to (Sandra; 2004, p. 211).

- ❖ Analyze the scenario by defining the issues, formulating a problem statement, and acquiring, analyzing, and interpreting data. Basic techniques include listening and watching. The problem statement is supported by the information's interpretation. Planning should follow the analysis.
- ❖ Plan: Clearly state your aims and goals, and then create a plan of action to carry them out. Define the target audiences, their respective goals, messages, and media tactics, as well as the funding, time, and other resources that must be devoted to the program. Planning also entails assessing how well the program is working.
- ❖ Communicate ideas and put plans into action: The principles of communication are the secret to effective execution. Understanding company goals and objectives, adapting

them to audience preferences and demands, and keeping the communication's context in mind are all necessary for this.

- ❖ Evaluate. It's necessary to evaluate how well the program is working toward its intended objectives. The program's actual success is measured by the number of columns, inches, minutes of airtime, frequency, and evaluation checks the cost-benefit of the program, including increased awareness of the issues and relative changes in attitudes, opinions, or behaviors compared against evidence of economic, social, or political change. As the program is planned and developed, the criteria and evaluation procedures must be chosen (Sandra; 2004, p. 211).

### **Factors Influencing Public Relations' Effectiveness**

Smith (2003) asserts that practitioners of public relations should be able to recognize problems that could have an impact on the organization. Liu and Horsley (2007) identified eight factors that influence how the public perceives the government. Politics, the emphasis on putting the needs of the public first, legal restraints, intense media and public scrutiny, a lack of managerial support for PR professionals, a negative public perception of government communication, a lack of progress in professional development, and federalism are among them (Liu and Horsley, 2007). Political regimes in the majority of countries have led to a neglect of nation-building efforts in the PR of the country. Governments in democratic systems are helping to advance the profession, while autocrats in places like Africa have employed public relations professionals as a form of propaganda (Ibid).

Focusing on servicing the public means maintaining a close connection with them. People and organizations are thought to have a close association with the PR profession. The public's and the organization's interests can be out of balance in some situations, though. As a result, prioritizing the requirements of the public rather than those of the organizations can only advance the public interest (Ibid). Legislative restrictions indicate standards and rules that obstruct PR and communication efforts. Certain nations have rules that affect how the media and information are disseminated, which has a detrimental effect on how effective the PR industry is. On the other hand, federalism is a factor that has an impact on the PR industry. This is because all areas of PR work have had decentralized norms and standards in place (Ibid).

The intense pressures and inspections, that the media and the public place on the PR profession have a negative impact on its efficacy. The general people' understanding of and impression of government public relations has also had a negative impact on the growth of the PR profession (Ibid). The professional culture of the profession and the skewed expectations of the professionals receive little to no support from institutional leaders and management. As a result, the organization now has an ineffectual function (Ibid). Since they don't require public relations expertise, other professions' perspectives on the PR industry have been impacted negatively.

## **2.10 Misconception of Public Relation**

The general public's idea of what a PR professional truly works has distorted their thinking and opinions about the field. PR professionals also exhibit this misunderstanding. This has also contributed to the profession's non-renewal. Many individuals mistakenly believe that PR is concerned with image making in the sense of setting up a false front or cover-up, as Newsom, Turk, and Cruckeberg (2004) noted. Misconceptions about politeness, decorum, goodwill, appearance, and free gifts are among them (Daramola, 2003).

Some see the PR profession as a field dedicated to promoting others. It is appropriate to think of PR professionals as having a high ethical standard, but it is incorrect to respect people more than other professions (Nwosu, 1997). Daramola (2003) asserts that in the perspective of the general public as well as the management of the business, PR specialists are linked to the protocol. Sometimes the profession is merely required to plan and carry out specific rituals.

As per Daramola (2003), some people think that working in public relations is the only method to build an organization's reputation and generate a positive image. Nevertheless, the PR industry is considerably more accountable and required. A PR professional must look completely professional in the eyes of many people and organizations. They believe that having a decent, attractive face is essential. As a result, some organizations have established distinct clothing guidelines for PR professionals. However, it is pointless to judge a public relations specialist based solely on their appearance (Nwosu, 1997).

## **2.11 Occupational Areas of Public Relation Practitioners**

The organization employs PR specialists in a variety of positions. The list of duties that PR practitioners need to be familiar with as part of their daily work is provided by Daramola (2003), Writing, editing, event planning, research and assessment, mass media production, corporate counseling, crisis communication, and public speaking are a few of the jobs. A PR professional ought to be proficient in article writing. It should understand how to interact with and utilize the media. It must be able to effectively employ PRs and other communication methods. The PR specialist should also be very active and moral. To create the public relations materials used to promote an organization, a skilled writer is required (Daramola, 2003).

Before distributing to the designated publics, the majority of PR materials, including periodicals, newspapers, brochures, and annual corporate reports, require editing. The PR practitioners in PRs carry out these tasks. A public relations professional should be familiar with human nature in general. To determine the public's sentiments and perspectives toward their institution, PR practitioners and departments should conduct surveys and research. Based on the outcomes, they must give suggestions to the management team in order to improve their services. They should also try to determine the advantages and disadvantages of the services offered by the Public Relations Division (Ibid).

One of the specialized abilities required by PR specialists who work with the bulk of them is mass media production. Ownership of the graphics and multimedia experience is essential. Create images for use, record videos for the media, submit audio for radio shows, and carry out related activities (Ibid). The PRs Division should be involved in management and be consulted on all issues. Before attempting to stop them, look for the outcomes that are based on study and the management team.

The field of crisis communication falls under public relations. A PR representative advises management on what to say and do in emergencies like product recalls. It is the responsibility of the public relations officer to control the information flow between your company and the public in order to prevent the situation from getting worse. Planning to avert crises is essential for preventive PR. But, given that crises can happen at any time, managers must be given advice on how to control the flow of events and keep them from spiraling out of control (Ibid). Another

job function for PR experts is preparing public speeches to be delivered to management at various occasions and locations. The role of the public relations professional is to inform the media.

## CHAPTER THREE

### RESEARCH METHODOLOGY

The primary goal of this study is to evaluate how public relations are practiced in government sectors, specifically in the Ethiopian Ministry of Revenue. So that, the purpose of this chapter is to discuss research methodology, which includes research design, research method, data collection method, sampling method and sampling technique, and data analysis method.

#### 3.1 Research Design and Research Method

The research design is a structure that shows how the various components of the research-samples, measures, and data collection methods - work together to address the research problem (Gravetter & Forzano, 2012: 189). According to Nayak and Priyanka (2015:p.61), research design is "a comprehensive plan for data collection in an empirical research project. It is a "framework" for scientific studies aimed at answering specific research questions.

This chapter gives an in-depth explanation of the research methodology that will be used to gather, examine, and interpret the study's data. The Ministry of Revenues' public relations strategy is being evaluated as part of this research, as was mentioned in the previous chapter. The qualitative research approach has been used to address the research questions and achieve the study's goals. To address the research questions, in-depth interviews, focus groups discussion, document reviews, and observation have all been used.

Research on public relations is mainly using the qualitative research method (Wimmer and Dominick, 2006; 405-408). If one wants to examine people, groups, organizations, and society, qualitative research methods are especially crucial (Vanaken, Bere ds nand and Bij, 2007:129). An understanding of people's behaviors, attitudes, and actions is built upon in qualitative research to provide light on their social significance in "real life situations" (Henn, Weinstein and Foard, 2006; 150).

In this work, we prefer to see it as both a methodology and a form of design for qualitative research, or as both an object of study and a result of enquiry. therefore, case study research is

used in this work as a qualitative approach in which the researcher investigates a bounded system or multiple bounded systems over time, through detailed, in-depth data collection involving multiple sources of information (such as observations, interviews, audio visual material, documents, and reports), and then reports a case description and case-based themes in accordance with Creswell's work (2007; 73).

As a result of the foregoing, the student researcher chose this type of research design. The study focuses on evaluating the practice of public relations in Ethiopia's ministry of revenues, identifying the roles played by the ministry's public relations directorate, analyzing the methods used by public relations practitioners based on public relations principles, investigating the general organizational structure and the role of the public relations directorate in meeting organizational goals and objectives, and identifying the ministry's challenges and problems in working towards professional public relations.

### **3.2 Data Collection Method**

The researcher has employed both strategies for gathering data. These techniques were used to acquire both primary and secondary data. Applying interviews, focus groups discussion observations, and document review data was gathered. Key informants were surveyed using the interview schedule to gather information (six public relations officers based at the Department of Public relation).

In a key informant interview, communication directors and team leaders (three in number) who are deemed to be knowledgeable about the subject of the inquiry are chosen and interviewed. Key informants are those who are thought to know more about the issue than other members of the research population, which is why they are given this title. The interview typically takes the shape of a free-flowing conversation in which the chosen informants are invited to express their opinions on the issue or problem being investigated (Cutlip et al, 1994:330).

### 3.2.1 Target population, Sample Size and Sampling Techniques

No	The Interviewee's Position	quantity
1	Communication directorate (D)	1
2	Communication team leaders(TL)	3
3	Public Relation Practitioners (p)	6
Total		10

**Table 1:** Position of Interviews

Workers from the PR office made up the study's target group, from which information was gathered through in-depth interviews, document investigations, and observational approaches. The researcher used the observation technique to investigate several information hubs, including recording studios, office settings, and document rooms. Participants in this study who responded were a part of the public relations practitioners' team, the PR office team leaders, the document analysis team, and the activity observation team. The study would cover all 10 responders.

### 3.2.2 Primary Data

The researcher employed interviews, focus group discussion and observation for the primary data collection. The major justifications for using these methods were to obtain better data through the triangulation of various data collection techniques and to make it simple to retrieve the pertinent or appropriate data for the study.

#### 3.2.2.1 In-depth Interview

The researcher gathered data from a few chosen directorates and the ministry's management body using in-depth interviews as a data-gathering tool. Four people were chosen for in-depth interviews based on the purposive sampling method. Four people that make up the public relations and communication directorate serve as both topics of examination and sources of information. 180 minutes, or (three hours), are spent talking to these communicators in-depth. All interviews were recorded on audio and then typed up. Throughout the data analysis, some aspects of their profile were discussed. Interviews can be conducted over the phone, Skype, in person, or using any other cutting-edge technology. For this study, face-to-face interviews were

chosen. Face-to-face interviews allow the interviewer and interviewees to interact in some way, as Saunders et al. (2003) pointed out.

### **3.2.2.2 Focus group discussion**

According to Lewis (2003), Focus group discussion enables the researcher to have in-depth discussions with participants rather than conduct research through questions and answers on one or more study themes. On the other hand, Morgan (1998) describes FGDs as a group of people who have voluntarily gathered at a location to participate in a conversation about a relevant topic. It is a technique for gathering data that involves examining the common viewpoints, experiences, attitudes, and understandings that underlie them.

As a result, one focus group was established for the investigation. There were six members in the group. The FGDs' goal is to gather triangulated members' perspectives on the ministry of revenues' PRs practice.

### **3.2.2.3 Observation**

Using an observation checklist, it is possible to observe the workplace, how public relations methods were used to implement ministry strategies, and how public relations tools were used. There are two types of observation, structured and unstructured, according to Kothari (2004:96). A precise characterization of the units to be observed, the manner in which the observed information is recorded, uniform observational conditions, and the selection of appropriate observational data are all characteristics of structured observation. He also asserts that unstructured observation is better suited for explanatory research while organized observation is better for descriptive research.

## **3.2.3 Secondary Data**

Additionally, the researcher used published and unpublished documents as part of the secondary data collection approach.

### **3.2.3.1 Published Documents**

The study used published documents, which are now in circulation. Materials such as books from the library, the internet, and other pertinent sources like earlier research projects and works that have been published in journals.

### **3.2.3.2 Unpublished Documents**

Additionally, the researcher used unpublished documents, which are those that were available for this study but were not published. As a result, documents are gathered from the ministry website, its annual newspapers, and its public relations materials like press releases, booklets, and brochures.

### **3.3 Sampling Method**

The researcher is unable to see and document every event that took place in the ministry of revenues of Ethiopia public relations and communication unit due to limitations on time, resources, and efficiency. Therefore, based on their significance to the topic at hand, I chose to limit my study to a small group of people in this organizational setting. Non-probability sampling, which is "a particular kind of purposive sampling in which the researcher samples incidents, people, or units on the basis of their potential contribution to the development and during sample selection for the theoretical sampling approach, the phrase "and testing of theoretical constructs" was employed (Kothari 2004;93).

The researcher does not want to choose a sample size that would be too big and cause management issues with complicated files. Additionally, he didn't want to make it too tiny and suffer from a knowledge gap. A flexible pragmatic sampling technique is required given the nature of this particular study and the circumstances at the ministry of revenues. Based on an individual's position in the public relations unit and their capacity to supply more information and a deeper understanding of what is happening around them, the sampling technique uses convenience sampling and key informant sampling. Role within the directorate, subject-matter expertise, openness, communicability, and objectivity are among the selection criteria.

Before choosing how and who to include in the sample, several members of this section were the subject of multiple informal and unstructured conversations. Team leaders who are in charge of directing their individual teams from each of the sub-units that make up the public relations and

communication directorate at the ministry were included in the sample by intentionally introducing a quota sampling component. This gave me the opportunity to build a sample that is the ideal size and meets the criteria for effectiveness, representativeness, dependability, and adaptability.

### **3.4 Method of Data Analysis**

Analyzing data is necessary after it has been gathered. Researchers employ an inductive strategy for analysis in qualitative research. Data are gathered that are pertinent to a topic and are organized into categories that are acceptable and meaningful: The facts themselves provide explanations (Wimmer and Dominick, 2003: 111). The first part of the process was transcription because the majority of the qualitative data was audio tape captured. The transcribed data were then organized based on the research questions posed at the outset of this study in a way that would make sense and be useful for the data analysis.

Thematic data analysis was used to examine the data. As detailed in the following chapter, they are divided into sections based on the themes of the thesis study. Data presentation and analysis, followed by explanations of each subject based on the relevant literature, were done by the researcher after the data were presented.

### **3.5 Reliability**

A research instrument's reliability is determined by how consistently it produces results or data when used again. Random mistake affects reliability in research. Reliability declines as random error rises. The divergence from a genuine measurement caused by variables that the researcher has not adequately addressed is known as random error. Inaccurate coding, unclear subject instructions, interviewer and subject weariness, interviewer prejudice, etc. are all possible sources of errors (Mugenda and Mugenda, 2003:95-96). Therefore, in this study, random error was reduced by providing the respondents with clear instructions, asking fewer questions to reduce interviewer and subject weariness, and pursuing objectivity.

### **3.6 Validity**

Validity is the precision and significance of conclusion drawn from study findings. In other words, validity is the extent to which findings from data analysis accurately reflect the phenomenon being studied. Therefore, the degree to which the study's data accurately reflects its variables is what determines its validity (Mugenda and Mugenda, 2003:99). The study method's validity was ensured by taking great care to acquire reliable data and analyze it in a way that would make it credible.

## CHAPTER FOUR

### DATA PRESENTATION, ANALYSIS AND DISCUSSION

#### 4.1 Introduction

The data and analysis of the research findings are presented in this chapter. Three themes will be used to present the socio-demographic profiles of the respondents and their answers to the study questions. Analysis has also been done on information gathered from communication managers, senior experts/team leaders, and practitioners regarding the ministry of revenues' PR practice.

A separate subtopic has been created to assess the results of the FGDs (focus group discussions) that were conducted with practitioners in the ministry of revenues office's public relations department. Under the discussion, six practitioners were participated. The discussion is conducted at ministry of revenues public relation office and totally it takes 180 mints. The discussion is recorded in tape radio, and transcribed. The four recurring theme concepts that emerged from the group conversations served as the foundation for the debate. The key themes are: how employees at the office understand public relations; the department's independence from office management; its strengths and weaknesses; and the importance of PR to employees. The researcher's own observations and secondary sources, such as examined documents, are incorporated into the study to support the findings.

"When deciding how to build successful relationships with their audiences, public relations practitioners must consider various theories" (Lattimore, 2012, 51) because "there is no single theory that perfectly suits every explanation for public relations practices". As a result, the researcher explores three major theories (excellence, systems, and role theory) in order to thoroughly evaluate the ministry of revenue's public relations methods.

The rationale for selecting these theories is that they allow the researcher to thoroughly evaluate the practice.

## **4.2 Public Relation Practice in the Ministry of Revenues**

In this subtopic, the researcher will attempt to evaluate the ministry of revenues' PR practices in light of its method of public communication, professionalism, PR strategy, media relations policy, and way of carrying out PR activities.

### **4.2.1 How Does PR Department of Ministry Communicate with Public?**

The public relations department serves as a bridge between the public and the organization; press releases, panel discussions, meetings, and other materials produced by ministers are delivered to the public through the public relations department. In this regard, the communication directors said (D):

*“We engage the broader public on numerous topics through press releases, panel discussions, and media relations. We establish rules on how to speak with the media, particularly broad-cast (TV and radio). We gather and review user comments on the website with regard to the topics and presentation of our news on social media. They were observed and assessed. The standard that we defined earlier serves as the foundation for the monitoring and evaluation process. “(March 13, 2023).*

The researcher has also noted that the primary communication tools employed by the office are magazines, newspapers, and press releases. The public relations department also issues a variety of press releases about the business's operations, charitable endeavors, and other topics. Also, there are a few leaflets and flyers in the office. Press releases and newsletters are used by public relations to reach an online audience. One of the senior experts (TL1) noted that:

*Blogging enables an organization to establish two-way communication with the public and to build and sustain relationships with them. On the other hand, the public relations department also makes use of social media platforms to build a direct line of communication with the general public. March 17, 2023*

The directors (D) claim that “the PR division works with a number of media outlets.” The researcher noticed that print, broadcast, and digital media are the public relations department's media partners. About this, one of the PR experts (TL2) who participated in the study said: “I believe our interaction with the media has improved. We invite media outlets to the news conference when the minister speaks. They will address the minister directly with their inquiries. Furthermore, we distribute press releases to the media.” (March 17, 2023).

Another practitioner also stated (P2):

*One of the responsibilities of the public relations department is handling media relations. We allow immediate access to the news for the mass media. We reserve the right to provide some information after the fact. This is due to the length of time it takes us to verify the information. (March 21, 2023).*

Although the public relations department's respondents indicated that they have a positive relationship with the media, the researcher found that this relationship has only involved one-way communication. The public relations department merely sends news and press releases to the media without any attempt to obtain feedback or clarify issues.

Broadcast media is one of the mediums used, according to the communications director of the Ethiopian Ministry of Revenue. The Ministry airs a weekly 30-minute radio show on Fana radio, a weekly 1-hour TV program on Walta Media and Communication Company, a weekly 30-minute TV program on Ethiopian television, and a 30-minute radio show on Fana radio and national radio. It also publishes two monthly newspapers, "Gebeyachin Hilwenachin," which is distributed to taxpayers in 40 thousand copies, and "Enga Leegna," which is distributed to staff in 8 thousand copies.

The Ministry gathers news from its four customs checkpoints and posts it on its website, Facebook page, Twitter feed, Telegram channel, and YouTube channel. It was also stated that videos of seized illegal goods are posted on Facebook for public consumption. According to the communication director (D), the organization posts daily news, excerpts from laws, legal frameworks, proclamations, directives, regulations, bids, and job announcements to ensure that

the taxpayer has access to information and openness. The organizer also mentioned that the organization's official Facebook page has 176 thousand followers.

The communication experts/team leader (TL2) clarified that they employ the aforementioned methods and channels to transmit various types of information. For instance, the coordinator of the communication team mentioned that they needed to persuade the taxpayer to have paid their taxes freely. According to the communication specialist, the topics of the messages broadcast are revenues, educating taxpayers about decrees, directives, and rules, compliance, illicit business practices and their repercussions, and public relations efforts during tax collection times. He further asserted that a lack of understanding is the cause of non-compliance and that the goal of media relations is to encourage taxpayers' voluntary compliance by instilling the notion that paying taxes benefits the taxpayer, his or her family, and the nation.

Communications directors (D) and the team leaders (TL1) indicated that:

*Their primary audience is the taxpayer, who falls into the three categories of Category A, B, and C taxpayers, as well as subsidiary organizations and other stakeholders that have a direct or indirect impact on the customs system, such as the Ethiopian Shipping Lines and Logistics Service, Custom authority, Ministry of Trade, National Lottery, Ethiopian Standards Authority, Ethiopian Drug Administration and Control Authority, and Ethiopian Postal Services. To collaborate effectively, both parties must be aware of what the other is doing. These individuals are all our stakeholders and also have an interest in the system, making them our target market. Ethiopians are our primary target population because taxes affect everyone. (March 13, 2023).*

"We use press conferences most of the time," the coordinator of the communication team (TL3) underlined. We convened press conferences when there were unusual issues, excessive performance, or notable achievements involving contraband. For instance, when a significant amount of hard currency or a product is kept, we notify the media. Also, we plan news briefings on current events. We also frequently employ panel discussions as a technique. The

communication professionals emphasized that their editorial board, which is made up of knowledgeable and experienced members, ensures that the information provided through the various platforms is accurate and efficient.

The director of communications (D) explained that:

*Three teams make up our organization. The first is the tax communication division, which focuses mostly on tax-related matters. The second is the customs communication team, which concentrates on matters related to customs. The third group is the media and documentation team, which is in charge of editing and documentation to guarantee high-quality production.”(March 13, 2023).*

#### **4.2.2 Public Relations Professionalism in the Ministry**

The researcher employs Saunders & Perrigo's five requirements for public relations to achieve professional status in order to evaluate the professionalism in the ministry's public relations department. These include providing a distinctive and specialized service that is acknowledged by the community, putting an emphasis on public service and social responsibility, having autonomy and decision-making responsibility, and having a self-governing association of colleagues enforce an ethics code. Specialized education involving a body of knowledge, skills, and research is also included.

Nearly all directors, senior specialists, and practitioners in the ministry of revenues public relations department have specialized training in communication and related fields. In response, the directors stated (D): “The practitioners in our field possess the necessary skills and knowledge. They are required to use the fundamentals of the public relations profession, which they are familiar with. Hence, I think the ministry does its PR duties in a competent manner.” (March 13, 2023).

On the other hand, one of the practitioners (P3) provided the following explanation of the related concept: “I am aware that the PRs' activities need to be well-planned and coordinated. To

achieve organizational goals, I think it's critical to use a variety of communication tools. If a task is completed by an expert, it will be more effective.” (March 21, 2023).

Public relations practice in this sector is supported by a system exactly like any other function, according to another departmental practitioner. “It uses an original method for gathering, organizing, and analyzing data. We carry out our duties in accordance with the standard” (P4).

Similar to this, one of the PR practitioners (P5) expresses their viewpoint as follows:

*We have a set of guidelines to follow as we carry out our jobs. Supervisors will carefully oversee the work at all levels. We can review our work in forums and conversations. We'll talk about our strategy and how it will work. We work to close the gap. We'll also trim back the work we've already done. (March 21, 2023).*

The communication director (D) stated that the public relations department has never performed a research study and does not have a distinct research team. Directors stated that “the public relations department is independent and has the authority to make decisions with regard to its decision-making autonomy and responsibility.” The researcher does, however, question the department's independence. It's because, as the directors themselves acknowledge, politicians and others with political ties practice public relations. This could result in propaganda, misrepresenting professional actions. Professionals with the necessary training and expertise may be able to assist the government. By performing their duties, they can deliver correct information at the precise and necessary moment. When it comes to autonomy and decision-making, it is uncommon for someone to be independent when they are assigned to follow instructions.

#### **4.2.3 Communication Strategy in the Ministry**

A communication strategy is a document that clarifies an organization's vision, aim, and mission to its staff, clients, and stakeholders and encourages them to act in accordance with them. Also, it describes how media relations work. PR experts like B. Van Ruler acknowledged that an effective communication plan is a requirement. To keep stakeholders informed, effective

communication strategies must always be built on organized communications, encompassing both formal and informal dialogues.

The ministry has created a communication strategy, according to the communications director. Public relations, marketing communication, and internal communication are all included. The various tools, such as press conferences, interviews, panel discussions, and press releases, should be planned and included in the strategy. The director pointed out that “the media relations strategy was not supported by research, acknowledged that it ought to have been, and vowed to do so in the future.”

The communication team leader (TL1) also, in this regard mentioned as follows:

*The organization has a communications strategy. We are getting ready to put the document into action after presenting it to the leadership for debate. It includes every fundamental component of a communication plan. It answers the query of what the content ought to be. Who should draft the material? How should it be expressed? Who should be the audience's target? The strategy also specifies how the media connection should be? How should I utilize social media and traditional media? How can the media help the tax collecting process as it benefits both parties? The organization upholds the values of openness and transparency in information. (March 17, 2023).*

The organization had a poor reputation and was seen by the public as dishonest. This was taken into account. Additionally, communication director said that:

*In developing the plan, they had taken into account any formal or informal input they had received from newspaper articles, radio shows, and TV programs. In accordance with the plan, they are able to post a number of news items each day, hold press conferences, and arrange panel discussions for the benefit of the taxpayers. (March 13, 2023).*

The ministry uses radio, TV, newspapers, and social media to share information with stakeholders and taxpayers, according to the communications experts (TL3). The researcher also

noted that the Ministry broadcasts a 30-minute radio program and an hour-long television program every week through Fana Broadcasting Corporate, a 30-minute television program every week through Walta Media and Communications Corporate, a 30-minute television program every week through Ethiopian television and national radio, and a half-page weekly feature in Addis Zemen Newspaper. Moreover, the Ministry produces "Egna Legna," a monthly newsletter distributed to personnel, and "Gebi Lehilhunachin," a new paper distributed free to taxpayers nationwide. The communication specialists create various programs and publications that are distributed through the aforementioned channels. There are initiatives aimed at the taxpayer, with an emphasis on transistors, customs, and illegal goods.

The Ministry also has a free phone line (8199), a Facebook page, a website ([www.mor.gov.et](http://www.mor.gov.et)), a Telegram group, a Twitter account, and a YouTube channel. Information is gathered from all of the customs checkpoints in all four corners of the country and disseminated on Facebook with the support of photographs and footage. According to research by the African Development Bank, however, it was announced in May 2019 that 33% of Ethiopian taxpayers pay taxes willingly.

The study also showed that the nation loses a significant amount of revenue as a result of poorer performance in tax collection. In order to inform and persuade the taxpayer, the ministry must therefore improve its communications efforts by utilizing a variety of public relations tactics. The Ministry is currently engaged in reform initiatives and utilizing various media relations techniques to enlighten the taxpayer.

Among the topics discussed on social media are trainings supplied to staff, a platform for public consultation, trainings offered to taxpayers, tender notices, the holding of contraband, and revenue-related difficulties.

#### **4.2.4 How is Government PR Activities Carried out in the Office?**

One of the major tasks of the Ministry of Revenue's public relations department was to provide tax-related information and raise awareness among taxpayers about the benefits of paying taxes on time. Simply put, all of the office's public relations activities should be geared toward achieving those shared national organizational visions and missions. The ministry's public

relations division's primary areas of public information service to the general public as a PR institution would be editorial. The weekly editorial statements, which described the organization's perspective and were created and distributed to internal audiences, were primarily under the control of the office's minister-rank chief of staff.

The researcher discovered that the weekly editorial statement, at which the government's viewpoint on current events on tax-related issues would be made known, was made to be connected with the government's vision, mission, and goals for the nation and the organization under which it was run. As a result, the editorial meetings, which were scheduled to take place once per week at the office, appeared to determine the editorial's theme and content.

The communication team leader (TL2) said:

*Member of editorial team meets on a weekly basis to discuss important issues. The head of the office or whoever is delegating to him takes the lead. We do compose editorials based on topics to be discussed in editorial meetings, and the editorial substance will also be decided by the agenda the Head of the Office creates. Also, the Council of Ministers meetings in which the office's head participates will provide the first inspiration for our weekly editorials. We frequently act in this manner, but occasionally we don't wait for the Council of Ministers to give us instructions. In any case, the Office is regulated by an editorial policy. (March 17, 2023).*

Although if the Office's editorial material concentrated on matters of importance to the organization, it would only be produced to incorporate the points of view for which the Office was founded. From an organizational perspective, problems were clarified and messages were defined. This might make it easier to raise awareness inside the organization of the office's efforts to convey accurate and timely information to the public. In relation to the editorial, how it will be made available to the public and how people will respond to it warrant further discussion. The weekly editorial would be released on social media sites like Facebook, Telegram, Twitter, and YouTube to reach out to the public, and every news item or piece of information related to

the organization would be posted online on the office's website, as the researcher discovered from the replies.

There are numerous issues that could undermine the organization's effectiveness. A number of items can be listed in terms of the office's duties and responsibilities. Some examples include writing, media relations, public relations planning, counseling, research, community relations, and website development and management. For example, a growing number of publications are of poor quality and content. People have varying demands and requirements for receiving information from the organization depending on their language, culture, abilities, functional capacity, level of competence, and access to digital channels. To reach everyone involved, including residents, typical public relations tools like a press release, a public service announcement, a brochure, posters, newsletters, bulletins, billboards, and many others may be useful choices.

Yet, as was already noted, the issue the researcher discovered in relation to this issue is the quality of those tools. The ministry's public relations department, which the researcher discovered, spent a lot of money on printed publications even though many of them failed to effectively reach the target audience of the public. This indicates that citizens are not hearing the organization's messages. The organization's communications are unclear, difficult to understand, and ambiguous. And this would suggest that the office did not employ the proper channels for communication. So, it's critical to utilize new media to the fullest extent possible without compromising traditional ones. In this regard, it is important to pay attention to how you use social media and SMS.

The communication director (d) and team leader (TL3) said that:

*The public relations division of the Ministry of Revenue will hold sessions and discussions with its partners in a variety of formats and will communicate with them through different channels. Once a month, the Office hosts a press conference with journalists, during which the Head would give thorough information on the organization's varied activities, significant persisting*

*concerns, and public talking points, including upcoming organizational events.*  
(March 13, 2023).

It seems beneficial to have tight relationships with media outlets on a frequent basis. But another genuine concern is how such intimate ties may be impacting how the media reports on news affairs.

### **4.3 PR practice Challenges in Ministry**

The researcher discovered from the in-depth interview that the ministry's major challenges in terms of public relations practices are the political appointment of managers, the public's negative perception of government communication, and its lack of professionalism.

#### **4.3.1 Political Appointment of Director**

One of the practitioners (P3) responded that one of the difficulties facing the public relations division is the political nomination of a director. The respondent stated that there isn't a structured hiring or promotion procedure at the organization, especially in the public relations division.

The practitioners (P3) reported:

*Currently, anyone with political ties is in charge of public relations. This simply tells one side of the tale. Propaganda has misinterpreted the professional activity. Politics and profession are frequently at odds with one another. And it is challenging to balance one's obligation as a professional with that as a politician.* (March 21, 2023).

In contrast to the practitioners' perspective, the director (D) asserted that being professional is also necessary, even though having a political stance is a requirement to be allocated in the department. Both the practitioners and the director are expected to carry out their profession independently, without reflecting their political stance. Director said:

*If the profession is not practiced, it is their obligation and no one else's. They are tasked with presenting the public with information that is up-to-date,*

*understandable, accurate, and pertinent in order to increase the credibility and acceptability of the ministry. They are responsible for implementing the profession solely and keeping politics out of it. (March 13, 2023).*

From the view of the researcher, it is challenging to implement the PR profession purely for someone whose political commitment and devotion is assigned. The performance of the assignee is completely ignored; the assignment only takes PR and communication-related qualifications into account.

#### **4.3.2 Negative view of the Public towards Government Communication**

According to one of the practitioners (P6), the public always views the public relations division as a vehicle for government propaganda.

*Restoring confidence from consumers in government dissemination of information is a difficult mission. Even when we come up with a new organizational motto and look, the public's reaction is still uncertain. Rebranding is not an easy undertaking, as is common knowledge. (March 17, 2023).*

So, one might infer from the discussant's point of view that the public relations department faces difficulties in repositioning itself in a positive light. Also, the public relations division works to improve the bad reputation of government communication.

#### **4.3.3 Lack of Professionalism**

The researcher has noted during the research process that a major issue facing the nation in general and the ministry's public relations department in particular is a lack of PR professionals. Directors' sentiments in this regard were as follows:

*The practice of PR as a profession is relatively new to the nation. If I'm not mistaken, there aren't many universities that train PR professionals. Because of this, a lack of professionalism in the field of PRs and strategic*

*communication affects all government agencies, not just the public relations division of the ministry. (March 13, 2023).*

One of the practitioners (P6) also shares the director's perspective:

*Professionals are scarce, especially in large numbers. The educational background and professional experience of the director and the practitioners are related to PR if you look at their qualifications. The public relations department needs to be established with an adequate number of experts and competent people because it is the hub of the ministry's information flow. (March 21, 2023).*

This indicates that the public relations department has faced significant difficulties due to a professional shortage, particularly in terms of practitioners.

#### **4.4 Document Analysis**

Within this subheading, the researcher examines papers pertaining to the ministry of revenues' public relations division, including standards and procedures as well as press and news releases from the ministry and also the strategic plan and annual plan.

##### **4.4.1 Press and News Releases of the PR Department in the Ministry**

The researcher determined six months' worth of press and news releases from the ministry's public relations department that were distributed via social media, particularly Facebook. The selected press releases and news articles cover the months of November 2022 and April 2023. The researcher paid great attention to the ministry's public relations strategy and noted that information sharing is the primary focus.

Also, the majority of the ministry's news releases focus on defending its methods, even when it is obvious that the government bears the primary responsibility. Also, practically all of the information that is released by the ministry seeks to present the viewpoint of the organization. The public's interest is ignored, as all information dissemination initiatives are designed to enhance the ministry office's reputation. Therefore, the researcher came to the conclusion that the

ministry's press releases share a single side story and don't take propaganda or public opinion into account.

#### **4.4.2 Working Guidelines of PR Department in the Ministry**

In 2008, the ministry's public relations department developed its operating method. There are five main topics in the working technique. The requirement for organization information dissemination, the obligations of the public relations division, the organization of PR practitioners, the ethics of the practitioners, and institutionalizing the PR activity are these five themes.

The working procedure's initial topic argues that raising public knowledge of taxes requires that information be current, accurate, and understandable. The second theme of the working guideline is the obligations and duties of PR practitioners. To inform the public about the organization's operations, the ministry's public relations section was founded. Also, the department serves as a conduit for information flowing from the general public to the organization and vice versa.

The third theme of the working directive relates to the organization of PR professionals. Any public relations unit that is set up in federal government institutions, including the ministry of revenues office, is required to include at least five practitioners in addition to the unit's leader. Specialists working in the public relations departments who are proficient in web design, social media, the information desk, photography, and videography should also be added.

The working directive's fourth theme is practitioner ethics. The text acknowledges the close connection between ethics and public relations. It goes on to emphasize that the ethical requirements for PR practitioners should be stated in a manner that can be quantified and assessed. The main ethical principles listed in the guideline include honesty, independence, loyalty, fairness, advocacy, and competence.

The goal of the guideline was to clearly define the mission, role, and relevance of public relations, in addition to the roles and obligations of department heads and experts, with a view to institutionalizing the PR activity. The legislation also mandated that each federal government

institution set up a public relations committee that would report to the organization's chief executive.

#### **4.4.3 Strategic Plan and Annual Plan**

The strategic plan for the Ministry of Revenue Public Relations Office was created using strategic plan preparation principles, which ordered the plan's headings sequentially. Furthermore, the strategy is produced by professionals from the Ministry of Revenue's public relations office to serve as a bridge between the public and the organization, controlling information flow from the public to the organization and vice versa. It is also designed to serve as a basic guideline from which specific annual plans will be developed and implemented to enable improved information flow and public access to information, which is a constitutionally guaranteed right, as well as media information access rights. It serves as a general framework within which PR-specific work objectives would be developed and implemented with the goal of achieving the ministry's goal.

The public relations operations are guided by an annual plan developed on the basis of the strategic plan. Lower management in the PR office prepares it based on the strategic plan. The plan comprises many sections and particular activities that are expected to be implemented over a one-year period. The plan is broken into various parts, each of which involves work activities that are closely tied to the strategic plan. In most situations, the yearly plan is more explicit than the strategic plan, which indicates each and every work activity indicated by the action verb, the qualities of which are measurable.

The ministry of revenue's public relations operations was put into action on the basis of a yearly plan, which was separated into numerous categories. Each activity is carried out in order to attain organizational goals. Different activities were executed within a given month, which was then divided into four weeks, with each week further subdivided into five days and each day supplied with specified work activities that were required to be completed within a specific time frame. There are parts that identify the expected inputs, outcomes, standards, practitioners, and so on, which are key elements of the plan and assist officers in assigning duties to each responsible body, providing guidance and control, and evaluating success based on the assessment format.

The evaluation format demonstrates that the organization's public relations operations were made up of various tasks that were put into action with the goal of increasing public understanding of the function of the organization under examination. The completion of the tasks was supported by a close supervision service, which helped the realization of evaluation approaches. The information presented above demonstrates that public relations work activities were given due consideration in order to ensure the ministry's overall activities.

#### **4.5 Results from Observation**

One of the most crucial methods for gathering data is observation, according to some. It requires being present in a situation and documenting one's observations of what occurs. It gives the researcher the chance to physically visit the location and document everything crucial to his research's goal. It permits the researcher to gather first-hand information while making use of his multimodal organs. To prevent confusion, it needs certain previous preparations, like a checklist and a list of observable facts or events (Somekh and Lewin, 2005).

With the intention of carefully and accurately observing what is being done, the researcher used the observation method in this study to gather information without first asking the respondents. The technique allowed the researcher to gather information about what is currently occurring without subjectivity. It does not depend on respondents' desire to reply, unlike interviews or questionnaires.

In the study, the researcher observed how and when officers, including experts, directors, and lower officers, carried out PR activities. Special attention was paid to how these individuals behaved in the workplace, what they did, and how they completed their tasks during the designated office hours. In doing so, the researcher addresses the issue of whether or not the surroundings of public relations departments are conducive to excellent public relations activities.

There is no document room or gallery in the office, which is important for anyone to know what looks good and what doesn't, but there is a good work environment, office seating, and working equipment like a production studio that is fully equipped with the tools needed to carry out any

public relations operation, such as a computer, printer, and copier. Public relations practitioners must be technically skilled in order to create brochures, flyers, publications, and other materials.

#### **4.6 Development of Themes and Data Analysis**

Focus group discussion (FGD) is one of the main data gathering methods used to accomplish the goal of this study, as stated in the preceding chapter of this research. The FGD aims to offer insight from the viewpoint of office personnel. A total of six workers from different demographic backgrounds made up each group. Age, educational attainment, and marital status are the study's independent factors. The participants in the discussion ranged in age from 25 to 46.

The discussion is conducted at ministry of revenues public relation office and totally it takes 180 mints. The discussion is recorded in tape radio, and transcribed. The four recurring theme concepts that emerged from the group conversations served as the foundation for the debate. The key themes are: how employees at the office understand public relations; the department's independence from office management; its strengths and weaknesses; and the importance of PR to employees. The following is a discussion of each of the four thematic concepts individually.

##### **4.6.1. How is PR Understood by the Office Employees?**

All of the respondents, when asked to describe their concept of PR, stated that it serves as a conduit for information and a source of information between the government and the general public. The following were the views expressed by the participants:

(P1) PR serves as a conduit between the public and the office. PRs are crucial for a smooth information flow.

(P2) PR acts as a communication channel between the general public and the office. PRs are essential for a constant flow of information.

(P6) PR is a service that professionals provide to manage the organization's total information flow. (March 21, 2023).

According to the above-mentioned finding, the management and counseling functions of PR, the crisis management function of PR, and the stakeholder management function of PR were ignored. As a result, it may be said that employees' comprehension of PR is somewhat limited.

#### **4.6.2. Relevance of PR for the Staff**

The participants were invited to consider the topic at hand in order to learn the respondents' perspectives on the relevance of PR for the employees. Likewise, the results showed that the majority of respondents said PR is crucial for them since it acts as a conduit for employee and management communication. Speaking of the problem, they stated that:

(P1) PR is crucial to us since it increases the productivity of our workforce. The news is always first reported by the office and not by the media. As a result, the workplace has become more unified and loyal as a result of the public relations department.

(P4) To be really honest, I want to work for the department. I'm kept in the office by the public relations division. Simply put, public relations serves as an office ambassador.

(P5) There is excellent departmental communication. Each department's focal person receives the news from public relations, and the departmental focal person then disseminates it to the personnel. (March 21, 2023).

According to the abovementioned finding, the office staff has a favorable perception of the PR industry. Also, it shows how well the department of public relations fosters internal communication.

#### **4.6.3 Strengths and Weaknesses of the Department**

The personnel who took part in the FGD discussed the public relations department's main strengths and weaknesses. The main strength of the actions of the public relations department is that they work closely together and with other stakeholders, and they inform the public quickly. The shortcoming mentioned by the panelists, however, is that the public relations section only provides material in Amharic. The respondent's opinions on this idea are excerpted as follows:

(P1) Practitioners in public relations are skilled at communicating with one another and providing timely information. The news is typically only available on social media and is only provided in one language, which is its one weakness. The story could reach a wider audience than it does at the moment if they combine social media with other languages.

(P2) Sincerity be damned, the Public Relations Division has worked very hard. It quickly and efficiently disseminates information to the public. Any information can be found on the website and social media pages for the ministry office (March 21, 2023).

#### **4.6.4 Independence of the PR Office from the Influence of the Management**

All of the employees who took part in the FGD mentioned that there was little involvement from the office management during the group discussion regarding the independence of the public relations department from the influence of the office management. This is a list of some of their opinions:

(P4) The office management has little influence over any departments, including public relations.

(P6) One of the few offices in the nation that is little free from managerial influence is the Ministry of Revenues Office (March 21, 2023).

As a result, it can be inferred from the information provided by the panelists that the Ministry of Revenues Office in general and the public relations department in particular are not completely free from management influence.

#### **4.7 Discussion**

This study was conducted to assess the Ministry of Revenue's public relations practices. The study's findings revealed that the majority of participants reported poor public relations quality and practice in the Ministry of Revenue organization. The research field's public relations approaches have been prone to a misconception of what a public relations expert actually does. The researcher has employed primary and secondary data gathering strategies. Applying interviews, focus groups discussion, observations, and document review. Key informants were

surveyed using the interview schedule to gather information (six public relations officers based at the department of public relation). In a key informant interview, communication directors (one) and team leaders (three in numbers) who are deemed to be knowledgeable about the subject of the inquiry are chosen and interviewed. Totally ten public relation department staff were incorporated in the interview.

From the interviewee point of view, the findings suggested that the Ministry of Revenue's Public relations department makes excellent use of new media platforms to address message to the public. But most of the communication is one side, from the organization to the public. The research also found that new media are the primary communication tools used by the government to interact with its citizens. The directors (D) also state that the public relations division works with a variety of media outlets. The researcher discovered that the public relations department's media partners include print, broadcast, and internet media. The survey also revealed problems such as political management appointments, the public's bad image of government communication, and its lack of professionalism.

The ministry of revenue's public relations operations was put into action on the basis of a yearly plan, which was separated into numerous categories. Each activity is carried out in order to attain organizational goals. Different activities were executed within a given month, which was then divided into four weeks, with each week further subdivided into five days and each day supplied with specified work activities that were required to be completed within a specific time frame.

There are parts that identify the expected inputs, outcomes, standards, practitioners, and so on, which are key elements of the plan and assist officers in assigning duties to each responsible body, providing guidance and control, and evaluating success based on the assessment format. There is no document room or gallery in the office, which is important for anyone to know what looks good and what doesn't, but there is a good work environment, office seating, and working equipment like a production studio that is fully equipped with the tools needed to carry out any public relations operation, such as a computer, printer, and copier. Public relations practitioners must be technical skilled in order to create brochures, flyers, publications, and other materials.

As stated above, this study was carried out to evaluate the public relations tactics of the Ministry of Revenue. The study's findings revealed that the majority of participants reported inadequate

quality and practice of public relations in the Ministry of Revenue organization. The research area's public relations techniques have been susceptible to a misunderstanding of what a public relations professional actually accomplishes.

The finding was backed by additional research done in Harar and Dire Dawa, Ethiopia, which demonstrated how difficult it is to practice public relations effectively in the places under study due to their extreme deprivation. A false impression of what a public relations professional truly works has affected public relations activities in the research region. Because public relations professionals are rarely involved in strategic planning, decision-making, and monitoring the implementation of plans in their organizations, the paper confirmed that there is a very limited understanding of the major functions and roles of public relations in Harar and Dire Dawa towns among managers, journalists, and practitioners (Geremew, 2017).

Tesfaye (2018) did additional study, which showed that both the university community and the general public lack a thorough understanding of the primary functions of the public relations offices at universities. Meanwhile, the PR offices lacked professional structure and organization, which comes from top study leaders downplaying their importance. A study on "Assessing the Practices of Public Relations: The Case of Seka District Communication Office at Jimma Zone, Ethiopia" was undertaken by (Eyasu in 2019). It was discovered that Seka Chekorsa's PR procedures are sound, particularly in terms of developing and maintaining relationships and fostering a welcoming environment for engagement with the public (both internal and external).

From these point, the research confirmed that there is a lack of understanding of the major functions and roles of public relations in ministry, including managers, journalists, and practitioners, because public relations practitioners have little involvement in planning a strategy, making decisions, or execution of plans monitoring in their organizations.

The ministry of revenue provided extensive duties and obligations for the PR office in order to reach out to the public and foster awareness. However, the study's results once more showed that the majority of respondents believed that the PR office is not fulfilling its primary function. This research discovery is congruent with the findings of a study conducted by Bereket (2015), An Assessment of the Practice of Public Relations in Eastern Zone of Tigray, which characterized

the PR office's position as passive in reaching out to its publics (internal and external) on a regular basis.

According to the study's respondents, the PR office was not structured and organized professionally, which stemmed from the senior leaders' dismissal of its responsibility. The findings were also, congruent with the research undertaken in Ethiopian Broadcasting Corporation public relations in corporate reputation management, which revealed that the EBC public relations department is incapable of converting people's negative attitudes against an agency to favorable or positive attitudes. The department is not predicting what will happen in the near future in terms of public opinion and is seeking for a solution, (Samson, 2018).

According to the study's researcher, public relations should not be considered as an aggressive force because most of government PR entails informing and being educated by the public a genuine and vital two-way interaction. Nonetheless, it must be noted that public relations involves the management of various types of communication interactions with various types of publics, implying that there is the ability to do more than simply inform and react. However, several obstacles related to equipment and resources; competent personnel power; management; passive behavior toward the office and structure of the office were recognized as the results of the challenges PR practice experienced by the ministry of revenues. A number of researches in Ethiopia corroborate the fact that public relations faced a variety of problems in providing excellent service (Bereket, 2015; Tesfay, 2018; Mulualem, 2017; Geremew, 2017).

From the respondents view, the weekly editorial position of ministry of revenues (MOR) is one of the foundations of the ministry of revenues' public relations practitioners' professional work. Among the various services on the list are those for producing publications such as (e.g., press releases and newsletters) and media relations tasks such as media monitoring. They also plan and arrange yearly gatherings, conferences, seminars, and communications products like as speeches, publications, annual reports, and quarterly reports. One of the office's primary goals is to publicize the organization's activities.

The findings of this study highlight the necessity for public relations practitioners to transform their work into a more dynamic and participatory approach.

## CHAPTER FIVE

### CONCLUSION AND RECOMMENDATION

#### 5.1 Introduction

In the Chapters that came before, an effort was made to go through the fundamentals of evaluating the Ministry of Revenues' position in public relations practices. The answers to the research questions are gathered through analyzing the documents, conducting in-depth interviews, and using observational methods. This chapter covers a quick summary of the research topic's conclusions and recommendations. As a result, the conclusion will be discussed first, followed by a single suggestion that might help to lessen the faults found and maintain strengths.

#### 5.2 Conclusion

The main goal of this study was on how public relations is applied and evaluates practices in the context of basic PR and communication practices. It also examined how public relations are understood, what challenges it faces, and its strategies for engaging with the general public.

In order to address the research issues, the researcher chose to use a qualitative approach, and has conducted in-depth interviews with relevant entities and public relations practitioners and focus group discussion. In addition, he looked at the majority of documents that were written on government public relations that were available in order to enhance the research. Additionally, the records and the responses received from key informants were both evaluated. The following conclusions are reached according to the research's findings:

Although it is a government organization's responsibility and right to inform the public about its programs and operations, how it does so is constantly being debated in academia, the media, the general public, and within the government itself. As a result, government organizations today, especially those in developing nations, would face significant communication challenges on a par with their struggle for development and change.

Additionally, the study has examined a number of topics that government public relations and communication practitioners need to take into account in order to foster public confidence in their operations.

The ministry publishes and distributes a newspaper title called "Gebi Lehilwenachin" nationwide, produces and broadcasts programs through the mass media by purchasing airtime, publishes articles using print media by purchasing a newspaper page, and regularly shares information with its audience on social media. The strategy also specifies who, when, and with what tool to communicate a particular message. For instance, higher officials present performance reports every month, explain policy concerns every quarter, and use press conferences every month to discuss matters relating to contraband.

Despite the preparation of the communications strategy, no attempt was made to discuss the document and assure shared understanding. This was clear from an interview with communications professionals, who indicated that they had no idea about the approach. There is a gap in developing a shared understanding before moving forward with execution. There was a failure to include staff and taxpayers in the planning, implementation, building on strengths, and addressing deficiencies. There is a significant information gap between top management and the organization's workforce. This was evident throughout the interview with the communication specialists. To reach taxpayers and stakeholders, the ministry uses electronic media, TV and radio networks, and print media. The ministry should make greater efforts to disseminate information through its press media.

Research is an essential component of the public relations process, (Wimmer and Dominick, 2006:396). As a result, research is a component of public relations operations. However, this strategic task is not part of the Ministry's public relations function. The in-depth interviews also confirmed that they do not do research to identify performance gaps and environmental problems. There is no systematic procedure in place to collect feedback and listen to stakeholders within the organization. They occasionally receive a small number of irregular complaints, but these are not reflective of the general public. The study discovered that the problems of their important and strategic public are not well addressed in the planning, objectives, communication, and assessment phases of the public relations practices process.

### 5.3 Recommendations

The researcher's main suggestions are included below in order to improve the Ministry's public relations practices.

- The Ministry's public relations activities should be research-based. Research should be undertaken on the organization's image, the readability of their press items, the trust and credibility of their public relations activities, and so on, with the goal of filling gaps and solving problems based on research findings and feasible solutions. The public's interest should be the primary priority throughout the research, communication, and evaluation phases of the organization's communication process, particularly public relations.
- Ministry communication job within the organization should also be two-way and participatory. The flow of communication and influence between the organization and its public must be balanced in the two-way symmetric model. The communicators should advise management on how to be sensitive to and responsive to public interest in strategic decision-making.
- The Ministry communication should not be just concerned with enhancing the organization's image. The organization's communication effort should evolve from a mere publicity and spokesperson function to an institutional strategist function. The communication department should thoroughly comprehend the needs of the public and practitioners and strive to react and adapt to changing conditions. The department's structure, mission, and function should be tailored to address these essential challenges and concerns. Developing beneficial connections with the public should be one of the organization's target methods for gaining public support.
- To make the ministry's public relations practice more professional, the public relations department must create a communication strategy plan that includes a defined vision and mission. In order for this to happen, the ministry must work intensively in collaboration with academic institutions. Furthermore, scholars must be encouraged to conduct study and publish journal articles on public relations in Ethiopia. Issues that will aid in the growth of public relations should be recognized, and intellectual debates should take place on a regular basis.

- With a defined goal and mission, developing skilled and unbiased public relations is essential. To accomplish this, the office must collaborate strongly with academic institutions.
- The organization provides public relations work the attention it deserves in order to provide the public with timely and pertinent information about what the organization truly performs.
- Last, but not the least, ministry of revenue's public relations department must consider ways to improve public relations professionalism. Helping practitioners receive ethics education, related to public relation work and promoting practitioner professionalism are all good techniques for strengthening public relations practices.

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**An-In-Depth Interview for Ministry of Revenues Communication Directorate**  
*Kindly clarify and provide detailed answers to the provided question.*

- 1 How did your organization's ministry of revenues get its start in public relations?
- 2 What are the functions of public relations directorate in the ministry?
  - ❖ Do you carry out research at the ministry level as a whole and in your directorate specifically?
  - ❖ Which media is used to spread messages the most frequently, and how many times has each one been used thus far?
- 3 What are the main responsibilities of the Ethiopian Ministry of Revenue's Public Relations Directorate?
  - ❖ Do you believe its current function is adequate?
  - ❖ How are public relations practitioners practicing in the office?
  - ❖ How do you explain the practitioner's awareness about the practice? Level of professionalism?
- 4 How do you manage human resources and communicate with one another at the directorate and ministry levels?
  - ❖ How does the directorate collaborate with other directors?
- 5 How is the Ministry of Revenue's public relations practice carried out professionally?
- 6 Do you have Communication Strategy? If your answer is "no" why and what are the challenge?
- 7 What Role do you think the revenues sector public relations and communication should play?
- 8 What does your section/you as a revenues sector PR and communication practitioners strive to achieve? Directorate level.
- 9 What factors/ challenge do you thinks affecting the revenues sector communication?
- 10 What kinds of public relations tools do you use in your department? Which tool is more reachable to your target audience?
- 11 How is your relation with management, employees, internal and external audiences and the media

### **An-In-Depth Interview for Ministry of Revenues Communication practitioner**

1. What are your current responsibilities and status in your department?
2. How did you come to work in the field of public relations? How long have you worked in the public relations industry?
3. What attitude do you have of the profession?
4. How would you say describes your ministry of revenues' public relations division? Do you have any procedures, principles, and guidelines?
5. What tools do you apply to convey messages to your target audience? What were the main messages you employed to promote your organization?
6. How do you receive public feedback on your performance?
7. How would you describe the attitude high-ranking government officials have toward the field of public relations and its practitioners in the organization?
8. Being public relations practitioner have you any challenge related to your profession, what are the challenges you came across?
9. What are your thoughts on the workplace and what significant encounters have you had there?
10. What do you suggest the ministry of revenues to enhance its use of public relations?

### **Focus Group Discussion Questions for PR officers**

1. What kinds of activities carried out in the communication department so that; the society can practice them and have a close and equal understanding.
2. How is the overall public relations work being done in the institution? Are the professionals helping the organization for the mission by bringing the community of the institution together?
3. To fulfill the tasks and responsibilities expected of the public relations profession, it is believed that it should have manuals and standards. In this sense, the institution is the public relations function supported by an operating system?
4. It is known that they are used in practice multiple communication tools to make public relations function accessible. In this regard, what are the communication tools used by

the Public Relations Office? From all communication devices what is it mainly used for?  
For what reason?

5. What are your strengths to be effective when doing public relations? What are your weaknesses? What are you doing to address your shortcomings?
6. What is the attitude of the organization's management to the public relations department? How motivated is it in terms of supporting the department and the professionals?
7. Are the general function of the organization and the work of the public relations office will be studied?

### Observation Checklist

No	Statements	Sufficient	Medium	Insufficient
<b>1</b>	<b>The ministry's overall communication activities</b>			
1.1	The ministry has good work office settings.			
1.2	The workers in the ministry are alert and engaged in all communications.			
1.3	The ministry provides access to necessary resources for employees			
<b>2</b>	<b>Public relation directorates</b>			
2.1	The directorates employ a variety of public relations techniques and do so correctly.			
2.2	Professionally and on schedule, public relations specialists produce and distribute news releases.			
2.3	The production of brochures, flyers, magazines, and other materials takes high technical skill from public relations practitioners.			
2.4	The directorate is fully equipped with the tools needed to carry out any public relations operation. like computer, printer, and copier			
2.5	Access to the internet is available			