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ADDIS ABABA UNIVERSITY
COLLEGE OF HUMANITIES LANGUAGE STUDIES, JOURNALISM
AND COMMUNICATION
DEPARTMENT OF PUBLIC RELATIONS AND STRATEGIC
COMMUNICATION
THE UTILIZATION OF PUBLIC RELATION TO PROMOTE TOURISM
IN GAMBELLA REGIONAL STATE

BY:

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**THE UTILIZATION OF PUBLIC RELATION TO PROMOTE TOURISM
IN GAMBELLA REGIONAL STATE**

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Declaration
Addis Ababa University
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This is to certify that the thesis is prepared by *PEL BOTH BOL* entitled the utilization of public relation to promote tourism in Gambella regional state and submitted to college of humanities language studies, journalism and communication 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.

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ABSTRACT

The utilization of public relation to promote tourism in Gambella regional state and this aim has also accomplished through the following specific objectives: to explore the practice of public relations within the Gambella cultural and tourism in promoting regional culture. to determine the purpose that prompt culture and tourism to combine role of public relations and the other departments, to examine the role of public relations within Culture in Gambella and Tourism Bureau. Even though, there are few researches conducted regarding public relations practices in some institutions in Ethiopia, the utilization of Public relations seems lack of attention by Gambella culture and tourism researchers. Since Culture and tourism has their own publics; they need to give emphasis on communication of both internal and external stake holders. Most of them did not have professional public relations practitioners and the practice functioned by either delegated departments or in a simple routine activity of the bureau. The study used mixed research method. To explore the eco-system or practical level of the profession, the role, importance and purpose of the practice, both primary and secondary data were collected and used. The primary data was collected through self-developed questionnaire and interview, whereas the secondary data was collected to relating reviews. Legitimacy theory was used as a theoretical foundation of this study. The collected data has been analyzed quantitatively and qualitatively. The study shown that the professional public relation practice in Gambella culture and tourism bureau was nominal, the utilization of public relations practice is to disseminate information from the organization to its publics and the purpose of the practice is more of publicity rather than managerial functioning of the profession. As a result of this research, the researcher summarized, and concluded as well as forwards the important recommendations to improve the practice. Some of the recommendations included as following. Gambella Regional state's tourism needs professional public relations practice to communicate and manage good relationship with their publics in order to promote the regional culture to attract tourists. To perform the public relations practice in a better way, the practitioners need to know the purpose.

Key Words:

Acronyms and Abbreviations

AC: Anti-corruption

BP: Bureau Performance

CEO: Chief Executive Officer

CT: Culture and Tourism

FPRM: Finance Purchasing

GCTB: Gambella Culture and Tourism Bureau

HRM: Human Resource Management

HIV AIDS: Human Immune Virus /Acquired Immune Deficiency Syndrome

MMR: Mixed Method Research

PCCU: Promotion of cross cultural understanding

PL: Public Library

PR: Public Relations

PRRT: Public Relations Role in Tourism

SPSS: Statistical Package for Social Sciences

TA: Thematic Analysis

TIPCH: Tourism Incentive in preserving culture and heritage

UPR: utilization of public relations

WA: Women Affair

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CHAPTER: ONE

1. INTRODUCTION

This chapter introduced the background of study; the statement of the problem, the objectives, and the research questions, the significant, the scopes, the limitations and draws the organization of the thesis. The content of this thesis has defined and explained the major objective of the study and to explore the application of theoretical knowledge of public relation eco-system in culture and tourism as bureau's foundation processes.

1.1 Background of the study

Public relations now a day were a complex profession practiced by hundreds of thousands of people around the world. It is, therefore, evident that the boundaries between public relations and marketing are very blurred. Lamb and McKee (2005:1), therefore, argue that public relations are an important subsystem of an organization and the effective practice of public relations is integrally bounced to the wellbeing of an organization.

As such, it provides the opportunity for the organization to effectively monitor, interact and react with other key groups within the organizational environment. Public relations are thought of as the communication and action on the part of an organization that supports development and maintenance of mutually beneficial relationships between the organization and the groups with which it is interdependent. The above, therefore, shows that public relations, as a subsystem within an organization, plays an important, if not integral, part in ensuring that organisations meet their overall aims and objectives. Davis (2004:190) argues that many organisations do not show public relations as an independent role.

Cutlip, Center, and Broom, (2000:60) maintain that since so many factors influence how public relations begins in organisations, public relations' departments, in some organisations, have large numbers of staff and generous budgets even though the original motivations for their functions have long been forgotten and their mission is not clearly defined. Conversely, many, if not most, organisations reorganize the public relations functions, reduce the number of staff and try to do more with fewer people. Even practitioners disagree about what is the best structure and place for their functions in various types of organisations. Public relations are, in essence,

communications. It functions as a subsystem within an organization and, furthermore, given recognition, can play a vital role in the management of an organization.

Tench and Yeomans (2006: 4) support this view by defining public relations as:

A distinctive management function which helps establish and maintain mutual lines of communication, understanding, acceptance and co-operation between an organization and its publics; involves the management of problems or issues; helps management to keep informed on and responsive to public opinions; defines and emphasizes the responsibility of management to serve the public interest; helps management to keep abreast of and effectively utilize change; serves as an early warning system to help anticipate trends; and uses research and ethical communication techniques as its principal tools.

The above definition contains overall goals, processes and tasks of public relations and positions the discipline firmly within the organization, as a management role.

The term “Public Relations” was used for the first time in the United States and the United States Post Office Railway Union and in the first decade of the twentieth century, this country was created the office of public relations at the institute. In the culture and tourism sector, public relations were more than a necessity. To meet the constant challenges, the public relations in the tourism bureau should evolve towards turning into a management function, which should lead to responsible approach.

PRs practice in Ethiopia has a long history, because the country passed through ancient civilization in the world history and also plays its roles in diplomacy both in the continent and global level. All those activities need effective public relations role. According to Solomon (2000), a practice more or less resembles modern public relations is believed to have been started in 1960’s in Ethiopia. In fact, the emergence of the practice of modern public relations in the country came as a result of the establishment of the Ministry of Pen in 1940’s.

According to Falconi (2004), public relations itself should be considered to be “culturally-rooted” in professional, organizational and society perspectives. Public relations as a professional culture include codes of ethics that have been preferred standards for the practice as developed by the group of practitioners.

The national cultural policy of Ethiopia has a lot to say to ensure the benefits of the marginalized groups of the society like women. Though, the revision of cultural policy is now undertaken to inculcate new concepts on the areas of culture, it still keeps the agenda of gender as its significant component. The cultural policy promises to fight harmful traditional practices and, of course, attitude against women. It gives unlimited right to enjoy freedom of expression; and form associations in various areas of culture. The regional cultural bureaus have also ratified their own regional cultural policy in accordance and consistent with both the national policy and their own very nature of the society. However, the assessments or evaluations made to realize the impact has remained a sobering challenge. Various attempts placed to overcome the bottlenecks (mentioned above) were very disorganized and scanty in amount to tell the reality at national level.

This study, therefore, seeks to investigate the utilization of public relations plays within the selected bureau in Gambella regional state. Some public relations professionals were employed by a single organization. Others work for public relations firms that have many organizations as clients. Public relations people work for businesses, government agencies, professional and trade associations, nonprofit charities, schools and universities, hospitals, hotels, Culture, and many more as well. Public relations as a professional culture include codes of ethics that have been preferred standards for the practice as developed by the group of practitioners. Public relations as an organizational function will be shaped by organizational and national cultures values, beliefs, and expectations. If the organization believes in a diverse workforce, then the public relations department has greater permission to include practitioners from different backgrounds and standpoints.

Similarly, culture is considered “the sum total of ways of living, including behavioral norms, linguistic expression, styles of communication, patterns of thinking and beliefs and values of a group large enough to be self-sustaining and transmitted over the course of generations (Commission on Public Relations Education, 2006, pp. 27-8). Based on either primary or secondary differences, some diverse groups develop their own shared traditions, languages and cultures and each national culture will influence how organizations communicate with one another. In the culture of the United States, the practice of public relations is shaped by the First Amendment to the Constitution; however, in other nations freedom of speech and press values

are not known or of little use to how communication was carried out. Public relations may support the culture and tourism public sector, building a positive image and a favorable attitude towards the tourism product, respectively the tourism destination envisaged (Stăncioiu, 2000, p.50).

The explanation lies in the fact that in the culture and tourism sector, a favorable image creates motivation in making the decision to buy the cultural and tourism product. Creating a positive image which may mean respect and professionalism should constitute a reference point throughout this entire process, because public relations aim at “building” a favorable climate not only at the level of the tourism, but also at the level of the entire ensemble, with all its internal and external components (Bucur-Sabo, 2006, p.229).

The ongoing transmission of messages meant to inform consumers about culture and tourism products, with the intention of developing a positive attitude towards the product and respectively to generate favorable changes in their consumption mentality and habits represent an instantiation of tourism promotion (Bucur-Sabo, 2006, p.222). From the perspective of public relations, this implies the management of the communication between the bureau and the target public, by means of constant and proper informing of the various categories of audiences (Grunig, Hunt, 1984, p.6). In their turn, interpreter guides also play an essential part by the accuracy and coherence of the information provided during tourist circuits. The promotion actions performed by public relations cannot be efficient without properly specialized and trained staff, which may provide quality services and meet the clients’ expectations. In this case, public relations play a strategic part not only in attracting tourists to the various destinations, but also in maintaining their satisfaction after they arrived at the respective destinations. In coordinating these efforts, there was a force to engage all the responsible factors, from local or regional tourism agencies to counseling authorities, organizations, local collectives, public authorities etc. In this definition, PR was planned and continuous efforts to established and maintained goodwill and understanding between an organization and its target audience (Skandari, 2004). Words "planning" and "continuous" show that goodwill and understanding itself does not obtained easily and in fact, must "create" and "maintain" and also determined that public relations activities are planned and the purpose of public relations is to create goodwill and understanding.

Public relations represent a unique way of promoting the organization, its products or services, by building a higher visibility in the public space. Public relations represent a strategic form of communication, which focuses on gaining the audience's understanding and acceptance, as well as on the process of building a good relation between an organization and the public. In the culture and tourism bureau, public relations were more than a necessity. The major challenge consists in identifying the most efficient ways of promoting tourist products, building a positive image, increasing the visibility of culture and tourist destinations, in order to attract a significant number of tourists. Public relations have represented a bridge towards change, a means for adjusting to the new attitudes generated by change. Starting from these considerations, the purpose of the research was doubled: to analyze the applicative role of public relations in the culture and tourism bureau, respectively, to identify the perception of the regional public of responsible tourism in Gambella.

In my opinion, responsible tourism represented the most economically, socially and environmentally efficient approach, a real opportunity for exploiting and promoting local cultures and services, the tourist potential which Gambella may enhance with a view to maximizing the positive impact upon the public in terms of tourist destinations. In this case, professionalism and responsibility should constitute reference points. And public relations recognize desires, needs and attitudes of audience and will transfer to managers of bureau and by providing technical consultations to organization policy makers can play significant share in policy formulating and executive programs of organization (Botan, 2006).

Public Relations Practice was, as Cutlip, 2000 deliberate, planned and sustained effort to establish and maintain mutual understanding between an organization and its publics (as cited in Minas Ermias (2009, p. 50). The practitioners need to know what public relation means and at least their role of maintaining mutual understanding between their organization and its publics. This study has attempted to narrow the gap between PR professional practitioners and professionals more explicit in the culture and tourism. The objective of the study has to provide useful recommendations to PR role in Gambella culture and tourism as well as other PR audiences improved the PR practice. This exploratory study concerned the utilization, role and purpose of Public relations in Gambella Regional state culture and tourism bureau to achieve the regional goal. Its justification was to explore whether Public relations has regarded as an

important in promoting the tourism, which was principally concerning with achievement of the bureau goal.

1.2. Statement of the Problem

Davis (2004:202) argues that the public relations industry simply lacks credibility; people just do not take the industry seriously. Public relations deserve to be taken seriously by organizations, but, most of the times, it is assigned only 'low end' tasks, given roles that invariably underestimate its value. Therefore, the home for public relations functions is still not clear in most organizations.

Most organizations disregard public relations as an integral part of the organization. In most instances, organizations only acknowledge the importance of public relations when things go wrong and in times of a crisis. Consequently, public relations practitioners reclaim the situation by apologizing to the organizations' publics, assuring them that all will be dealt with and that the crisis is under control. Ströh (2007:1) maintains that it is important to recognize that many cross-disciplines have been integrated to build theory for public relations in terms of relationships and relationship management.

This statement reinforces the view that public relations are a communications process. Ströh (2007:1) emphasizes that to solve these problems, bureau need to recognize and acknowledge and start from the idea that public relations is the function that manages the communication between an organization and its publics in order to build and enhance relationships to the benefit of all departments involved. Most organizations have given little or no attention to utilize public relations while some organizations do not understand the role that public relations plays within an organization and, therefore, have failed to position the discipline.

The modern practice of PR was the recent phenomena in Ethiopia. There was no clear evidence on historical ground and the actual role of modern PR practice in both government and other institutions. This situation was due to the fact that experts in the field have yet to make a clear distinction between the different areas of communicative disciplines. Based on these problems, the researcher intended to study the utilization of public relations in Gambella regional state.

Therefore, in Gambella regional state culture and tourism bureau has a problem in the utilization of PR as one of the major sub offices in their bureau to achieve the interest of their people in attracting their tourists. This lack of association was perpetuated because the model of tourism which pioneered the bureau's promotional activities, and was still prevalent today appropriated the public relations function and sub ordinate.

What motivates me to study was that public relation practice was unknown in its professional nature in many organizations, especially the practice or role and purpose of profession seem to lack of theoretical background and the role held as a traditional day to day activity while it needs professional nature to promote mutual understanding of Regional cultural values and Tourist Attraction and the public. The practitioners and leaders do not have a theoretical body of knowledge of public relation especially on their publics and society at large. Culture and tourism bureau has a problem in serving the mutual interest of region and its publics. In earlier point I have mentioned, made me clear on the purpose I want to achieve in the study. Accordingly, the major objective of the study has explored the application of theoretical knowledge of public relation utilization in culture and tourism as bureau's core processes.

1.3 Objective of the Study

1.3.1 General Objective

The overall aim of this study is to investigate the utilization of public relation to promote tourism in Gambella regional state.

1.3.2 Specific Objective

This aim has also accomplished through the following specific objectives:

1. To explore the utilization of public relations within the within Gambella cultural and tourism in promoting regional culture.
2. To determine the purpose that prompt culture and tourism to combine role of public relations and the other departments.
3. To examine the role play of public relations within sub Culture in Gambella regional state

1.4 Research Questions

The following research questions were formulated to guide the research work.

1. 1. What is the utilization of public relations in Gambella culture and tourism for achieving the regional culture?
2. What is the purpose of the public relations practitioners that prompt culture and tourism the other departments?
3. What is the role of public relations within sub Culture in Gambella and Tourism Bureau?

1.5 Significance of the study

This study helped the researcher to generate good opportunity to relate the theoretical aspect of the public relations knowledge to the actual challenges and opportunities of the practice in promoting culture and attracting tourists in Gambella. It helps Gambella culture and tourism to improve the public relations practice in order to achieve their goal. It has also used as secondary data source for other researchers who would conduct research in similar topic.

The researcher's motivation in conducting this research was to explore the overall practice of public relations in Gambella culture and tourism focusing on the role and purpose of the practice. Public relations practice was a mandatory activity in Gambella regional state culture and tourism bureau, the major question raised here was what is utilization, purpose and the role does it played and who was the actual person(s) or department in performing the practice in the office. Those raised questions have to identifying after the identification of the problem, the research aim to provide recommendation to improve the professional and goal. Because there were scares of research in this area, it can also play its positive impact on researchers 'role in doing further assessment to improve professional public relations role or practice and promoting regional cultural value and attraction tourists.

In addition, the study helps to relate theoretical knowledge of the practical aspects of the profession on the ground. Most researchers proposed method for best communicating was the two-way symmetrical approach of Excellence Theory. The researcher attempted to motivate the

practicing of this theory in public relations role, especially in Gambella regional state culture and tourism bureau.

1.6 Scope of the Study

It is limited to investigating the utilization of public relation to promote tourism in Gambella regional state. The study mainly focuses on four target variables: such as utilization of public relations, the Purpose of PR within Gambella Culture and tourism Bureau, the role of Public Relations that make tourism attractive, and bureau performance.

In terms of theoretical frames Hagerman's model of PR, public relation should approach Region from a 'public' perspective because they are concerned with phenomena of reflectivity (of Culture and Tourism behavior) and societal legitimacy. Bureau performance measurement and Public relations models were applied.

1.7 Limitations of the Thesis

The researcher experienced the following challenges:

As any research, this work has also several limits. These limits can be grouped into four categories: limits related to the choice of the case study and limits pertaining to the chosen research methods as well as the way they are applied.

The limits pertaining to this study refer to the choice of a single bureau for the study namely Gambella Culture and Tourism Bureau. Due to the fact that GCTB is dominated by unique situations compared to the rest of others regions in Ethiopia, the data collected may not be generalized to others. Therefore, it was not clear that the findings of this study could be generalized to other industries and therefore this study was adhered to the Gambella regional state Culture and Tourism Bureau.

The limits in relation with research methods refer to the chosen research methods and the way they were applied. In this regard inferring data from individuals with varied belief and attitude about utilization of public relations, and bureau performance may have some limitations. They

may hide their real feeling and may express opinions what they feel comforts the researcher, which might not be the true indication of the reality.

Due to time constraints, responses during the interviews were not always substantial because of the pandemic disease Covid 19.

In addition, some people might not be willing to fill questionnaires and the responses might also be incomplete or inaccurate. But, all the questionnaires were answered. Another noticeable limit of this study was lack of local research findings and well-documented materials were also the limits of this study. However, the researcher attempted to achieve the most accurate results as possible.

1.8 Organization of the Thesis

This research has five chapters. The first chapter deals with introductory concepts such as background of the study, the research problem, objectives of the study and significance and the scope of the study, the limitation of the study and the organization of the Thesis. The second chapter deals with literature review and theoretical framework followed by chapters three and four which deal with the research methodology, data presentation and analysis, respectively. Summary, conclusions and recommendations constituted in the last part of the study.

UNIT TWO

2. REVIEW OF RELATED LITERATURE AND THEOTITCAL FRAME WORK

2.1 Literature Review

The review of related literature mainly focuses on the following issues: definition, importance, characteristics, and relationships of utilization of public relations, the Purpose of PR within Gambella Culture and tourism Bureau, the role of Public Relations that make tourism attractive, and bureau performance.

2.2. Meaning and Definitions of Public Relations

Among the many competing definitions of public relations, J. Grunig and Hunt's is the most widely cited definition of public relations: a Public relations is "the management of communication between an organization and its publics." Grunig and Hunt (1984), p. 4. One reason this definition is so successful is its parsimony, or using few words to convey much information. It also lays down the foundation of the profession squarely within management, as opposed to the competing approaches of journalism or the promotion-based approach of marketing and advertising that focuses primarily on consumers.

"Public Relations is distinctive management function which helps establish and maintain mutual lines of communication, understanding, acceptance and cooperation between an organization and its publics; involves the management of problems or issues; helps management to keep informed on and responsive to public opinion; defines and emphasizes the responsibility of management to serve the public interest; helps management keep abreast of and effectively utilize change, serving as an early warning system to help anticipate trends; and uses research and sound and ethical communication as its principal tools."

The component parts of Grunig and Hunt's famous definition of public relations are as follows: **Management.** The body of knowledge on how best to coordinate the activities of an enterprise to achieve effectiveness.

1. **Communication.** Not only sending a message to a receiver but also understanding the messages of others through listening and dialogue.
2. **Organization.** Any group organized with a common purpose; in most cases, it is a business, a corporation, a governmental agency, or a nonprofit group.
3. **Publics.** Any group(s) of people held together by a common interest.

The definition of Public relations is given by different scholars in different ways. Among those definitions that were given by scholars some of them are raised as the follows. Public relation is the management function which evaluates public attitudes, identifies the policies and procedures of an individual or organization with the public interest and execute program of action to earn public understanding and acceptance (Belch and Belch, 2004, p.23). According to these two scholars' public relations is a communication management which measures and mediates the public opinion and organizations interest with their stakeholders and publics. Under this public relation function is about the mutual understanding between an organization and its publics as well as giving the management functions like planning, coordinating, managing, analyzing, decision making and recruitment in communication process of one organization.

The modern roots of PRs begin in United States. PRs first appeared during the American Revolution as propaganda against British Monarchy. According to Carl Botan (2017), it is probably fair to say that the United States is the birthplace of public relations theory and has been dominant in public relations research in recent years. It is one of the most important developments in the field of public relations (p.13). In the history of PRs, there is no demarked root among scholars and practitioners. Vos & Schoemaker (2011) defined public relations as the management function within an organization which is responsible for communication processes which are initiated from within the organization and thus try to promote a sustainable interaction between organization and groups of the public in the internal and external environment (p.20).

According to Cutlip et al. (2006), some scholars place the origins of PR in the rise of press a gentry and organized publicity-seeking activities. While others put it to have a long story, since communication actions are considered as PRs practices used in political, social and other social activities.

Bannetts (2012), connote the term public relations as:

- Informational given to the publics
- Persuasion directed to modify attitude and actions
- Efforts to integrate attitude and actions of an institution with its public cited in Rose O, 2015.pts.

According to Betteke van Ruler & DejanVerčič (2012), PR refers to managing communication by direct or indirect relationships, in order to gain the trust of public groups and to monitor their trust and the consequences it has for the organization. At the same time, PR is the management of information about what is going on inside and outside organizations, with the goal of anticipating future situations or to solve already established problems in a proper and less harmful way to the organization (p.182).They also described why relationship established: A professional management function that initiates or maintains relationships between an organization and its publics.

The communication activities by which an organization can create and maintain long-term relationships with its stakeholders

- A management functions to gain public trust and social consensus about the goals of the organization
- A philosophy of strategic management not being market oriented but society oriented
- A tool of marketing to gain a favorable basis for relationships with stakeholders
- A promotional activity to clarify certain goals or conduct of an organization / individual
- A promotional activity to gain public support for the corporate body as a whole

An informational activity to keep the internal and external society informed (p.182). On the debate of PRs as theory based expert occupation, Bereiter and Scardamalia (1993) deal with expert knowledge consists of skills, formal knowledge and tactic knowledge. Both experts and non-experts have these forms of knowledge but there are differences in amount

of the various forms of knowledge, and in how well they function together and how efficiently the knowledge is transferred to the performance. (as cited in Asunta, Laura 2016, p.276). Pieczka (2002) explained that public relations expertise is defined as a body of practical knowledge which makes it possible for public relations practice to exist. Practice is to be understood both as what an individual public relations worker does and, perhaps more definitely, as tasks and techniques shared by the occupational group (p.302).

Public relations is , as Harlow (1976) a distinctive management function which helps to establish and maintain mutual lines of communications, understanding, acceptance and cooperation between the organization and its publics; involves the management of problems or issues; helps management to keep informed on and responsive to public opinion; defines and emphasizes the responsibility of management to serve the public interest; helps management keep abreast of and effectively utilize change, serving as an early warning system to help anticipate trends; and uses research and sound ethical communication techniques as its principal tools (as cited in Stellah I. Onyiengo ,2014, p.1). Those mentioned points indicate that public relation is an important practice of an organization.

Lee et, al (2017) have pointed out that while scholars continue to advocate for a dialogic approach to public relations, research has shown that little progress has been made in incorporating theory into public relations practice (p.28). As ShahramG, Mohammad T, Eshghi M (2013) , Public relations in organizations in term of work quality means assist to organization management in achieving organizational goals (p 48). Public relations play an important role in any organization whether it is small or big. It is important disciplines that can help the organization achieve its goal. Institutions need to understand the attitudes and values of their publics in order to achieve institutional goals.

Public relations, as Daniel Serbanica (2016), serve a wide variety of institutions in society, such as businesses, trade unions, government agencies, voluntary associations, foundations, hospitals, schools, colleges, religious institutions and culture and tourism. The managements of institutions need to understand the attitudes and values of their publics in order to achieve institutional goals. They differ from audiences in that they often self-organize and do not have to attune to messages; publics differ from stakeholders in that they do not necessarily have a financial stake tying them to specific goals or consequences of the organization.

Targeted audiences, on the other hand, are publics who receive a specifically targeted message that is tailored to their interests. As “the management of communication between an organization and its publics,” public relations have radically departed from its historical roots in publicity and journalism to become a management discipline that is, one based on research and strategy.

2.3 The Importance of Public Relations

Public relations can truly mean the difference between life and death for an organization, or the difference between profitability and failure. The following case illustrates the importance of public relations as a means to maintain ongoing, beneficial relationships, to systematically listen to and understand the concerns of publics in this case, internal publics and a labor union and the external public of news media. Ongoing public relations initiatives, such as strategic issues management, could have prevented the problems encountered by the organization in the following reasons. The case also demonstrates that an organization can recover its footing and repair its reputation and relationships, once it acknowledges its mistakes and commits to changing course. The following series of events highlight the importance of ongoing, strategic public relations as the very lifeblood of an organization.

Investing on Public relations help the organization to achieve its objective effectively and smoothly. Public Relations is not creating good image for a bad team. Since false image cannot be sustained for a long time. Though the organization product or services are good it need an effective Public Relations campaign for attracting, motivating the public to the product or service or towards the purpose of the program. It is not only encouraging the involvement from the public and also resulting in better image. Effective Public Relations can create and build up the image of an individual or an organization or a nation.

At the time of adverse publicity or when the organization is under crisis an effective Public Relations can remove the "misunderstanding" and can create mutual understanding between the organization and the public.

However, in many organizations, this reporting relationship has not always been the case. Many times, public relations have been subordinated to advertising, marketing and other disciplines. Seitel (2004:88) points out that in many corporate organizations, public relations have suffered

the impact of downsizing and decentralization. This has led to the shrinkage of once-large operations to the formation of smaller departments. This has, further, led to the question of what is the best way to organize for public relations in an organization. But, there is no one answers. However, it can be argued that the strongest public relations department is one led by a communications executive who reports directly to the Chief Executive Officer (CEO). Skinner *et al.* (2004:6) reinforce that public relations is regarded as, and should of necessity be, a management function. This obviously refers to public relations practiced at an advanced level by experienced practitioners.

The role of public relations in strategic management within organizations is viewed in terms of four areas, namely; the environment, strategy, organization and people.

- The environment: The conventional perception of public relations is that it is concerned primarily with communicating with the organization's external publics and involves a more or less one-way flow of information from the organization to the outside world. Lubbe and Puth (2004:20) argue that as a management function, public relations has a major role to play in acquiring information of relevance from outside and analyzing and interpreting it.
- Strategy: Without public relations' input of information about trends and developments within the environment, no meaningful strategies can be constructed. Grunig (2006: 151) states that public relations must help to define the target audiences to be reached by the organization and develop and implement communication plans to reach those audiences.
- Organization: Public relations interpret and transfers environmental information into the organization. It focuses on communicating corporate messages to its external audiences. According to Theaker (2004:48), "public relations' external communication functions can be relevant only in an environment where management recognizes the public relations' role in environmental analysis and strategic planning". Public relations are a vital tool for strategic management in building and maintaining the reputation of an organization.
- People: Employees are one of the critical success areas in which management effectiveness may be evaluated. Lubbe and Puth (2004:20) maintain that one of public relations' roles is to communicate with employees as one of the target audiences that an organization attempts to reach as part of its overall public relations strategy. Seitel (2004:74) states that as a management function, public relations is in a position to: evaluate internal and external

opinions, attitudes and needs on an ongoing basis; advise management regarding their possible effect and to act as an instrument in bringing about policy changes and in directing new courses of action.

Wilcox and Cameron (2006:98) maintain that in a changing environment, and faced with the variety of pressures, executives increasingly see public relations not as publicity and one-way communication, but as a process of negotiation and compromise with a number of key publics. In many organizations, top-level management perceives public relations as primarily a journalistic and technical function (media relations and publicity). In large scale mechanical organizations of low complexity, there is also a tendency to think of public relations as only a support function of the marketing department. Such perceptions by top management severely limit the role of the public relations' departments as well as its power to take part in management decision making. Instead, public relations are relegated to being a tactical function, simply preparing messages without input on what should be communicated.

Seitel (2004:75) argues that public relations, rightfully, should be the corporate conscience. An organization's public relations professionals should enjoy enough autonomy to deal openly and honestly with management. As for the names of the department in which public relations is housed, organizations use a wide variety of names for the function. Ironically, the trend today seems to be away from the use of the traditional term 'public relations' and towards 'corporate communication'. Van Riel (1995), quoted in Tench and Yeomans (2006:29), states that public relations, in essence is 'corporate communication'. He further divides corporate communication into three areas.

Management Communication is communication by management aimed at developing a shared vision, establishing and maintaining trust in the leadership, managing change and empowering and motivating employees. The above regards management communication as the responsibility of public relations, as public relations' professionals are communication experts.. This will include advertising, sales promotion, direct mail, personal selling and market-oriented public relations or publicity, as he calls it. Typically this includes media relations and events.

All these are public relations tasks. *Organizational communication* is a host of communication activities, usually at a corporate level, all of which will be necessarily located in the public

relations department; which includes public affairs, environmental communication, investor relations, corporate advertising, internal communication and public relations. Such division along functional lines is often reflected in the structure of public relations departments.

However, problems are often encountered with organizations not understanding the difference between public relations as a discipline on its own, and public relations as a marketing tool. To solve these problems, organizations need to recognize and acknowledge and start from the premise that public relations is the function that manages the communication between an organization and its publics in order to build and enhance healthy relationships to the benefit of all parties involved

The literature has shown that public relations are an important, if not an integral, part of an organization. However, public relations should be with top management, where public relations can take up a more strategic role within an organization and be involved in strategic decision making. Given the number of roles that public relations can play within an organization, public relations as a subsystem within an organization should be a department that functions to contribute to the greater well-being of the organization as a whole. Strategic planning for public relations is an essential part of management.

Planning is critical not only to know where a particular campaign is headed but also to win the support of top management. Seitel (2004:95) affirms that, in the 21st century, the practice of public relations is firmly accepted as part of the management process of any well-run organization. Public relations' objectives and goals; strategies and tactics must flow directly from the organization's overall goals. Public relations strategies must reflect organizational strategies, and tactics must be designed to realize the organization's business objectives. Stated another way, public relations' programmes are worth little if they fail to further management's and organization's goals. Management must depend on the table assistance of proper public relations practice to help re-establish trust in society's major institutions.

2.3.1 The Roles Public Relations

Public relations play many roles in any organizations by performing different activities. The roles of public relations are elaborating by different scholars. The concept of roles is rooted in

structural-functionalist theory and refers both to the acts performed by people in certain positions within an organization as well as their relationships with people in other roles (Bivins, 1989). Therefore, the role of public relations is not only measured by the activities applied by PR profession, but it needs both the activities and positions of the practitioners including the relationships they have with other peoples. In turn Dozier (1992, p. 328) proposed that practitioners' roles are key to understanding the function of public relations and organizational communication.

In general, public relations professionals can be communication managers who organize and integrate communication activities, or they can be communication technicians who primarily write and construct messages. Research in this area led to the identification of four specific roles: the technician role and three types of communication managers. Most practitioners begin their careers as *communication technicians I*. This role requires executing strategies with the communication tactics of news releases, employee newsletters, position papers, media placements, Web site content, speeches, blogs, and social media messaging. He or she is an authority on a particular industry, problem, or type of public relations and is given the primary responsibility to handle this function as a consultant or with little input or participation by other senior management.

The **communication facilitator**³ is a boundary spanner who listens to and brokers' information between the organization and its key publics.

According to Cutlip, Center, and Broom, the goal of this role is "to provide both management and publics the information they need for making decisions of mutual interest. "Cutlip, center and Broom (2006).

The dichotomy between the communication technician and the communication manager more accurately explained the responsibilities of public relations practitioners within organizations. Research indicates that practitioners in a predominantly technician role spend the majority of their time writing, producing, and placing communication messages. Broom and Dozier (1986), pp. 37–56. Typically, those in this role are creative and talented with language and images.

2.3.2 The Function of Public Relations

In 1982, the Public Relations Society of America (PRSA) adopted the following definition of public relations that helps identify its purpose: “Public relations help an organization and its publics adapt mutually to each other. Public Relations Society of America (2009b). In its “Official Statement on Public Relations,” PRSA goes on to clarify the function of public relations:

- Public relations help our complex, pluralistic society to reach decisions and function more effectively by contributing to mutual understanding among groups and institutions. It serves to bring private and public policies into harmony.
- Public relations serve a wide variety of institutions in society such as businesses, trade unions, government agencies, voluntary associations, foundations, hospitals, schools, colleges and religious institutions. To achieve their goals, these institutions must develop effective relationships with many different audiences or publics such as employees, members, customers, local communities, shareholders and other institutions, and with society at large.
- The managements of institutions need to understand the attitudes and values of their publics in order to achieve institutional goals. The goals themselves are shaped by the external environment. The public relations practitioner acts as a counselor to management and as a mediator, helping to translate private aims into reasonable, publicly acceptable policy and action. Public Relations Society of America (2009a).

As such, the public relations field has grown to encompass the building of important relationships between an organization and its key publics through its actions and its communication. This perspective defines the field as a management function and offers insight into the roles and responsibilities of public relations professionals.

The PRSA definition, however, is not perfect: A main weakness of that definition is that it requires public relations “to bring private and public policies in to harmony. In reality, we know that the relationships an organization has with all of its publics cannot always be harmonious. Further, that definition obligates us to act in the best interest of both the organization and its publics, which could be logically impossible if those interests are diametrically opposed. A few examples would be class action litigation, boycotts, and oppositional research and lobbying;

despite the negative nature of those relationships, they still require public relations management and communication.

The unique management function of public relations is critical to the success of any organization that engages people in its operation, whether they are shareholders, employees, or customers. Although many people think of publicity as the sole purpose of public relations, this text will help you understand that publicity is a sub function of the overall purpose of public relations and should not be confused with the broader function.

2.3.3 Tools of Public Relations

A group of similar individuals; an assortment of persons having the same interests, problems, circumstances, goals; it is from such persons that opinion emanates. Public is a varied creature; it comes in many forms and sizes. Public has a multitude of wants and desires; it has its likes and dislikes, sometimes, strong likes and strong dislikes

"Relations" Human wants to create the need to establish relations with one another. The representative wants of the individuals will profoundly affect their relationship. To understand any relationship, therefore, one must understand the wants of those involved. Relationships are of all possible types.

We have relationship by rank-superior to inferior, inferior to superior, and equal to equal. We have relationship by sentiment-benevolent, Friendly, suspicious, jealous, hostile. A relationship may be active, or it may be passive it may be good or it may be bad, or it may be neutral. At any rate, the relationship is there to be accepted, ignored or altered, as desired.

Propaganda: Propaganda is the manipulation of symbols to transmit accepted attitudes and skills. It describes political application of publicity and advertising, also on a large scale, to the end of selling an idea cause or candidate or all three.

Campaigns: These consist of concerted, single-purpose publicity program, usually on a more or less elaborate scale, employing coordinated publicity through a variety of media, aimed, at a number of targets, but focused on specific objectives. A campaign objective may be the

election of a candidate, the promotion of political cause or issue, the reaching of a sales goal, or the raising of a quota of funds.

Lobbying: It entails the exertion of influence, smooth and measured pressure on other, exercise of persuasion cum-pressure. In essence, it means a group putting its points of view forward in an attempt to win the other groups support.

2.4 The Opportunity and Challenges of the Public Relations

2.4.1 Opportunities

Public relations specialists build, maintain, and promote the reputation and image of individuals, organizations, products, issues and events. PR specialists also study the attitudes and opinions of various publics or markets. Problems are identified and efforts made to improve relations between a client and its publics. PR today is regarded as a subdivision of marketing along with advertising. However, a public relations assignment differs from an advertising assignment in that the PR firm utilizes free opportunities for media exposure, disseminating or creating newsworthy publicity of interest to radio, television and the press instead of producing ads or commercials and purchasing media time or space.

While some clients have both public relations and advertising strategies in place, non-profit organizations rely heavily on public relations specialists to promote issues and events because they rarely have much of an advertising budget. For example, Amnesty International is an organization that reaches a large number of people through a combination of news releases to the media, direct mail, and lobbying activities.

2.4.2 Challenges

Similar to all forms of marketing communication, public relations also come with its special challenges. An exploration into the literature reveals that the major problems faced by the public relations unit of many organizations are lack of qualified personnel, operational space, recognition and budget (Bruning and Ralston, 2001). Jefkins (2000) argued that the ideal structure of the public relations department should be independent and directly responsible to the chief executive officer (CEO). Grunig et al., (2006) also asserted that integration of the public relations functions into other areas means that the functions cannot be managed strategically.

Thus, if the public relations officer is placed in any other department, its functions will be strictly limited. Therefore, the public relations officers in an association, if accorded the needed recognition they deserve by management. By this statement, one could say that public relations functions or practices will be limited in accomplishing its objectives especially in private offices which rely absolutely on internally generated funds to run the affairs of the institutions.

2.5 Public Relations in Ethiopia

The researcher believes that the PRs practice in Ethiopia has a long history, because the country passed through ancient civilization in the world history and also plays its roles in diplomacy both in the continent and global level. All those activities need effective public relations role.

Those interactions and communication were channeled through a spokesperson, or an interpreter. These individuals are known to be well skilled in the custom and traditional practices of the society and are highly respected by the people. According to Solomon (2000), a practice more or less resembles modern public relations is believed to have been started in 1960's in Ethiopia. In fact, the emergence of the practice of modern public relations in the country came as a result of the establishment of the Ministry of Pen in 1940's. The then media organizations such as Radio, News Agency and Television services were organized and administered under the ministry of Pen.(as cited in the study of (Tesfaye Bezabih 2018 , p.28). Dealing with modern public relations in Ethiopia, government practice has a wide cover age and more emphasis on public relations, because government prepared a job specification in its offices.

The major problem in Gambella culture and tourism seems that, the role is functioning by different departments and persons as additional practice, not as a separate self-governed sub organizational practice. The reason behind this may trace not only the organizations leaders and owners, but also PR academicians too. Academicians of PR seem to lack a harmony regarding the definition of PR, for example, some comprehend it as management of communication whereas others favor define PR as an organization's goal-directed, planned and continuous actions. The rest express it as management of relationships. This confusion may lead organizations to look for other departments and persons cover the PRs practice instead of letting the PRs stand as an independent profession.

Minas Ermias (2009), in his study mentioned that nowadays it has become a two way communication, sending message from the organization and receiving feedback from the public (p.50). Public relations as a profession, as Biniyam (2006), is ‘misunderstood or only partially understood’ (p.12).Mekonnen (2001) asserted that public relations in Ethiopia are less significant in the eyes of top level managements in an organization.

As a result, the consistency of the public relations practices may not be on the right track. In spite of significant changes in the focus and practice of public relations during the last decade in Ethiopia, the term is still miss used and misunderstood in many organizations (as Geremew, Chala ,(2017) P.137).According to Geremew Chala (2017), although the name public relations is expanding and growing rapidly in many organizations in Ethiopia, the profession is still suffering from many problems emanating from misunderstanding of the clear roles and functions of the public relations, low understanding of the difference between public relations as a discipline on its own, as a management tool, as marketing expert and as a communication process in an organization.(p.138). He continued to explain that the issue of public relations practices in different countries including Ethiopia has been controversial within in the field of communication. The possible reason for this could be attributed to the lack of understanding of the role of public relations. At the same time, very few people know what public relation encompasses, what it aims to achieve and how it works. When Van Heerden (2004) explains the practice of PR in Africa, he concluded that PR practitioners are individuals who currently occupy senior positions, mostly in the public sector.

These positions were, however, not achieved through professional/educational merit but through mobility, therefore practicing what they have seen and not learned. These individuals experience a lack of knowledge and experience in the area of corporate strategy (P.126).

2.6 The concept and the meaning of culture and tourism

Culture is one language locally spoken but universally understood. For instance, one doesn't need to gain a mastery of the Chinese language before understanding and appreciating their culture and way of life. Culture has been identified by experts as one unique medium that conveys messages through feelings and emotions; and that has made it both potent and strategic to human interaction and integration. Sociologists are of the opinion that culture erects a virile

platform upon which people relate and order their daily social intercourse. The way we greet or exchange pleasantries, respond to situations and address issues generally have direct bearing on our cultural orientation. The sub-media of culture, as revealed by culture enthusiasts include signs, symbols and other forms of non-verbal communication. So, getting acquainted with various cultures is a necessity for effective human interaction, smooth integration and world peace. International public relations are a menu prepared locally but consumed universally. It is variously described by experts as a vehicle that conveys a nation's virtues, prospects and success story to the international arena. Some have conveniently described it as an information superhighway where knowledge and understanding are being freely shopped. Akande (2002: 6) revealed that in the contemporary society, anything that is not known and appreciated is simply consigned to the oblivion. And no organization or country would like to be relegated to irrelevance. That apparently informed the huge investment in various international public relations programmes across the globe.

As most people would say, no amount is too much to invest in polishing a nation's image if it is certain that at the end, it will be loved, admired, accepted and appreciated.

Seitel (1989: 499) opined that ours is an interdependent world, and in order for such activities as trade and commerce to prosper, the problems of communicating verbally and symbolically across national and cultural borders must be overcome. This indeed is the challenge of international public relations. International public relations initiates deliberate efforts at enhancing the diplomatic status of a country among comity of nations. It presents a country as a commodity worthy of patronage.

As public relations practitioners will always say, when all efforts at communicating the truth through press releases, articles or news features fail, then advertise. There is no better advertisement than showcasing your successes, accomplishments, potentials and prospects. The plethora of natural endowments in Africa is enough advertisement to the world. It is enough force to pull the entire world to the shores of Africa. And the African Tourism Association, an umbrella tourism body for African countries has been doing impressively well in this respect. Giving Africa a global attention and recognition through Culture and Tourism is the best public relations to ever emanate from the shores of the continent. Public relations experts are of the opinion that public relations are good deed publicly acknowledged.

At the conference, delegates from 22 countries tackled an ambitious agenda focusing on Africa and building of peace through sustainable community tourism development.

According to Cutlip et al. (2006), some scholars place the origins of PR in the rise of press gentry and organized publicity seeking activities. While others put it to have a long story, since communication actions are considered as PRs practices used in culture and tourism, and other social activities. Strategic representation and promotion of global touristic markets are crucial for achieving competitor's comparison advantage in culture and tourism product. That is systematic approach including many different instruments coordinated in a unique system of integral communication: strategic planning, building and practicing PR in culture and tourism because the process of creating of tourism of destination is irreplaceable without the strategically created and implemented public relations.

The application of modern PR concept demands PR modeling in the culture and tourism, as a manner, form and formula which would help to the concept, materialize and develop the applicable program and PR practice in culture and tourism, adapted to the conditions and tendencies of a touristic economy of the region. Therefore, the tourism of the region can become really productive and profitable culture and socially beneficial profession. The offered PR modeling in this research is a platform for building developed model of strategic management of PR in culture and tourism of region. The opposite, it's necessary that the model follows and keeps up with the changes, trends, and oscillations both in national and international level. But in that case, the model is able to respond to the touristic challenges of the new era and successfully avoid the trap-being its own target.

2.7 Key Themes / Variables

Public relations play an important role in any organization whether it is small or big. It is important disciplines that can help the organization to achieve its goal. Institutions need to understand the attitudes and values of their publics in order to achieve institutional goals. Public relations, as Daniel Srebrenica (2016), serve a wide variety of institutions in society, such as businesses, trade unions, government agencies, voluntary associations, foundations, hospitals, schools, colleges, and religious institutions.

2.7.1 Utilization PR in culture and tourism

The Ethiopian Ministry of Culture and Tourism's (F.D.R.E. Ministry of Culture and Tourism, 2016) mission is "to study, preserve, develop and promote the cultural wealth and national tourism attractions of the nations, nationalities and people of Ethiopia and to build the positive images of Ethiopia with a view to adding a sustainable socio-economic and political values with popular and stakeholder's participation". It further details its vision of making Ethiopia one of the top five tourist destinations in Africa by 2020.

Gambella culture and tourism also need public relations to explain their success to donors and their entire publics. Public relations, as Onaj I (2001) is concerned with how and what others think about you as a person or an organization ". (p.1). the study of Anshu. B (2013) clearly indicated the importance of targeting internal as well as external publics by Gambella culture and tourism bureau for its existence and sustenance (P.338). Public Relation has vital role to ensure all stake holders reached properly.

Public relations in organizations, as Botan (2006) the organization and having specific strategies and programs are divided into three categories: 1- justifier public relations 2- explainer public relations 3- analyzer public relations. Justifier public relations is an organization based and manager –based which continually tries to explain the views of managers and their organization benefit and with misrepresentation, concealment, false and misleading and closing real and concrete ways of disseminating information to outside organization with large volumes informing and misleading advertisements trying to show better objectives and activities of the organization. The objective of these public relations is promoting mutual understanding with audiences and with confidence and strong reasoning and logic meanwhile safeguarding organization interests protect from the public interest, governments and other organizations. Analyzer public relations recognized desires, needs and attitudes of organization audience and will transfer to managers of organization and by providing technical consultations to organization policy makers can play significant share in policy formulating and executive programs of organization. (as cited in Shahram, et.al 2013, p.48-50) .

According to the view of Renate Fox (Fox, 2006) public relations, as a two-way communication between the organization (product or service) and public have their goals (attracting attention,

building social prestige and credibility, enlargement of placements, lowering promotion of the culture and tourism), achieved with the help of PR instruments (events, news drawing attention promoted by media, public individual performances) through several stages (research, defining the goal, defining the target, defining the media in accordance with target, defining interest area, creating events, creating message, communication, action and result marks). The forms of public relations contain the wider view (Fox, 2006). More precisely, tourism of each country could practice the following PR forms:

1. Relations with media;
2. Identity and image building of touristic destination;
3. Developing publishing
4. Lobbying;
5. Maintaining PR crisis situation;
6. Relations in touristic organizations;
7. Relations with potential and real investors, financiers, and donors;
8. Paid advertising.

2.7.2 Culture and tourism bureau

Culture may be understood as a consortium of communication (or a bundle of messages) that a given people have in common: their shared experiences, shared perceptions, and values, shared consciousness” (Macdonald, 1991). These values, experiences, and communications are “guidelines about what things mean, what is important, and what should be done” (Schmidt, Conaway, Easton, & Wardrope, 2007).

Culture guides the actions of individuals and groups. Consequently, it is necessary to understand different cultures when wanting to foster good relationships between cultures. To ensure a positive and understanding relationship between individuals, each person must realize that there are multiple layers to culture. Some layers are easily seen and others are only recognized when a person has become consciously aware of the main elements of his culture and the new culture.

As shown in the Layers of Culture formed by Parissa Haghirian, a professor of cross-cultural management and communication, culture is best described through three main concepts: values, attitudes, and behavior. Each of these aspects of culture signifies culture and allow us to

differentiate from other cultures” (Haghirian, 2012). Behavior is a highly visible aspect of culture and it is also linked to artifacts and symbols (also known as aesthetic concepts), language, and rituals. Values and attitudes are not visible to individuals outside the culture, and they are not easily understood by outside cultures.

Culture and tourism have an important influence on the economic life of a region. For that reason, tourism development of a country and its growing into the attractive tourists destination is directly connected to quality standards of touristic product, accommodation capacities, tourism, on one hand, and prestige, public legitimacy, image, informing, promotion and lobbying on the other. Henceforth derives the important place and role of PR in tourism development of one region. The most significant aspect for the successful realization of this process is communication with the public and usage of appropriate means of communication.

The main goal of the use of PR in culture and tourism as in any other is continuous transfer of messages and information for certain tourism offer, tourists attraction, and opportunities; building, and image of attractive tourists destination (image based on identity); as well as providing feedback when public information reach the doors of touristic economy and in that way providing further evaluation. In modern social-economic context, public relations are considered to be an important aspect in the process of development and growth of culture and tourism. They transfer the consumer’s messages about attractiveness, traffic infrastructure and accommodation capacities of a touristic destination, at the same time following the pulse and needs of the target group and surrounding so that the touristic economy can adapt to the changes and needs of the public.

2.7.3 PR Benefits in Tourism attraction

Tourism in general has three broad socio-cultural advantages. These are the promotion of Cross-cultural understanding, the incentive value of tourism in preserving the local culture and heritage and the fostering of social stability;

1. Promotion of Cross-Cultural Understanding

When individuals have had only very limited or no contact at all with a particular culture, they commonly hold broad behavioral generalization about that culture and its members. This may lead them in experiencing negative and in accurate guidelines that indicate what can be expected

when encountering members of that culture (David Weaver, 2002). It is exactly the same if one foreigner feels that Swedish people are intolerant without experiencing their actual behavior. But if this person has got an opportunity to come over Sweden for visiting, he will change his attitudes about Swedish citizens as they are living with great endurance.

2. Tourism Incentive in preserving culture and Heritage

Tourism advocators believe that tourism stimulates the preservation or restoration of historical buildings and vacation sites. This could be occurred directly through the collection of entrance fees and donation as well as through the allocation of general tourism revenue to preservation or restoration efforts. When such activities are taken in to consideration, WTO takes its first role on the mission of preservation cultural and Historical heritages.

3. Tourism role in promotion social wellbeing and stability

In a place where there are well-feed, wealthy people and all other things are being equal (Scandinavian countries), they are usually less likely to initiate social unrest or political disturbance. Where as in a country where there are many poor and few reach peoples for instance most African Countries, crimes, political unrest , poverty and disease are been take as the reflections of the country in the international medias. However tourism by creating jobs and generating new personal disposable income, it promotes the level of economic development encouraging to increase social well being and stability. On the other hand Tourism also moderates the action of oppressive government's action to their citizen. In this case we can take two practical examples which have happened both in China and Malaysia. Initially these countries governments were more autocratic and do not allowed the free movement of opposition party and Protestors but meanwhile the presence of tourists softening the Malaysian government actions against opposition protesters and Chinese government action on the Tibetan protesters (David Weaver, 2002)

2.8 Theoretical and conceptual frame work

The etymological meaning of the term model with Latin root and meaning form/measure and implies material and mental reproduction of an original that can be an object, process, phenomenon or opinion. The main characteristic of the modeling method consists of a thin union between theory and scientific practice (Šešić, 1982). In the attempt to model public relations in the culture and tourism, the study is guided by past practice and information about public

relations in culture and tourism, the theoretical basis of public relations and opportunities for application and efficiency PR forms in the culture and tourism. The process of building PR model is determined by the following ideas and the study was guided by the legitimacy and public relation model.

- Identification and valorization of the touristic product of the region with the purpose of gaining quality touristic products, attractive-motivational aspect and offer. They're the point of reference for building an image of an attractive touristic destination that is crucial for placing the country at the world touristic market.
- Appropriate institutional hierarchy culture and tourism organization through forming special ministry responsible for the entire conditions, development opportunities, perspectives, activities, and strategies for the culture and tourism economy, including separate bodies and organs for enforcement for strengthening public relations in the field of culture and tourism.

In the content, this research is guided by Renate Fox's perspective who defines public relations as: "Two-way communication between the organization and public, in which organization informs the social community (customers, suppliers, parties involved, shareholders, government, media, and citizens) for their intents, deeds and views contributing the creation and sustaining the positive image. Also, public relations follow relations and processes in the social community and in that way facilitate the adaptation of organization to social conditions and surroundings" (Fox, 2006, p.200) therefore, this study will try to answer the following question:

What is the practice of public relations in the culture and tourism? What are the forms of public relations in promoting the regional culture and attracting tourists? What should the applicable model of PR in culture and tourism bureau consist? Originalities of public relations are based on originalities of touristic product. During the creation, planning and establishment of PR role in culture and tourism, generally it's important to take account for economic functions of tourism (employment, profit advantage of the economy, international economic relations, investments, regional development, not-economic flow) and social functions (health-recreational, entertainment, cultural, scientific, teaching, sports, technical, social, and political function). Since public relations deal with real conditions and processes and their representations is based

on those facts, but also the part that stresses the social benefits and stimulates adaptation to work according to the society demands and development imperatives of the culture and tourism

The public relations professional can use the academic concept of systems theory to implement protocols for regular feedback to the organization, thereby aligning it with the desires of publics in its environment. This theory can also be useful in understanding the role of research and feedback in creating a thoroughly analyzed and consistent strategy (the throughput stage of information in systems theory). The analysis of information and creation of strategy known as throughput helps to conceptualize and justify not only the research budget of the public relations department but also the need for making decisions that strategically align the public communications of an organization with the information needed by publics. The practical implementation of this approach keeps public relations from being used as a simple publicity function, and places the function squarely in the strategic planning process.

Systems theory, however, is not without some shortcomings. The first shortcoming relates to measurement, and the second is the issue of whether the means by which an organization survives really matter. Robbins noted that one criticism of this approach is that its focus is on “the means necessary to achieve effectiveness rather than on organizational effectiveness itself.” Robbins (1990), p. 62. Measuring the means, or process, of an organization can be very difficult when compared to measuring specific end goals of the goal-attainment approach.

In order to process its daily activities, the Gambella culture and tourism PR should do with some strategies to improve its goal especially its relationship with the media and its people’s skill and as well as its publics. Additionally, all who attempt to solve the problem make recommendations and predict the future, need theories and model of public relations as a starting point and concepts. Theory provides a model for the practice of public relations. This study was mainly, informed by one theory and one public relation models the legitimacy theory and Public Relations transfer Model

2.6.1 Legitimacy Theory

For public relations practitioners to be effective in establishing and maintaining mutually beneficial relationships with stakeholders, it is necessary to understand and negotiate many environmental influences on the organization that impact its survival. According to Olasky (1989), referring to sociologist Habermas, PR should approach organizations from a 'public' perspective because they are concerned with phenomena of reflectivity (of organizational behavior) and societal legitimacy. Institutional theory suggests that organizational survival depend not just on material resources and technical information, but also on the organizations perceived legitimacy. Organizational legitimacy is a summative reflection of the relationship between an organization and its environment. Legitimacy theory is defined and explained by many authors. Weber (1988) stressed the importance of legitimacy with his belief that legitimate order guided social action. Weber states that legitimacy theory is important in organizations by legitimate order of social actions. Organizations are found in environment and established by social divisions.

Therefore, according to Weber (1998), legitimacy theory is used to order and guiding the actions of social in the organizations. Schuman (1995, p.574) defines organizational legitimacy as the generalized perception and assumption that the actions of an entity are desirable and appropriate within a social system. According to Schuman legitimacy in organization is all about the perception and assumptions of the entity act to be desirable and appropriate with the social system.

2.6.2 Public Relations Transfer Model

Public relations transfer model was propounded by Frank Jefkins in 1988. According to Nweke (2001, P.53), this model is an antidote against some negative developments in organizations. Jefkins (1988) cited in Nweke (2001) expatiates that when the negative situation is converted into positive achievements through knowledge, the result predictably, is the primary objective of public relations practice understanding.

Rumors and complains are coming from the mistakes and problems the organizations committed and as well as simply denouncement by different competitive parties. So to cancel these negative

developments happening in the organization the solution is simply using public relations transfer model. Nweke (2001) elaborates that when the negative situation is converted into positive achievements through knowledge, the result predictably, is the primary objective of public relations practice understanding.

This model explains how practitioners can use and apply public relations tools and strategies towards changing hostility among an organization's target publics to sympathy so as to be in a better position to convert injustice into acceptance, develop interest when there is apathy and then, be able to communicate effectively to achieve knowledge where there is ignorance. From the foregoing, it means that organizations can use Jefkins' public relations transfer process model to win the goodwill of the public so as to reduce crisis. Through communication, the public relations practitioner can convert the four negative attitudes of the public into four positive attitudes; ignorance to knowledge, hostility to sympathy, prejudice to acceptance, indifference to interest. Since this study deal about the role of public relation in promoting culture and tourism is previously the problem with the organization under study. The source of these problems can be the negative perception fictional towards the bureau. So to eliminate this negative perception about the Gambella culture and tourism bureau PR, the solution is using this public relations model in order to build the regional cultural values to attract tourist.

CHAPTER THREE

3. RESEARCH METHODOLOGY

3.1 Introduction

As it is stated in the first chapter, the current study is mainly designed to investigate the assessment of Gambella Culture and tourism Bureau Public Relations Eco-system in promoting Regional cultural values and Tourist Attraction. This study is carried out at Gambella Culture and tourism Bureau and the chapter give an outlines how the research was conducted and the motives for the chosen methodology.

3.2 The Research Design

Philosophically, pragmatic advocates argue that it is not possible to access the ‘truth’ about the real world solely by virtue of a single scientific method, but to look for the approach that can be more practical and pluralistic allowing the researcher to merge the methods which could lighten the participant’s behavior, values and belief (Charles K & Ahmed B. K, 2017). This gave rise to a paradigm advocating the use of mixed methods. Purposively, the early thought about the value of multiple methods resided in the idea that all methods have bias and weakness, so that the collections of both qualitative and quantitative data neutralize the drawbacks of each form of data. Neuman (2014) strongly stated that descriptive and exploratory study behavior together in practices. *In addressing the ‘WHY’ question;* it is built on exploratory and descriptive research and goes on to identify the reasons something occurs.

The research design fundamentally dictates the activities that are necessary to accomplish the research plan. According to (Cooper, 2006), a discussion of the research design provides an operational frame within which facts that will be placed, processed through analyzing procedures and valuable research production is twisted. Therefore, qualitative and quantitative primary data (mixed method) is required for the study. Various mixed-methods research (MMR) designs have been planned in the literature (e.g. Creswell, 1999; Sandelowski, 2000; Kothari, 2004). The problems addressed by social science researchers are complex; so, using either qualitative or quantitative approaches alone is inadequate to this complexity.

More to the point, using triangulation (mixed) approach provides and expands the researcher understands of the research problem he/ she investigates (Cresswell2009). This method is also used to strengthen the consistency of the study.

An explanatory sequential design was preferred to guide the utilization of public relation to promote tourism in Gambella regional state. This explanatory sequential design typically involves two phases: (1) an initial quantitative instrument phase, followed by (2) a qualitative data collection phase, in which the qualitative phase builds directly on the results from the quantitative phase. In this way, the quantitative results are explained in more detail through the qualitative data (C.R. Kothari, 2004).The design was a two-phase procedure that helped the researcher to organize the research process.

It started with a quantitative phase to understand a phenomenon from the point of view of employees and then moved onto a qualitative phase: in-depth interview with the management and CEO of Gambella culture and Tourism Bureau. The study's dependent variable was Public Relation Bureau's performance, while independent variables were Gambella culture, and tourism.

In the present study, both qualitative and quantitative studies were given equal status. As to (Anteneh, 2012), many MMR have the trend to emphasize on either of them. This study was not limited to such tradition but it rather benefited from giving equivalent value for both qualitative and quantitative parts of the study. Through mixed method research (MMR) one can create more user friendly and creative designs since the method provides more flexibility and practicality (Johnson & Onwuegbuzie, 2004). With respect to sequence, quantitative data were collected before qualitative data.

Mixed-methods research (MMR) is defined as the class of research where the researcher systematically combines quantitative and qualitative research tools, methods and approaches for better understanding (Anteneh Tsegaye, 2012, P. 131). It is a method by which the researcher purposefully minimizes the limitations of mono-method research for quality and generalized findings. The method is characterized by systematic procedure or model to produce justifiable, legitimate and valid research outputs. Unlike some researches which supplement qualitative and quantitative tools; MMR values both methods as central elements.

According to my experience, mixed-methods research was preferred because it has several strengths to employ it. Firstly, the combination of quantitative and qualitative approaches provides a better understanding of the research problem than either approach alone and the possible combination of the methods provides more comprehensive view of the research area as to compare with (AntenehTsegaye, 2012, P. 132). For example, an investigation of Gambella Culture and Tourism Bureau Public Relations, Eco-system in promoting Regional cultural values and Tourist Attraction and Bureau performance as well as the relationship among these variables demands accessing richer data through unstructured interviews. A simple survey would not help to better explain these important variables. On the other hand, an in-depth data generated through qualitative study alone may not suffice to provide a generalizable report. Therefore, integration of qualitative and quantitative studies leads to richer, comprehensive and holistic understanding of the problem.

Secondly, mixed-methods research approach provides strengths that balanced the weaknesses of both quantitative and qualitative research. For instance, as most scholars argue, a purely qualitative study is deficient because of subjective interpretation made by the researcher and the ensuing bias created by this (Johnson & Onwuegbuzie, 2004). It is therefore difficult to generalize findings to a larger group. It is also criticized for departing from original research objectives and dependence on the experience level of the researcher.

On the other hand, quantitative methods ensure high levels of reliability of gathered data. However, exclusive use of quantitative methods in research has been criticized in that quantitative methods are weak in understanding context; and the voices of participants are not directly heard in the same. Moreover, it has a problem of providing information about the context of the situation, inability to control the environment, and pre-determined outcomes. These failures are compensated by the strength of qualitative method i.e. interaction with the research participants during interviews, learning about the context, and uncovering new research themes. Similarly, the weaknesses of qualitative methods can be compensated by clearly stating the research purpose, crosschecking with the results of the quantitative analysis.

Therefore, combining both methods of inquiry in one ensures high consistency of data, better understanding of the contextual aspects of the research, flexibility and openness of the data collection, and a more holistic interpretation of the research problem.

This study assumed that qualitative and quantitative studies are not contradictory but rather complementary. Despite the merits of using these two paradigms, conducting mixed methods research is not easy since it complicates the research methodology and requires clear presentation of research design and procedures. In the next section, detailed explanation of the research design or the type of MMR adopted for the current study is discussed.

3.3 Description of the Study areas

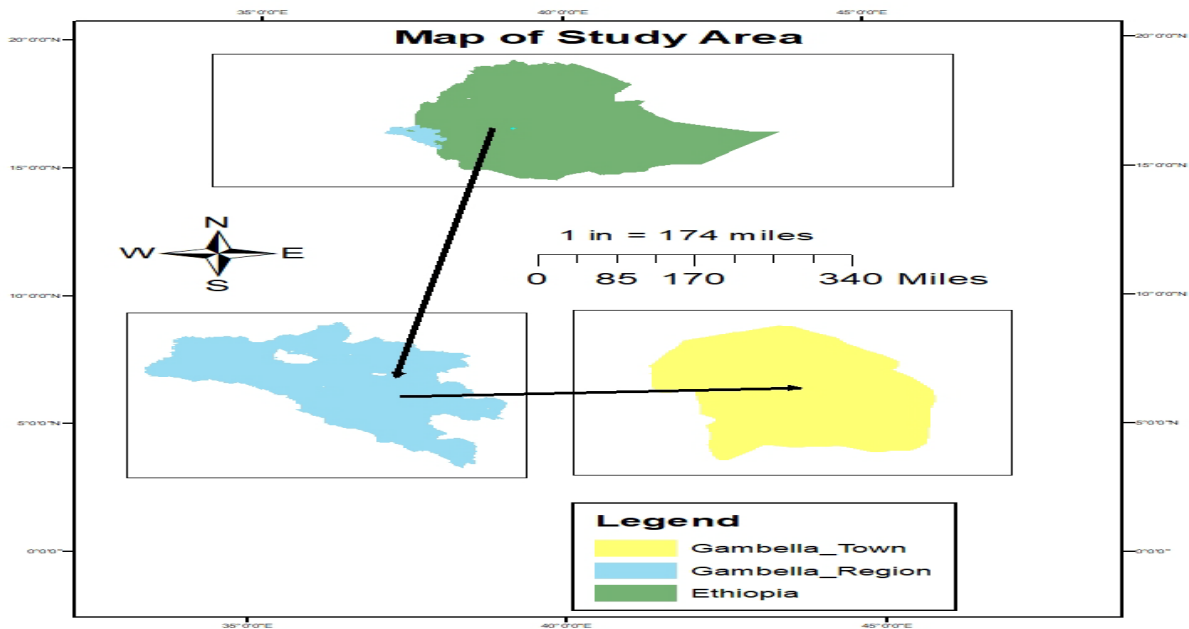
The Gambella Regional State is one among nine National Regions that have been formed by the Federal Democratic Republic of Ethiopia in 1995; the region is located in the South western part of the country at a distance of 766.11 km away from Addis Ababa capital city of Ethiopia, 7°05'–8°45'N Latitude and 33°10'–35°15'E Longitude.

It has been situated in the lowlands of Baro Akobo River Basin between latitudes 6°02' to 8°03' North and longitudes 33°10' to 35°05' East. Approximately, it has a total land area of 34,063 km². The region borders with Benishangul Gumuz and Oromiya region to the North; Southern Nations, Nationalities and People's Regional State (SNNPRS) and the Sudan Republic to the South; Oromiya and SNNPRS to the East and the Sudan Republic to the West.

Besides, the region encompasses three zones; namely Nuer Zone, Anywaa Zone, and Majang zone; and comprises 13 woredas, Itang special woreda, and Gambella town administration. The Nuer zone consists of Jekow, Makuey, Lare, Wanthoa and Akobo woreda and

Anywaa zone: consists of Gog, Abobo, Jor, Abol, and Dimma woredas; and Majang zone consists of Godere and Mengeshi Woredas. Additionally, the average temperature of the Region is 27°C–33°C and the annual rainfall amount ranges from 900 mm to 2200 mm. The region experiences modal rainfall characterized by heavy rainfall from May to October and low rainfall from November to April. The Region has a total population of 495,625, 51% (252,769) males and 49% (242,856) female. It has been inhabited by the five indigenous ethnic groups and other nationalities. The five indigenous ethnic groups are Nuer, Anywaa, Majang, Komo and Opo; besides, the other Nationalities of Ethiopia who have been living in the region for such a long time in harmonization.

Figure 1: Map of the study Area



Own source

3.4. Description of Gambella Bureau

Gambella culture and tourism has 200 employees in 9 different departments, i.e. Human resource, Tourism, Culture, Finance Purchasing, and Public Relation, Public library, HIV AID, Anti-corruption, and Women affair. The respondents targeted were from all levels of employment i.e. from low level, middle level staff and top management. The table below presents the number of employees and the percentage of total employment from each department.

Figure 2: Picture of Culture and Tourism Bureau



Table 1: Population and its distribution

	Departments	Populations	Distribution
1	Human Resource	15	30. %
2	Finance Purchasing	10	20. %
3	Public Relation	20	40. %
4	Culture	65	130. %
5	Tourism	50	100. %
6	Public Library	20	40. %
7	HIV AID	11	22. %
8	Anti-corruption	9	18. %
9	Women Affair	6	12. %
	Total	200	100%

3.5 Population and sampling

3.5.1 Population

A research population is generally a large collection of individuals or objects that is the main focus of a scientific reservation. It is also defined as the total collection of fundamentals about which a researcher wishes to make some inferences (Cooper, 2006) target population comprised of employees of Gambella Culture and Tourism Bureau (at all levels of service).The population of the study constitutes the public relations practitioners and management experts of Gambella culture and tourism bureau and all departments of bureau under it which is 200. The target population for this study is 100. When a smaller number of the population is use to make conclusions regarding the whole population, it is referred to as a sample. MohsinAlvi (2016) describes sampling as the process through which a sample extorts from a population (p.9). A sample is a portion of the population to be target to collect information to suppose something about the larger group.

Hamed Taherdoost (2016) described sampling methods process in research in order to answer the research questions: The entire set of cases from which researcher sample is drawn in called the population. A population is a group of potential participants to whom a researcher wants to generalize the results of the intend study. The target population is the group to which the researcher ideally will like to generalize his or her results. The available population is composing of members of the target population who are ready to contribute and be available at the time of the study. The population for this study constitutes the eco-system of public relations and

management experts of Gambella Culture and Tourism Bureau and members of the culture and tourism bureau under it.

3.5.2 Sampling Technique

The sample is a small portion number of population that was taken from the whole population. Mohsin Alvi (2016) described sampling as the process through which a sample extracted from a population (p.9). A sample is a portion of the population to be targeted to collect information to gather something about the larger group. Loubsher in Martins, Loubsher& van Wyk (1996) identified five steps to follow in drawing a sample from a population. These steps were briefly described in the following sections:

Step (1).The first step in sampling is defining your sample. The research sample unit is the basic level of the population that the researcher wants to measure. For example, the sample units for a research study on Eco-system of the public relations practitioners and management experts' in CTB and its members.

Step(2).Once the sample is correctly defined, the researcher needs to obtain a sample frame. A sample frame is a complete list of the population from which the sample is selected. The public relation practitioners and management experts given the questionnaire to fill their opinions while they are attending training in one center which is the Bureau's hall, the Bureau's facilitated the distribution and collection of the questionnaire.

Step (3). The next step is determining the sample size needed. The sample size directly affects how accurate the findings are. The larger the sample size, the more accurate the findings, but it is also more expensive. So, how do we sample size? The most accurate method is the confidence interval method because it uses the statistical concepts of variability, sample errors, and confidence intervals.

Step(4).Next is determining what method to use in pulling the sample. There are two different sample designs to choose from: probability and non-probability. Probability samples refer to the methods that ensure that the probability of a member of the population being chosen can be calculated. Non-probability methods are more subjective, and the probability cannot be calculated.

Step(5).The final step is the assessment of the sample to ensure quality sample sources were used.(as cited in Research lifeline 2012, p.4-6).

Table 2: Gender, age and educational status distribution

Variable	Category	Frequency	Valid Percentage
Sex of the respondent	Male	63	63.0
	Female	37	37.0
Total		100	100.0
Age	18-25	2	2.0
	25-35	17	17.0
	36-45	35	35.0
	46-55	29	29.0
	56 and above	17	17.0
Total		100	100.0
Education Status	Certificate	4	4.0
	Diploma certificate	15	15.0
	Bachelor Degree	66	66.0
	Master Degree	15	15.0
Total		100	100.0

Source: Own survey

- ❖ Sex- The composition of the male and female public relations practitioners covered by male (63.0%) and (37.0%) female. The data analyzed indicated that the number of male is much greater than the number of female.
- ❖ Age- The result in the above table have exhibited that (35.0 %) of the respondents were from ages 35-45 followed by the age’s ranges from 45 to 55, (29.0%).Those in the range of 26-35 and 65 above years comprises of 17 (17.0%) and 2 (2.0%) of the respondents were from ages 18-25 respectively.
- ❖ Educational status- The highest qualification that gathered from respondents covered (66.0%) obtained their bachelor degree formally from universities, and (15.0%) of the respondents obtained their master degree formally from universities and diploma as well. About (4.0%) have obtained their certificate and other qualification respectively.

3.6 Instrument for Data collection

The study used primary data collection through questionnaires and in-depth interview. Questionnaires were distributed to selected respondents 100 sample i.e. employees of Gambella culture and tourism bureau. The reason is that employees are more likely to give accurate and honest answers since they experience the practices public relations on a daily basis. On the contrary management are part involved in creating the bureau culture and set up these systems so their views might be biased and do not create a true picture of culture that actually exists and strategic communication applied there. The questionnaires were structured (Lickert scale based) to yield quantitative data. Completed questionnaires were collected after one weeks of the distribution day. The first section of the questionnaire captured personal data for basic information about employees and their work.

An in-depth interview was also conducted to collect data from key informants (managers and CEO of GCTB). The key informant interview involves selecting and interviewing managers' and leaders who are presumed to be knowledgeable on the field under investigation. These people are called key informants because they are assumed to have more knowledge on the subject than other members of the study population. The interview takes the form of open-ended discussion in which the selected informants are encouraged to air their views on the problem or issue that is under investigation (Cut lip et al, 1994, P.330).

3.6.1 Questionnaires

Questionnaires are commonly used in survey research to gather information from large sample. Since questionnaires can be mass-produced easily and inexpensively and distributed widely in person or through the mail etc. The objective of using questionnaire for this study was to explore the practice of public relations in Gambella Culture and Tourism in promoting regional Culture.

The Gambella Culture and Tourism Bureau performance measures were examined at the level of aggregating the results of individuals. Gambella Culture is measured using the Culture dimensions as identified by Mercer Human Resource Consulting. The dimensions are achievement, environment, perspective and risk. Furthermore, the Bureau of culture is measured using sixteen sub dimensions named accountability, rewards, work, work life balance,

decision focus, managerial focus, production focus, action, time frame, communication, conflict, decision, status, structure, decisions, innovation and traditions on a five-point Linker scale.

3.6.2 Interview

A qualitative data collection method, interviews offer the opportunity to capture rich, descriptive data about people's behaviors, attitudes and perceptions, and unfolding complex processes. Interview was also a major tool for this study. It enabled the researcher to question the respondents deeply about the research problem. The personal nature of interview provided researchers with both benefits and potential determinants in conducting survey (Frey et al, 1991). The aim of an in-depth interview is to investigate more deeply into the experiences of individuals. Mostly in-depth interview participants are familiar with the raised issues and tend to be comfortable with qualitative interviews in comparison to other research techniques. Interview allowed the interviewer to almost have a conversation with the interviewees about something of mutual interest and can be less threatening than other techniques. Even though there are a number of qualitative interview types, in-depth individual interview is a flexible approach applied in this study. In-depth individual interviewees were purposively selected and an interview was conducted with 14 managers and the CEO of GCTB.

The interview method of collecting data involves presentation of oral-verbal stimuli and reply in terms of oral-verbal responses.

The participants during interview were the total number of 15, men were ten and women were five in this ten men, seven were from the different departments in GCTB and three of them from PR experts. The researcher use qualitative and quantitative research methods. Quantitative methods were used to quantify the problem by way of generating numerical data or data that was transformed in to usable statistics and generalization of results from a larger sample of population. It tends to focus on individual behavior within a household or family. Whereas, qualitative research puts the respondents into a social setting in which the personal influences that operate in social settings were reproduce and can be observe (Mytton, 2014). Also, Franzo E. (2011) argued that qualitative method was used to gain an understanding of underlying reasons, opinions, and motivations. Qualitative methods were typically more flexible, allowing greater spontaneity and adaptation of the interaction between the researcher and participants.

Respondents or participants in qualitative research have the opportunity to respond more elaborately and in greater detail. It was used to quantify attitudes, opinions, behaviors, and other defining variables.

3.6.3 Focus Group Discussion (FGD)

In this research focus group discussions are used to find out how public relation is utilized in Gambella regional state Culture and Tourism. A focus group discussion or group interviewing is a method used to search the attitudes, behaviors and opinions. It is usually applied using open ended, follow up and snooping questions to a small group of participants. FGD is an interview with eight to ten people in a group for about one and half to two hours (Flick, 2002). Researchers like FGDs because of the flexibility in question design and follow-up. Wimmer and Dominick (2010) state that FGDs or group interviewing is used to gather first round information for a research or to gather qualitative data concerning a research question. They further explain that FGDs would enable the researcher to easily collect data and get deep first-hand information and the data obtained from focus groups are used to enhance understanding and to reveal diversified opinions.

The researcher organized three focus groups for the purpose of this research which comprise eight to nine participants in each group. The participants were selected purposefully. Accordingly, management members, employees of GCTB including PRs practitioners and external stakeholders of the Bureau were included in the FGDs so as to examine the practice of PR of GCTB in the fight against the traditional use of PR. Regarding the setting, the researcher tried to make the setting for the FGDs as comfortable as possible by selecting a venue that made the informants comfortable and feel at ease to express their thoughts.

3.7 Procedure of Data collection

For the purpose of this research, the researcher has employed both primary and secondary sources of data. The primary sources mainly include empirical data to be gathered by in-depth interview, and questionnaires from the study area which is the Bureau of Culture and Tourism and public relations practitioners.

To supplement the primary data the researcher consults sources such as books, articles, published and unpublished documents. In order to address the basic questions of the study the researcher

was carrying out an in-depth interview, semi structure interview and personal observation. Supporting my data gathering instrument Kalewongel (2008) indicates in-depth interview enabled the researchers to Gain insights about people`s opinion, feelings, emotions and experiences in detail. In light with my basic research questions, the researcher prepare semi-structure in-depth interview question to explore the views of the participants by preparing some semi-structure questions which cover the major themes of the utilization of public relation in Gambella regional state.

Once the study tool for collecting data was completed, approval was sought from the study advisor. After the permission was granted, a formal letter was drafted and sent to the director of GCTB seeking permission to carry out the study. After the permission was granted, the researcher piloted the study tool with 5 respondents who were not taking part in the actual study. Feedback from the questionnaire pilot was used to simplify the questionnaire language. The questionnaires were printed and physically handed to the respondents at the head office of GCTB. Respondents were given three to six days to fill in the questionnaire, after which, the researcher collected the questionnaires. This helped to ensure a higher response rate, and also to ensure that any missing answers were dealt with before the questionnaires were picked up. This also ensured a check on completeness of the tool was done.

3.9 Validity

Validity is the degree to which a procedure produces genuine and credible information. Leedy and Ormrod (2005: 28) propose that the validity of a measurement instrument is the extent to which the instrument measures what it is supposed to measure. Whereas reliability is the consistency with which a measuring instrument yields a certain result when the entity being measured has not changed. We can measure something accurately only when we can also measure it consistently. Yet measuring something consistently does not necessarily mean measuring it accurately. Leedy and Ormrod (2005: 28) conclude that reliability is a necessary but insufficient condition for validity.

Therefore, both validity and reliability, then, reflect the degree to which we may have error in our measurements. An effect or test is valid if it demonstrates or measures what the researcher thinks or claims it does, while reliability is concerned with the findings of the research

and relates to the credibility of the findings. Validity is the accuracy and meaningfulness of inferences, which are based on the research results. In other words, validity is the degree to which results obtained from the analysis of data actually represent the phenomenon under the study. Validity, therefore, has to do with how accurately the data obtained in the study represents variables of the study (Mugenda and Mugenda, 2003, P. 99). To ensure the validity of the research process, face validity was applied.

Swetnam (2000:30) states that validity is about carefully constructing definitions of concepts, hypotheses or propositions so that they can be translated clearly and predictably into detailed operational methods, down to the level of specific questions and observations. It is about ensuring that there are strong transparent relationships between the conceptual or theoretical part of the research, the phenomenon identified for investigation and the method a researcher intends to use to get access to that phenomenon. Validity refers to the degree to which an instrument measures what it is supposed to measure, and therefore, an unreliable instrument cannot be valid.

Based on this, this study used face-to-face interviews as a valid instrument of collecting data. The researcher was able to communicate with the respondents without any problems, unlike telephonic interviews, where information and messages may be unclear or misunderstood, which could lead to wrong information being captured. In this case, content validity was also tested; this refers to the degree to which the test items reflect the domain that the test claims to cover.

Face validity is the extent to which a test is subjectively viewed as covering it purports to measure. It refers to the transparency or relevance of a test as it appears to test participants. Three researchers and experts involved in looking at the validity of the items in the questionnaires. Moreover, a sample questionnaire was administered to four GCTB staff members with a view to find out if the respondents understood the questions and whether the respondents' interpretation of the question coincided with what the researcher intended to measure.

The pretest sought to establish if the questions had a logical flow. The pretest also sought to find out if there was difficulty in constructing code categories for the questions.

3.10 Reliability

Reliability of the research was ensuring by making use of the research instrument, namely, the interview guide for all the respondents. The researcher also ensured that the questions were correctly asked and that respondents understood them clearly. Where necessary, the researcher repeated the answers given by the respondent to ensure that the researcher had indeed understood the response given to each question and FGD too.

Reliability is a measure of the degree to which a research instrument yields consistent results or data after repeated results. Reliability in research is influenced by random fault. As random fault increases, reliability decreases. Random fault is the digression from a true measurement due to factors that have not effectively been addressed by the researcher. Errors may arise from inaccurate coding, ambiguous instructions to the subjects, interviewer and interviewees' weakness, interviewer bias etc. (Mugenda and Mugenda, 2003, p. 95). Data collected from the pilot test was analyzed using SPSS and the reliability coefficient was tasted.

3.11 The Techniques of Data Analysis

The qualitative data obtained from interview was analyzed thematically. Thematic analysis (TA) is a form of qualitative analysis that focuses on pin pointing, examining, and recording patterns (themes) with in data. On this basis the researcher described a phenomenon and associated to a specific research question. Before data analysis was conducted, the questionnaires were checked for completeness. Data cleaning and error checking were also conducted, and errors were fixed. The questionnaires were coded for easy of analysis and counter checking. Since the researcher employed mixed method, the data was analyzed based on appropriate quantitative and qualitative research methodologies.

Quantitative data that was gained through questionnaire was analyzed using statistical package for social science (SPSS). The results were presented through descriptive statistics, percentage and frequencies. The analyzed data was presented using tables.

Thematic analysis was preferred because it allows flexibility and can be used with any theoretical frame work the researcher chooses to answer quite different types of research question. The researcher used a constructionist way of thematic analysis which focused on

looking at how certain reality is created by the data. First the researcher transcribed the interviews and read again and again to become familiar with its content. Then important features of the data that might be relevant to answering the research question were identified and code. After that, all the codes and relevant data extracts were collated together in order to search for themes. Having done this detailed analysis of each theme was developed and informative name for each theme was also decided. Therefore, the analytic narrative and data extracts were weaved together. The analysis was also contextualized with the existing literature. Finally, both qualitative and quantitative results were summarized; concluded and recommendations were drawn from the conclusions.

3.12 Ethical Considerations

Formal letter of permission was obtained from Addis Ababa University and communicated to Gambella Regional State Culture and Tourism Bureau and given to all Bureaus' equal participation in this study. Moreover, Bureaus offer a formal letters of recognition to departments where the respondents giving a chance to fill the questionnaires. The researcher approaches the participants first by requesting their willingness to participate in the research. Then, the researcher was introduced his/her name and where he was being from and the key informants are assure that the objective of the research is only for academic purpose and they were being assured the protection of their identities and the guarantee of their safety of whatever information receive in the course of the research. Moreover, the researcher value and appreciate their knowledge of participation. In all cases, names are kept confidential thus collective names like discussion and information reuse in the presentation and analysis of data. The researcher tries as much as possible not to be bias and avoid prejudice in the process of collecting and interpreting data.

CHAPTER FOUR

4. RESULTS AND DISCUSSION

This chapter presents the results of research findings which included data presentation, analysis and discussions of findings are elaborated. Firstly, quantitative data was presented and analyzed. Then qualitative data was presented by themes. Finally, discussion of findings from both methods was presented in relation with what literatures say.

4.1. Presentation and Analysis of Demographic Data

The data was collected quantitatively by self-administered questionnaires and qualitatively through key informant interview schedules. A sample of 100 employees was selected from a population of 200 employees from bureau of culture and tourism questionnaires were distributed. 100 questionnaires were obtained from the field. This constitutes 100% returned rate. However, out of the 100 questionnaires, nothing was missed most of the questions were answered. The responses from the 100 (100%) questionnaires that were deemed useful had the responses coded and analyzed quantitatively.

4.1.1 Training Received by Respondents

The next part of the demographic information gives emphasis on PR training. The excellence study sets up the way in which a PR practitioner practice PR is influenced and depend on the PR training received. In this study a summary of demographic information aimed at PR training was conducted. The demographic results on PR training were presented in Table 3. PR training received, where this training was attained, type of training received and the highest level of PR training received.

Table 3: Training Received by Respondents

Variable	Category	Frequency	Valid Percentage
Pr training received	Yes	65	65.0
	No	35	35.0
Total		100	100.0
Where did respondents received Pr training	Locally	83	83.0
	Internationally	17	17.0
Total		100	100.0
Type of Pr training received	Formal	31	31.0
	Informal	69	69.0
Total		100	100.0
High level pr training	As an undergraduate subject	33	33.0
	As a degree in public relation	25	25.0
	As post graduate subject	24	24.0
	As post graduate in public relation	6	6.0
	As a diploma course in public relation	5	5.0
	As a certificate course in Public relation	7	7.0
Total		100	100.0

Source: Own survey

The study also sought to determine the level of education of the respondents and it was categorized under four intervals as indicated in Table 4. Majority of the respondents in the first interval 65 (65.0%) were received the PR training and 35 (35.0%) didn't received any PR training. From the second part in the above table 83 (83.0%) of the respondents have trained locally and 17 (17.0%) were trained internationally.

Followed by the respondents from the third part for the type of PR that was taken 69 (69.0%) were received informally and 31 (31.0%) of the respondents have taken formally. The fourth one is about high level of PR training and the majority of the respondents were undergraduate subject which is 33 (33.0% and 25 (25.0%) of the respondents as a degree in public relation and 24 (24.0%) as post graduate subject and 7 (7.0%) of respondents were a certificate course in Public relation and 6 (6.0%) as post graduate degree in public relation and 5 (5.0%) of the respondents were taken as a diploma course in public relation.

4.1.2 Utilization of Public Relations in culture and tourism

A total of 12 statements were used in this section of the questionnaire focus of on the current ecosystem of the PR department or partition in their particular office. Table 5 to 8 have summarizes and present each of the three tables that deal with the ecosystem of PR displaying the percentage distribution.

Table: *4 the Utilization of PR*

Variables	Answer	Frequency	Valid Percentage
1. Is there any Utilization of public relation in Gambella culture and tourism for achieving regional culture?	Strongly Disagree	17	17.0
	Disagree	46	46.0
	Agree	21	21.0
	Strongly Agree	16	16.0
Total		100	100.0
2. Does PR develop mutual understanding between your management and the public?	Strongly Disagree	17	17.0
	Disagree	44	44.0
	Neutral	2	2.0
	Agree	24	24.0
	Strongly Agree	13	13.0
Total		100	100.0

Source: Own survey

The data in the above table question 1 shows that, more than half of the respondents (46%) of them responded that, there is no ecosystem of PR in their office for achieving the regional culture. On the other hand, (21%) of respondents indicated that there is ecosystem of PR in their office for achieving the regional culture.

This is happened as they have a problem in used of PR in the way they can practice it. The respondents during interview also confirmed that they lack of knowledge and understanding of PR practice or eco-system. Despite of this, as personal observation approved the lack of association perpetuated because the model of tourism marketing which is pioneered the bureau's promotional activities, and still prevalent today. This shows that there is a problem on theoretical knowledge and lack of PR understanding. As it can see in question 2 a vast majority (44%) of the respondents disagree that there is no mutual understanding between the management and the public. In the other hand, half of them (24%) indicated that there is mutual understanding between the management and the public. Only (2%) indicated their neutrality.

This is also approved by the interview result that the respondents hesitated to practice mutual relationship to management activities because they did not have such experience as I have seen according to my personal observation.

Table 5: The combination of PR with others departments

Variable	Answer	Frequency	Valid Percentage
3, Is there any research to determine public attitudes toward your bureau before conducting a public relation program that promotes culture?	Strongly Disagree	21	21.0
	Disagree	43	43.0
	Neutral	2	2.0
	Agree	22	22.0
	Strongly Agree	12	12.0
Total		100	100.0
4. Is there any combination of <i>Utilization</i> of public relation with in others department?	Strongly Disagree		10.0
	Disagree		50.0
	Agree	31	31.0
	Strongly Agree	9	9.0
Total		100	100.0

Source: own survey

In the above table 5 question 3, the respondents (43%) disagree that, there is no research to determine public attitudes towards their bureau before conducting a public relation program that promotes cultures. In the other hand, (23%) of the respondents agree that there is a research to determine public attitudes and conducting a public relation program that promotes cultures.

The reason is that there is unclear in the practice of PR from the experts and there is no more knowledge in the field. The focus group discussion and observation also supports this Idea. In the above table 5, question 4, shows that, the majority of the respondents (50%) of them responded negatively that, there is no combination ecosystem of public relations with others departments. On the other hand the minority of the respondents, (31%) of them agree with the idea that there a combination Utilization of PR with other departments.

Therefore, this factor was confirmed during the interview and focus group discussion. Despite of this, as I have observed the majority of the respondents also expressed that, they felt not to express their idea in practicing PR with their members when they used the combination purpose with other departments.

Table 6: The respondents' Opinion on PR to the top management

Variable	Answer	Frequency	Valid percentage
5. How does PR inform top management of societal values/norms so that they can adjust decisions/strategies accordingly?	Strongly disagree	8	8.0
	Disagree	52	42.0
	Neutral	1	1.0
	Agree	33	33.0
	Strongly Agree	6	6.0
Total		100	100.0
6. Does PR ensure a balance between the bureau goals and the well-being of the public?	Strongly Disagree	11	11.0
	Disagree	53	43.0
	Agree	23	23.0
	Strongly Agree	13	13.0
Total		100	100.0
7. How does Utilization of PR do more of a neutral disseminator of information than a mediator, connecting management to publics?	Strongly Disagree	17	17.0
	Disagree	44	44.0
	Agree	28	28.0
	Strongly Agree	11	11.0
Total		100	100.0
8. How do PR practitioners promote the culture and make it very attractive?	Strongly Disagree	15	15.0
	Disagree	54	54.0
	Agree	15	15.0
	Strongly Agree	16	16.0
Total		100	100.0
9. Is there any purpose of PR to disseminate accurate information in promoting selecting culture?	Strongly Disagree	18	18.0
	Disagree	50	50.0
	Neutral	1	1.0
	Agree	11	11.0
	Strongly Agree	20	20.0
Total		100	100.0

Source: Own survey

As indicated in table 6, for both question 5 and 6 all the respondents (52%) and (53%) responded negatively and they indicated that the PR practitioners did not inform top management of societal values/norms so that they can adjust bureau decisions/strategies and did not ensure a balance between the bureau goals and the wellbeing of the public.

The minority in both 5 and 6 indicated that they agree to inform top management of societal values/norms so that they can adjust bureau decisions/strategies accordingly and ensure a balance between the bureau goals and the wellbeing of the public and only (1%) that indicated the neutrality. The questionnaire result from the respondents and the focus group discussion also strongly confirmed this idea. It was thought that one of the determinant factors that influences the respondents were related to practice of PR which was very low due to the lack of well performance to the bureau goal. From my observation as a researcher, the field by itself is new profession that didn't understood by many people only it's thereby name.

As it can be illustrated from the table 6 the above for question 7, 8, and 9, (44%)(54%) and (50%) of the respondents were replied negatively that PR didn't do more of a neutral disseminator of information than a mediator, connecting management to publics, PR practitioners didn't promote the culture and to make it very attractive and purpose of PR to disseminate accurate information was not known.(28%) (16%) and (20%) of them were agree that PR do more of a neutral disseminator of information than a mediator and its purpose is to disseminate accurate information. Only (1%) that indicated the neutrality and in other expression this show almost all of the respondents revealed that there is shortage of practice.

The respondents during the interview also explained, that they have no good relationship with PR experts and to disseminate accurate information and bureau's experts. As a result of my observation I have founded some factors that affect their relationship in the office. These factors are; Poor knowledge and background of the PR practice which comes from low educational background of public relations in culture. The absence of self-confidence in motivating selective culture which comes from being afraid of a neutral stance to disseminating the information to the public, therefore, from the above table result one can concluded that the practitioners within their

office do not disseminating information about the Gambella culture and tourism bureau PR, for both the managements and the public.

Table: 7 The PR practitioners on negotiate conflict with their publics.

Variable	Answer	Frequency	Valid Percentage
10. Do PR practitioners assist management to negotiate conflict with your publics?	Strongly Disagree	18	18.0
	Disagree	51	51.0
	Neutral	1	1.0
	Agree	16	16.0
	Strongly Agree	14	14.0
Total		100	100.0
11. Is there any practices of public relations as the way of crisis solving?	Strongly Disagree	11	11.0
	Disagree	57	57.0
	Agree	15	15.0
	Strongly Agree	17	17.0
Total		100	100.0
12. Is there any positioning of public relation within Gambella cultural and tourism?	Strongly Disagree	10	10.0
	Disagree	13	13.0
	Agree	67	67.0
	Strongly Agree	10	10.0
Total		100	100.0

Source: Own survey

The majority from the table 7 for both questions 10 and 11 (51%) (57%) all the respondents responded negatively. That the practitioners didn't assist management to negotiate conflict with their publics and there is no eco-system or practices of public relations as a way of solving crisis. The half of the respondent (16%) and (15%) agreed that it's a purpose of PR department in their bureau to assist either management or public to negotiate conflict as well as the practice of PR in solving the crisis.

Only (1%) indicated the neutrality. The majority of both respondents according to the interview and focus group discussion it clearly show that there miss understanding about PR purpose as it is clearly said from chapter one.

According to Falconi (2004), public relations itself should be considered to be “culturally-rooted” in professional, organizational and society perspectives. Public relations as a professional culture include codes of ethics that have preferred standards for the practice as developed by the group of practitioners. Therefore, as my observation also approved the same result that, most of the PR practitioners and management were observed to make no effort to the purpose of PR or public to negotiate conflict. In the above table 7, question 12, shows that, the majority of the respondents (68%) of them responded positively. That there is positioning of public relation within Gambella cultural and tourism and in the other hand the minority of the respondents, (13%) of them disagree with the idea that they did not have any positioning of PR in their office. As a result the majority of the respondents show that there is a positioning of PR in their bureau, but as I assured just it is a name without doing any task in their office.

4.1.3 PR benefits in culture and tourism

Under the variable culture and tourism three dimensions (PR role benefits the key external publics’, promote the regional culture into our bureau, and PR activities to keep a media clipping) and these sub dimensions (items) were granted to the respondents and their responses are presented and analyzed as follows.

Table: 8 PR benefits in culture and tourism

Variable	Answer	Frequency	Valid Percentage
13. How does PR role benefits the key external publics' e.g. media, investors, and communities in improving culture?	Strongly Disagree	22	22.0
	Disagree	45	45.0
	Neutral	3	3.0
	Agree	15	15.0
	Strongly Agree	15	15.0
Total		100	100.0
14. Does culture and tourism allowed PR practitioners act as an early to the experts' manager to promote the regional culture into our bureau?	Strongly Disagree	24	24.0
	Disagree	44	44.0
	Neutral	2	2.0
	Agree	11	11.0
	Strongly Agree	19	19.0
Total		100	100.0
15. Are there any PR activities to keep a media clipping services (clip articles that appeared in the media about culture and tourists)?	Strongly Disagree	20	20.0
	Disagree	48	48.0
	Neutral	1	1.0
	Agree	16	16.0
	Strongly Agree	15	15.0
Total		100	100.0
16. Are there any roles developed by public's relations in our bureau that support culture in order to benefit bureau?	Strongly Disagree	19	19.0
	Disagree	44	44.0
	Neutral	1	1.0
	Agree	28	28.0
	Strongly Agree	8	8.0
Total		100	100.0

Source: Own survey

The above table 8 for the both questions, 13, 14 and 15 (45%), (44%) and (48%) of the respondents indicated that they disagree on benefit role of PR key external public, on media, community investor and again culture and tourism allowed PR practitioners and expert manager to promote the regional culture as well as media clip services in their bureau. (15%), (16%) and (19%) of the respondents agreed that there was a benefit role of PR in both external public and on media as well as community investors. Other (3%) (1%) and (2%) indicated their neutrality. The questionnaires result from respondents' interview was clearly showed that, PR is very low in

its practice from experts and managers in order to promote regional culture. Despite of their respond, my personal observation as a researcher also strongly confirmed PR experts have still yet to make a clear distinction idea between the different areas of communicative discipline between communities and the public.

As indicated in table 8 question 16 (50%) of the respondents disagree on the role of PR in their office to support culture and tourism. On the other hand the minority of the respondents, (31%) of them agree with the idea that they support culture and tourism through practice as the role of PR in their office. However, the basic challenge was that public relations officers are unable to meet with sub culture at large population in the community, as shown in the findings.

Table 9: (1) Promotion of cross-cultural understanding

Variable	Answer	Frequency	Valid Percentage
17. Does PR promote the cross cultural understanding by explaining their views to top managers?	Strongly Disagree	15	15.0
	Disagree	46	46.0
	Neutral	1	1.0
	Agree	29	29.0
	Strongly Agree	9	9.0
Total		100	100.0
18. Does the bureau take the responsibilities for the success or the failure of publics' relation plans toward other culture?	Strongly Disagree	8	8.0
	Disagree	54	54.0
	Neutral	1	1.0
	Agree	24	24.0
	Strongly Agree	13	13.0
Total		100	100.0
19. How does bureau manage the cross culture and public relation?	Strongly Disagree	16	16.0
	Disagree	48	48.0
	Neutral	1	1.0
	Agree	23	23.0
	Strongly Agree	12	12.0
Total		100	100.0
20. Are there any current activities of PR experts to produce and legitimate for improving cross culture?	Strongly Disagree	19	19.0
	Disagree	48	48.0
	Agree	20	20.0
	Strongly Agree	13	13.0
Total		100	100.0

Source: Own survey

As displayed in Table 9, for both question 17, 18 and 19 (46.0%), (54%) and (48%) of the respondents they disagree for the act of PR that promotes the cross cultural understanding by explaining their views and bureau's responsibility as well as the bureau manage the cultural heritages and public relation through cross culture. On the other hand (29%), (24%) and (23%) of the respondents agree with the cross culture, bureau responsibility and public relation. Only (1%) from both that indicated their neutrality.

The questionnaire results from the respondents and observation strongly confirmed this idea. Since it is a one way model, the bureau focus of the public relation practice is not to participated in its publics in the flow of information in which PR support the culture, and the practitioners act as representatives of the bureau but not the public of the office. Most of the respondents from (48%) of them responded that they disagree for the current activities of PR experts to produce and legitimate for improving cross culture. In the other hand, (20%) of the respondents indicated that they agreed for the current activities of PR experts to produce and legitimate for improving cross culture in their office. In spite of this, my personal observation also indicated that the respondents do not have the confidence to produce and legitimate for improving cross culture. According to the view of Renate Fox (Fox, 2006) public relations, as a two-way communication between the organization (product or service) and public have their goals (attracting attention, building social prestige and credibility, enlargement of placements, lowering promotion of the culture and tourism), achieved with the help of PR instruments (events, news drawing attention promoted by media, public individual performances) through several stages (research, defining the goal.

Table 9 :(2) Tourism Incentive in preserving culture and heritage

Variable	Answer	Frequency	Valid Percentage
21. Does Tourism allow PR to explain views/opinions that exist in society to make culture attract to tourists?	Strongly Disagree	20	20.0
	Disagree	48	48.0
	Agree	20	26.0
	Strongly Agree	12	12.0
Total		100	100.0
22. Is there any incentive in preserving culture and heritage?	Strongly Disagree	10	10.0
	Disagree	50	50.0
	Agree	26	26.0
	Strongly Agree	12	12.0
Total		100	100.0

Source: Own survey

The majority from the above table 10 for both question 21 and 22, (48%) and (50%) of the respondents disagree that the tourism did not allow PR officers to explain their view/ opinion that exist in society to make culture very attractive and there is no incentive in preserving culture and heritage. In the other hand (26%) from both indicated that they agreed that Tourism allowed

PR officers to explain their view and there are some incentive in preserving culture and heritage in their office. As indicated in the above, the study finding indicated that public relations practices in the office remains in a traditional way. The hierarchical position of the department is not specified and well recognized in the bureau.

Table 9:(3) PR role in tourism by promoting social well-being and stability

Variable	Answer	Frequency	Valid Percentage
23. Are there any PR roles in tourism that promote the social well-being?	Strongly Disagree	21	21.0
	Disagree	47	47.0
	Agree	17	17.0
	Strongly Agree	15	15.0
Total		100	100.0
24. Do current activities of tourism make PR practitioners' sub-divisions on culture?	Strongly Disagree	15	15.0
	Disagree	55	55.0
	Neutral	1	1.0
	Agree	14	14.0
	Strongly Agree	15	15.0
Total		100	100.0
25. Does bureau monitor the performance of publics' relations in order to motivate the social stability?	Strongly Disagree	15	15.0
	Disagree	51	51.0
	Agree	22	22.0
	Strongly Agree	12	12.0
Total		100	100.0
26. Does a current activity of PR generate publicity (e.g. write media release) about how to promote individual culture of the region to attract tourists?	Strongly Disagree	12	12.0
	Disagree	52	52.0
	Neutral	1	1.0
	Agree	21	21.0
	Strongly Agree	14	14.0
Total		100	100.0

Source: Own survey

The data in the above table 11 for both question 23, 24 and 25 shows that, more than half of the respondents (47%), (55%) and (51%) of them responded that they did not agree on the way PR roles in tourism that promote the social well-being, tourism did not make PR practitioners' sub-divisions on culture as well as monitoring performance of publics' relations in order to motivate the social stability. In the other hand (17%), (14%) and (21%) of the respondents agree that PR

roles in tourism that promote the social well-being, tourism make PR practitioners' sub-divisions on culture as well as monitoring performance of publics' relations in order to motivate the social stability. Only (1%) of the respondents that indicated their neutrality.

Therefore, my personal observation stoutly confirmed their low participation because they have no knowledge about it. The results from table 11 question 26 has shown that (52%) of the respondents have disagree for the current activities of PR that generate the publicity for instant, media release about how to promote individual culture. The minority of the respondents (21%) agreed that in their office there were current activities of PR to generate publicity like media release. Only (1%) of the respondents that indicated their neutrality. The respondents during interview also confirmed that they have a lack of knowledge about PR activities.

Most of the respondents of practitioners in the studied bureau's public relation practices didn't based on scientific and theoretical references. Despite of this, as I have been observed that, currently no clearly confirmed body of knowledge on the practice of PR exists in their office.

4.1.4 Bureau Performance

In the case of the variable bureau performance, two dimensions (on social responsibility to society, working with all regional cultural units).

Table :10 Bureau Performance

Variable	Answer	Frequency	Valid Percentage
27. Does PR express the bureau's stand on social responsibility to society in order to gain public's trust and promote culture?	Strongly Disagree	16	16.0
	Disagree	47	47.0
	Agree	24	24.0
	Strongly Agree	13	13.0
Total		100	100.0
28. Do the current activities of PR help bureau to improve working with all regional cultural units?	Strongly Disagree	14	14.0
	Disagree	50	50.0
	Agree	25	25.0
	Strongly Agree	11	11.0
Total		100	100.0

Source: Own survey

As indicated from the table 12 both questions 27 and 28 the majority of the respondents (47%) and (50%) disagree on the way in which PR express the bureau's stand on social responsibility to society in order to gain public's trust and promote culture as well as the current activities of PR help bureau to improve all regional cultural units. In the other hand (24%) and (25%) of the respondents agree that the PR express the bureau's standard on social responsibility in order to promote public's trust as well as the current activities of PR that help bureau to improve all regional culture.

4.2. Presentation and Analysis of both Quantitative and Qualitative Data

Both quantitative and qualitative findings indicated the power of ecosystem or the practical way of PR in GCTB did not build reputation. The finding also showed the PR department did not properly build bridge between people inside and outside GCTB. Furthermore, GCTB public relations did not contribute to creating awareness of common interests. According to (Habermas, 1979), (Hallahan et al., 2007) it has become more and more important for organizations to be intentional and mindful in their communication in order to be heard and create awareness of mutual benefit.

The central research questions answered through eight open-ended interview guidelines used to collect the data from the study participants. The interview questions aligned with the central research questions and the conceptual frameworks of the study: In terms of theoretical frames Habermas's model of PR, public relation should approach bureau from a 'public' perspective because they are concerned with phenomena of reflectivity (of organizational behavior) and societal legitimacy. Organizational performance measurement models were applied. After data collection and analysis had been completed, 5 themes emerged, that the researcher grouped into five main themes.

The four main themes included (1) Utilization of public relations, (2) the Purpose of PR within Gambella regional state tourism Bureau, (3) the role of Public Relations that make tourism attractive, and (4) bureau performance. These themes appeared relevant and supported by the body of literature.

1. Utilization of public relations

The participants of the interview were unable to clearly identify the utilization of PR in order to promote culture. The data gathered from the respondents clearly indicated that the current activities performed by PR department within their office is not function in a good way which can motivate or promoted selected culture and the practitioner's responsibility in implementing the plan for the success was very weak due to the above mentioned organization.

2. The Purpose of PR within Gambella Culture

The purpose of PR theme was also directly relating to one of the conceptual frameworks of the study i.e. the Mercer organizational culture model. Employee focused leadership reflected the employees' involvement and autonomy in the decision-making process. In an effective organizational culture, managers promote teamwork and empowerment, which are important to accomplish the bureau goals. It is fact that aligned and engaged employees are essential to establishing an effective organizational culture and to improving performance in the organization.

In this regard the study participants identified employee-focused leadership as a key strategy to create an effective corporate culture and to improve bureau performance. However, the study participants indicated that even though the CEO encouraged teamwork and employee involvement in the decision-making process, the department heads/ directors and team leaders did not practically encourage experts at different levels.

3. Tourism attraction

Tourism was based in three concepts, promotion of cross-cultural understanding, tourism incentive in preserving culture and Heritage, and promotion of social wellbeing and stability and was interrelated ideas that were directly related to the conceptual frameworks of the study. According to the study interviewees tourism in GCTB was participatory and the management understands each plan produced by the organization. The finding from in-depth interview also showed that tasks in GCTB were accomplished in aligns with organizational objectives, vision and mission. Participant indicated that, top management was responsible to coordinate the tasks

and aligning them to the vision and mission of GCTB. However, the management is not strong in creating awareness of the tasks and enhancing the skills of employees.

4. 3 The Role of Public Relations

The concept of roles is rooted in structural-functionalist theory and refers both to the acts performed by people in certain positions within an organization as well as their relationships with people in other roles (Bivins,1989). Therefore, the role of public relations is not only measured by the activities applied by PR profession, but it needs both the activities and positions of the practitioners including the relationships they have with other peoples.

The study participants also reflected GCTB's mission, statements clearly showed the bureau's strategic direction. The interviewees said that the content of the mission was crucial to establish an effective organizational culture in GCTB. However, the study participants indicated that GCTB mission statements did not properly served as the foundation for the creation of effective of bureau and effectiveness in the organization. As a result of this, they were not served as being the foundation of effectiveness. According to the study participants, the role of public relations of GCTB were not explicitly shared with employees, customers, and other stakeholders; even though some trials like facilitating open communication with employees, customers, suppliers, shareholders, and the community would be there.

4.4 Bureau Performance

According to (Cascio, 2014) bureau performance is the degree of attainment of work mission as measured in terms of work outcome, intangible assets, customer link, and quality services. This definition provides the justification for organizations to be guided by objective performance criteria when evaluating employees' work-based performance. In terms of performance evaluation, the interview participants believed that the evaluation system was participatory. For instance, participants noted that each manager/director and the staff in it evaluated the performance status of their short and long-term goals, which is important to change the group's mission and vision into a reality. The management members of GCTB shared that there was a system of rewards to employee's who high achievers are. GCTB started acknowledging employees who perform well, once a year. In addition, added good achievers are acknowledged and motivated immediately when they achieve best. However, formal reward is

given once a year for some selected culture group. The CEO hosts and celebrates employees 'day to honor the best-performing employees from each department. The management provides and sponsors education and foreign journey. The reasons for these benefits were to develop loyalty and belongingness in the corporate group.

Relationship among utilization of public relations, the Purpose of PR within Gambella regional state Culture, tourism Bureau, the role of Public Relations that make tourism attractive, and bureau performance.

All the participants of the interview mentioned that there was a positive relationship among the utilization of public relations, the Purpose of PR within Gambella Culture, tourism Bureau, the role of Public Relations that make tourism attractive, and bureau performance. For example, strong mutual culture helps to create positive and effective internal and external communication system. This leads to bureau effectiveness. Mutual culture is crucial in creating smooth relationship in the organization and this smooth relationship cleans the track of achievement and the overall organizational performance. These ways of achievement are clear indicators of organizational culture. In addition, plan can be achieved if and only if there is a working relation among these variables that leads to bureau effectiveness.

4.5. Discussion of Findings

In this section, the results from questionnaire and in-depth interview are discussed in line with the objective of the study, research questions and the existing literature on the study variables.

4.5.1. Utilization of PR to promote tourism in Gambella regional state tourism bureau

The findings from questionnaires and in-depth interview indicated that in Gambella regional state culture and tourism as well as the management gave due attention to completing tasks than facilitating relationships. However, as stated on (IABC Hand Book, 2006), Bureau determines the patterns of social interaction used to accomplish work and the nature of the relationship. From this, I conclude that even though facilitating relationships is a prerequisite for completion of tasks, in GCTB the prerequisite seems lost attention. If practices are not facilitated properly, quality-based tasks won't be accomplished.

In relation with utilization, the researcher found contradictory findings. Employees indicated that they did not get the assistance they need in GCTB. They also showed in GCTB responsibilities, accountability and reinforcements were given to individuals than groups. On the contrary managers believed tasks are accomplished in mutual aid. The contrasted view of employees and managers indicate GCTB has not developed clear organizational culture that determines how things are done in collaboration.

The research also revealed that more than half of the respondents believed that personal needs are not acknowledged and specific programs which facilitate individuals' work-life balance were not provided in GCTB. Interviewees also indicated GCTB is not strong in providing individuals work life balance.

The quantitative data findings stipulated that utilization of PR in GCTB did not attribute and participation of employees. Nevertheless, the management of GCTB had a deviating idea; they believed that decision making was participatory. According to the interviewees, different committees were organized to make decisions regarding employment, employee's development, discipline, complaint and resentment. Researches also suggest that where employees believe they are able to influence decisions, and perceive they have opportunities for voice; this has the potential to result in increased levels of Bureau commitment (Korsgaard, Schweiger and Sapienza 1995; Farndale, Van Ruiten, Kelliher and Hope-Hailey 2011).

The data obtained from employees show that enough time is not allowed for thoughtful consideration and consensus building in GCTB. The managers also pointed that content wise works (news, news analysis, feature articles and programs) are sometimes produced without enough pre-production discussion between reporters and their editors. The interview participants perceived this is as a result of negligence and disregard than not having enough time. According to more than half of the respondents, in GCTB differences were not resolved through participatory process and senior management encourages a reactive approach than proactive. In this regard, (Lauge Baungaard Rasmussen, 2004), reflected that enhancing a constructive approach to Bureau development seems important to involve employees proactively. This implies that the need for a changing role of employee representatives, trade unions and management. It can, however, be observed that many systems of representative participation are

reactively rather than proactively oriented. A proactive approach requires other competences and resources on the side of the involved employees and managers than a reactive approach.

The finding of the study indicated in GCTB, people were encouraged to come up with new ideas and suggestions, nevertheless, going outside formal procedures to achieve bureau goals was not encouraged. But the literature stands on the opposite; Catherine Plano (2018) pointed thinking outside of the box generates excitement, passion and creativity. AS Joyce Maina (2016) and Robbins (2012), indicated in the Bureau with clearly established executive relation, employees tended to share similar assumptions. Consequently, the members of staff adopt the common values and norms which control their interaction among themselves and with the outsiders.

However, the findings of this study show majority of the participants agree that practice of public relations were not guided by similar values and customs. Employees believed that their bureau had not developed a culture that determined how things were done; the bureau was not guided by values of consistency, adaptability and effective statement system. This is in contrast with (Shakil, 2012) who found that consistency and adaptability are key determinants of bureau public relations which led to favorable management practices.

4.5.2 The Importance of Public Relations in tourism attraction

The findings from quantitative data showed that there was no common point that inspires GCTB's management and the staff. But the managers argued there was a common point that is the vision of the Bureau. They indicated the problem is the vision is not articulated in the proper way to the other departments. The study findings from questionnaire and interview implied there was no shared vision that was well known by the staff of GCTB. The managers also noted the vision was not shared because the communication system is not strong.

The quantitative findings indicated key values of GCTB were not well known by the staff. Majority of the participants of the interview were also unable to clearly identify the core values of GCTB. This is in support of Mitja Gorenak (2012) who pointed organizational values need to be known and agreed in a broader circle within organization. Musek Lesnik (2006) also discussed the advantages of broader consensus on organizational values; he said that

organization needs to consider values of individuals that are the members of organization first in order to later find an agreement on common values of organization which consist of these individuals.

PR practitioners of GCTB haven't the necessary knowledge, skills and attitude the professional needs. This finding is against with (Abdulkadir, Takow, Abdifitah and Osman, 2014) who found that academic achievement had significant positive influence on ethical competitive, entrepreneurial and consensual culture.

It is true that a focus on bureau competencies is more critical to achieving team alignment, effective execution and the right allocation of scarce resources than is a focus on strategic goals. Nevertheless, both quantitative and qualitative findings indicate GCTB has not clear competences that realize its ambitions.

The finding from qualitative data reflected the management of GCTB believes coordination of tasks created awareness and enhances the skills of employees and the managers indicated they were working hard to coordinate the tasks. However, as indicated by the employee's coordination of tasks does not reduce complexity in the process of bureau communication in GCTB. In this regard (Melville, 2011; Stoner et al., 2005; Paleckis, 2011) pointed coordination of tasks is a process of combining the organization's goals and the establishment of communication channels between people who are executing different work.

Findings from the quantitative data indicate, top management of GCTB was not responsible to coordinating tasks to subordinates. On the contrary, the management members pointed they facilitated and coordinated tasks. In this regard, business dictionary puts along with organizing, monitoring, and controlling, coordinating is one of the key functions of management.

It also defines coordination of tasks as a synchronization and integration of activities, responsibilities, and command and protocol structures to ensure that the resources of bureau are used most efficiently in pursuit of the specified objectives.

In relation with work evaluation, the researcher got contrary findings. The data from questionnaire showed works in GCTB were not evaluated to improve staff motivation. The managers on the contrary pointed that they understood motivated workforce can be a significant

factor in organizational success. They also indicated every task in GCTB was evaluated to improve motivation and performance.

According to the quantitative findings, employees in GCTB were not allowed to speak during the evaluation of the work carried out. Respondents were also not satisfied with the performance management practice of PR in GCTB. The reward system was not the motivation that leads to changes in organizational development. Respondents are also not convinced that the benefits offered to employees was work performance based.

In GCTB rewards are not given based on the feedback provided by the customer. The findings from quantitative data showed that employees were not motivated. On the contrary, interview participants noted that employees were motivated to work at higher levels of productivity to help the organization as a whole to become efficient and effective at reaching its goals.

4.5.3 The relationship among utilization of public relations, and Tourism

The relationship between utilization of public relations and culture and tourism and the bureau performance also indicated. Similarly, the interviewees (managers of GCTB) also indicated the variables were interrelated and had positive relationships. For instance, the managers pointed if there was team work based and employee focused leadership of bureau performance could be easily improved.(Ogbonna& Harris, 2000; Rousseau, 1990; Kotter&Heskett, 1992; Marcoulides & Heck, 1993) also stated there is a close link between organizational culture and performance. As the managers of GCTB pointed, mutual culture indicates the way things are done, so culture is governing. Communication is crucial to induce core values to all employees; if so bureau performance becomes effective. Therefore, they had positive and strong relationship.

Broom, Casey and Ritchey (2000: 51) suggest that public relations practitioners should place their focus on studying and understanding organizational relationships. Grunig (2006: 158) states that most of the latest research in public relations has focused on organization public relations and maintains that this is a clear indication of the future development of the field.

CHAPTER FIVE: SUMMARY,

5. CONCLUSIONS AND RECOMMENDATIONS

This chapter summarized the study and draws conclusions on the root of the key findings of the study. It also suggests possible recommendations that may help to improve the utilization of public relation to promote tourism in Gambella regional state.

5.1 Summary of the major findings

The purpose of the study was to investigate the utilization of public relation to promote tourism in Gambella regional state.

This aim had also been accomplished by using the following objectives through:

1. To explore the utilization of public relations within the within Gambella cultural and tourism in promoting regional culture.
2. To determine the purpose that prompt culture and tourism to combine role of public relations and the other departments.
3. To examine the role play of public relations within sub Culture in Gambella regional state

The theoretical approach of the systems theory was investigated as well as its application to public relations. According to systems theory, every organization is part of a system with three components: the organization, its publics and its goals. The ultimate organizational goal is survival. It is a good lens through which to see the full range of communication needs. Awareness of all publics, focus on the mission statement and eliciting feedback before communicating is a formula for profitability and survival.

The literature review revealed that whilst some organizations may view public relations and marketing as two separate entities, others see these two functions as falling under a common umbrella. The study also revealed that a public relation is an important if not integral part of an organization. The data analysis has shown that the majority of the sample did not supports the theoretical under pinning relating to the current practice in relation to the

merging of Gambella culture and tourism departments in the office, as well as the positioning of public relations within the hierarchy of the bureau. One of the significant results emerging from this study is that a public relation is the most important ingredient for an effective organization. This perspective puts public relations on the level of strategic management.

5.2 Conclusions

In an effort exerting to describe the utilization of public relations in any institution in Ethiopia, describing the current theoretical base of practice of public relation practice was an essential part of the study. In Chapter three the major concept, namely the utilization of PR, was defined and described by two other concepts, namely the roles and models of public relations practice.

The base of the literature review was mainly the North America and the Europe was referred as Global literature to explore the development of the above-mentioned concepts. The literature review publicized that the four models of the practice of PR as identified by Grunig & Hunt (1984) are still used for empirical studies.

An African body of knowledge is essential in order to help PR practitioners to understand the dynamic role it needs to play in the PR profession. A body of knowledge guides the education and research in a particular field. Therefore, in order for African PR to be professional, a high level of education and research is necessary.

In the African context not much has been documented regarding applied, descriptive or scientific research. This is a problem for researchers as there is no foundation that can be used to base their research on and to contribute and build theory. The field of PR can only really become professional if proper education and training takes place. Equally important for the profession to grow, however, it is essential for scientific, applied and descriptive research to be conducted and documented. The literature review however revealed another model. The practice of public relations in Ethiopia was also discussed. The literature on the practice of PR in Ethiopia was explored and no empirical evidence was found. Currently no clearly confirmed body of knowledge on the practice of PR exists in the country.

To conclude the country's literature on the practice of PR, the fact is that there has no empirical evidence has been published, but it doesn't mean that there is no activities were performed; in fact, the field of Public relations is a recently and active profession in the country. In order to have a better understanding on the practice, it is necessary to undertake further investigation.

According to my observation and what I have been experienced, most of the respondents of PR practitioners particularly in the Gambella culture and tourism bureau public relation did not base scientific and theoretical references.

The purpose of the study was to investigate the role of public relations within Culture and Tourism Bureau whether to ensure the Bureau viewed public relations as an integral part of their office, furthermore to establish the positioning of the discipline within the organizational structure. Based on this, the following section presents the conclusions to the study based on the objectives set out in the first chapter. The findings indicate that in most practice of public relations is not clearly defined. It was found that public relations operates as an independent department in certain organizations, however, the findings also indicated that in most cases it is combined with other departments like communications and marketing as organizations view them as interrelated and interdependent.

Respondents indicated that one of the key reasons for this integration of public relations, marketing and communication functions is due to the need to downsize, do more with less with the hope of reducing costs. It is believed that the main objective is to gain effective communication results by integrating all departments that are viewed as performing one function, and that is 'communication. The findings clearly indicate that public relations have a key role to play in developing understanding and support for a particular cause or event.

Public relations help to define and explain relations of mutual benefit between an organization and its key stakeholders both internally and externally (amongst employees and clients). These relations must be managed rather than allowed to develop on their own.

Based on this, public relations is a management discipline that must exist within an organization in order to communicate effectively with the aim of developing understanding and support.

Public relations can be involved in research, planning, executing and evaluation or to remain open for new input /output. Public relations' professionals add value to an organization when they develop communal relationships with all publics. Apart from all the other activities of the public relations function, such as community relations, fundraising, crisis communication, corporate social responsibility etc, public relations also plays a societal role in that it helps institution to survive in their social environments by working on relationships in order to bring about social and economic change and development. Viewed in this perspective, public relations' essential role is to help Bureau to adjust and adapt to changes their environment.

The research has revealed that the location of public relations within an organization depends on a variety of factors such as the nature of the business, the position of the most senior practitioner, the tasks allocated to the discipline, and how it is situated in relation to other disciplines. It has also emerged that the position of the senior public relations practitioner provides a good indication of how the function is regarded within the organization. The findings have further revealed that public relations should report to those who run the bureau's activities. However, in many organizations, this reporting relationship has not always been the case. But, it has emerged that the strongest public relations department is the one led by a communications executive who in turn reports directly to the Chief Executive Officer (CEO).

The findings have revealed that in most organizations public relations as an independent department is not seen as a management function and does not contribute to top-level decision making within the organization. However, as a function under the Culture and tourism department, public relations professionals had a low participation in decision-making in their office. This depends on the structure of the organization. Even though public relations may be a management function, it is important that organizations acknowledge the importance of public relations at top-level decision-making processes.

Therefore, the open systems approach gives public relations the role to recognize changes in the organization's social settings and advise clients or employees how the bureau should change itself and respond so as to establish a "common meeting ground". Public relations professionals are agents and managers of change, both inside and outside their Bureau. They plan and facilitate organizational and social adjustments and adaptation using communication. Public relations have an important management role to play, through communication of perceptions and strategic

relationships between an organization and its internal and external stakeholders. Public relations are a broad and complex activity although its basic objective is simply to communicate in order to achieve understanding through knowledge.

Consequently, public relations exist, and all modern organizations regardless of size, complexity and needs should be concerned with public relations. It should be emphasized that good public relations is the conscious effort to inform and be informed, provides knowledge, understanding, good will and good reputation.

5.3 Recommendations

The following recommendations, arising out of the study, are made:

- Maintaining relationships of mutual benefit between an organization and its key publics is essential. The management of such relationships may determine the overall success of Gambella regional. Public relation is a management function and has a role in strategic management. It is therefore recommended that public relations should be given an equal status as other functions at the top management level within an office.
- In order to be involved in promoting culture, public relations practitioners should operate at the highest level of bureau management and have access to most senior information and decision-making systems. This would facilitate practitioners to evaluate internal and external opinions, attitudes and needs on an ongoing basis, to advise management regarding possible affected specially Gambella Culture and tourism bureau.
- It should also be noted that public relations departments can operate at different levels and the levels where this department is situated determines or will have a significant effect on the workload and the way practitioners operate.
- Public relations must be the interpreter of the bureau, its policy, philosophy and program. Practitioners should be afforded the opportunity to act as agents and instruments in bringing about policy changes and directing new courses of action within Bureau.
- For communication to be effective, public relations' managers should be positioned to provide all departments of the Bureau. Ideally, he or she should have board of director status, as happens in the world's most successful companies.

- Public relations should be the ‘tightly’ that holds bureau systems to gather, and promote a free flow of information throughout the office, both internally and externally. Virtually all actions and activities of an organization have public relations ramification.
- Based on the literature review and empirical research, this study recommends that public relations works in harmony with other disciplines in order to work towards achieving mutual and overall Bureaus’ goals. However, the researcher believes public relation deserve to be acknowledged as an independent department and needs to be represented at the management table.

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Appendix I

Addis Ababa University

School of Journalism and Communication

MA Regular program in Public Relation and Strategic Communication

The utilization of public relation to promote tourism in Gambella regional state

Questionnaire for PRs practitioners and management experts

Dear Respondents.

The purpose of this questionnaire is to collect data for research to be carried out by M.A researcher from the School of Journalism and Communication, Addis Ababa University. I would like to affirm your genuine and accurate responses that will have great contribution to the consistency of the research findings. Therefore, I kindly request you to provide your genuine answers to the questions that appear below. I would like to remind you the answers will provide me a solely used for research purpose and kept confidential. I would like to thank you in advance for your cooperation.

Section A consists of (6) questions. Please answer each question by follow instruction below

Demographic information

1. Please mark with an X below, the box indicating your gender and your ages.

Male	
Female	
18-25 yrs	
26-35 yrs	
36-45 yrs	
46-55 yrs	
56-65 yrs	

2. Please mark with an X below, the box indicating your highest tertiary education level.

Certificate	
Diploma	
Degree (B.A or B.S C)	
Master (MA or MSC)	
Doctors (PhD)	
Other	

Please specify the type of degree (e.g. BA in Strategic communication).....

3. Please mark with an (X) below, the box indicating whether you have received any public relations training. If your answer is yes please continue with questions 4, 5 and 6.

Yes	
No	

4. Please mark with an X below, the box indicating where you have received your public relations training?

Locally	
Internationally	

Please specify the region or country:

5. Please mark with an X below, the box indicating the type of training that you have received?

Formal (University)	
Informal (Training in organization)	

Please specify the institution

6. Please mark with an X below, the box indicating the highest level of public relations training that you have received.

As an under graduate subject	
As a degree in Public Relation	
As a post graduate subject	
As a post graduate degree in public Relation	
As a diploma course in Public Relation	
As a certificate course in Public Relation	

Section B: *utilization of Public Relations in culture and tourism based on (purpose).* This consists of 12 questions. Please answer each question by following the instructions provided below.

The statements below refer to the purpose of the public relations department or division in your office. Use the following scale to indicate the **extent of your disagreement or agreement** with the statements:

1=strongly disagree 2=Disagree 3=Neutral (disagree nor agree) 4=Agree
5=strongly agree.

The CURRENT purpose of the public relations department in our organization:	Please mark your answer with an “X” in the appropriate box				
	1=strongly disagree	2=Disagree	3=Neutral	4=Agree	5=strongly agree.
1. Is there any utilization of public relation in Gambella culture and tourism for achieving regional culture?					
2. Does PR develop mutual understanding between your management and the public?					
3. Is there any research to determine public attitudes towards your bureau before conducting a public relation program that promotes cultures?					
4. Is there any combination of utilization of public relations with other departments?					
5. How does PR inform top management of societal values/norms so that they can adjust decisions/strategies accordingly?					
6. Does PR ensure a balance between the bureau goals and the wellbeing of the public?					
7. How does practice PR do more of a neutral disseminator of information than a mediator, connecting management to publics?					
8. . How do PR practitioners promote the culture and make					

it very attractive?					
9. Is there any purpose of PR to disseminate accurate information in promoting selecting culture?					
10. Do PR practitioners assist management to negotiate conflict with your publics?					
11. Are there any practices of public relations as the way of crisis solving?					
12. Is there any positioning of public relation within Gambella cultural and tourism?					

Section C: PR benefits in culture and tourism that based on the activities (role)

Section C consists of 16 questions. Please answer each question by following the instructions provided below.

The statements below refer to the activities **CURRENTLY** performed by the public relations department or division in your office. Use the following scale to indicate the extent of your disagreement or agreement with the statements:

1=strongly disagree 2=Disagree 3=Neutral (disagree nor agree) 4=Agree
5=strongly agree

The current activities of the public relations department in your office:	Please Mark your answer with an “X” in the appropriate box				
	1=strongly disagree	2=Disagree	3=Neutral	4=Agree	5=strongly agree
13. How PR role does benefits the key external publics’ e.g. media, investors, and communities in improving culture?					
14. Does culture and tourism allowed PR practitioners act as an early to the experts’ manager to promote the regional culture into our bureau?					
15. Are there any PR activities to keep a media clipping services (clip articles that appeared in the media about culture and tourists)?					
16. Are there any roles developed by public’s relations in our bureau that support culture in order to benefit bureau?					
17. Does PR promote the cross cultural understanding by explaining their views to top managers?					
18. Does the bureau take the responsibilities for the success or the failure of publics’ relation plans?					
19. How does bureau manage the cross culture and public relation?					
20. Are there any current activities of PR experts to produce and legitimate for improving cross culture?					
21. Does Tourism allow PR to explain views/opinions that exist in society to make culture attract to tourists?					
22. Is there any incentive in					

preserving culture and heritage?					
23. Are there any PR roles in tourism that promote the social well-being?					
24. Do the current activities edit public relations materials (e.g. speeches/annual report)?					
25. Do the current activities edit public relations materials (e.g. speeches/annual report)?					
26. Does a current activity of PR generate publicity (e.g. write media release) about how to promote individual culture of the region to attract tourists?					
27. Does PR express the bureau's stand on social responsibility to society in order to gain public's trust and promote culture?					
28. Do the current activities of PR help bureau to improve working with all regional cultural units?					

Appendix II

Focus Group discussion (FGD)

1. What is the utilization public relation to promote tourism in Gambella regional state?

2. What is the purpose of the public relations practitioners in other department in culture and tourism bureau in promoting selected culture?

3. What are the possible barriers in Gambella culture and tourism by implementing public relation role in promoting regional culture?

4. What is the professional level of the public relations practitioners in the Gambella culture and tourism?

5. What are the possible barriers in implementing public relation role in promoting regional cultural values and tourists attraction in Gambella?

Appendix II: Check List for Keys Informant from Gambella Officials

1. What are the factors associated with public relations in case of Gambella regional state?

2. What is the most period that the Regions experience tourist?

3. Does bureau give seriously attention on public relations that promote the culture in your regional state? if yes state them and if No , give reason

4. What is the role of public relationship in Gambella culture and tourism for attracting the tourist in your office?

5. Do GCTB is responsible in regard to transparent and trustworthy Communication with other culture unit?

6. What is responsible of PR department for organizational performance?

