



ADDIS ABABA UNIVERSITY
College of Humanities, Language Studies, Journalism
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The Practice of Internal Public Relation in Private Bank
in Ethiopia: The Case of the Bank of Abyssinia.

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This is to certify that the thesis prepared by Liya Kibrom, entitled **“The Practice of Public Relations in Private Banks in Ethiopia: The Case of the Bank of Abyssinia”** and submitted in partial fulfillment of the requirements for the Degree of Master of Arts in Public Relation and Strategic Communication complies with the regulations of the University and notes the accepted standards with respect to originality and quality.

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ABSTRACT

Public relations (PRs) are crucial for fostering public understanding in both the public and private sectors. The study's goal was to analyze and evaluate Bank OF Abyssinia's public relations tactics. At one of the branches where the bank's public relations department is located, a BOA employee and the public relations manager are participating in this descriptive research project. A questionnaire and an interview were used to assess the PR practices as a whole. While content analysis was employed for qualitative data, both descriptive and inferential analysis methods were used to assess the quantitative data. The vast majority of respondents claimed that the bank's PR strategy lacks openness and authenticity. The majority of respondents, according to the data, concur that while the PR department is doing its job, there is room for improvement. The outcome indicated that formal letters, an internal site, and outlook email were the main public relations techniques. The survey highlighted a number of communication-related difficulties, including employee input on PR tactics and little awareness of PR tactics and roles. Since there are several obstacles at the bank that prevent building trust with employees, PR practices at BOA were generally poor, and the department was not fulfilling its planned purpose. Based on the major findings the researcher recommended that BOA should communicate with employees on a regular basis, providing updates and information about the Bank's activities and initiatives and should prioritize employee engagement and recognize the contributions of the staff and also should invest in social media.

Key Words: PR Practice, Role and Challenge

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Abbreviations

BOA	Bank of Abyssinia
PR	Public Relation
IC	Internal Communication
PRD	Public Relation Department

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Chapter One

1.1. Background of the study

Public relation is described as "an applied social and behavioral science which measures evaluates and interprets the attitudes of the various relevant publics". Managing the dissemination of information between a person or an organization and the public is known as public relations. Additionally, developing positive relationships with various publics and businesses is crucial (Kaul, 1988:14). According to Belch and Belch (2003:564), "public relations is management function which evaluates public attitude, identifies the publics and procedures of an individual organization of action to learn public understanding and acceptance".

Public relations is another methodical way to address issues through improving communication between a company and its target market with the aim of enhancing both their goodwill and image (Bati, 1994:28).

The strategies, methods, and procedures employed by PR experts to control the dissemination of information between a person or an organization and the general public are referred to as public relations practices.

According to Surinder (2005:13), marketing initiatives should be backed up by public relations. But if public relations slavishly adopts marketing's orientation and language, it loses its significance as a really objective force. Three crucial responsibilities must be filled for public relations to be effective: organizational conscience, brand/reputation manager, and relationship manager for both internal and external audiences. As a result, PR can act as the strongest defense possible against the unavoidable excesses and errors that will occur in marketing, sales, and other organizational functions.

The role of banks in our economy serves a variety of objectives to boost daily activities. The primary function of banks in the economy is to help people who have a lot of money and want to earn interest by storing it in a secure location. This pertains to people who have a business concept but are looking for financing. Businesses cannot extend their operations without bank finance, and all activities are constrained.

In a nation's financial and economic development, banks are significant and active players. An efficient banking system has a significant impact on a nation's development across a number of economic sectors. The market presents a wide range of intricate issues to banking professionals. In order to compete more successfully with multinational corporations, banks must incorporate the newest information technology systems and improve their understanding of the evolving needs of their customers (Malhotra and Mukherjee, 2004).

With 710 branches, 6 million active customers, and 1300 ATMs, the Bank of Abyssinia (BoA) is the top commercial bank in Ethiopia. In the reign of Emperor Menelik II, the current Bank of Abyssinia was founded on February 15, 1996 (1905 E.C.). In compliance with the license and supervision of banking business proclamation No. 84/1994 and the 1960 Ethiopian Commercial Code. With only 131 owners and 32 employees, Bank of Abyssinia began operations with approved and paid up capital of birr 50 million and birr 17.8 million, respectively. To implement new business strategies and adapt to a shifting external environment, the bank has been undergoing considerable organizational changes. Bank of Abyssinia has been aggressively growing its branch networks in an effort to become more accessible to the general populace. In order to achieve this, the bank added 53 new branches and sub-branches during the quarter that ended June 30, 2016, increasing the overall number of branches to 185. According to the Bank of Abyssinia's 2016 annual report, 23 of these new branches were located in Addis Ababa and the remaining 30 were in remote areas. The establishment of the Ethiopian Cardiac

Center, the Ethiopia Rotary Club, and the establishment of Ethiopian Women Traders' Associations are just a few of the local initiatives that the Bank of Abyssinia has supported to help the country of Ethiopia develop economically and socially.

1.2. Statement of the Problem

The fundamental reason for a company's negative public perception is disconnect between the lines of communication, comprehension, and cooperation that exist between the business and society as a whole (Scot, 2000:4). Public relation understands its long-term responsibility and works to secure ready acceptance of attitudes and ideas in order to convince and develop mutual understanding. No government, business, enterprise, or organization of any type today can function effectively without the support of its citizens. The success of these publics will depend heavily on their mutual understanding, whether they are domestic or international. (2005) Sam Black.

The Bank of Abyssinia has specified the following actions to be carried out by the public relations offices. Which are:

1. Public relations operations are planned, organized, and steered.
2. Performs research and public relation duties to increase public knowledge of and comprehension of the bank.
3. Manage the bank's internal and external relations.
4. Upholds positive relationships with government agencies, civil society organizations, the commercial sector, the media, and others to advance the bank's reputation.

The student researcher critically observed that the department has some significant issues or gaps when taking into account the aforementioned roles and obligations. For instance, the bank's public relations department rarely

sponsors events, engages in volunteer work, or makes donations to the community; its public relations strategy primarily relies on one-way communication or a lack of feedback; and its website frequently lacks up-to-date information.

This research paper evaluates the use of public relations in the context of Bank of Abyssinia. The student researcher assessed a number of factors, including the bank's communication strategy and its methods for reaching out to its shareholders and staff.

Assess the internal public relation practice of Bank of Abyssinia and evaluate the bank's internal communication tools. Additionally, the researcher assesses how the bank fosters a positive work culture through initiatives such as employee recognition programs, diversity and inclusion efforts, and professional development opportunities. Overall, this research paper assess the bank's internal public relation practice based on its communication in creating a positive work environment, fostering open communication, and promoting employee engagement and satisfaction.

1.3. Research Questions

It is clear that public relations does not always result from a favorable occasion. In light of this, the student researcher has concentrated on the following questions:

1. What are the roles of Bank of Abyssinia Public relations department?
2. Which factors are affect the Bank of Abyssinia public relations?
3. Which Major public relation tools are used in Bank of Abyssinia?

1.4. Objectives of the Study

1.4.1. General Objective

The general objective of this study is to examine Bank of Abyssinia's PR practice from the perspective of employees of the bank and develop potential recommendations.

1.4.2. Specific Objective

The specific objectives of this research are listed here under.

1. To identify the role played by the department of public relation.
2. To identify the factors that affect PR practice of Bank of Abyssinia.
3. To identify major public relation tools that are used in Bank of Abyssinia.

1.5. Significance of the study

This research fills knowledge gaps for the Bank of Abyssinia, the department of public relations, academics, the general public, audience, and other stakeholders, as well as PR students.

1.6. Delimitation of the study

The student researcher made an effort to evaluate Bank of Abyssinia's PR strategy. This study focused on the Bank of Abyssinia's public relation practices, particularly on one branch that the public relations department found and it's around Semene Hotel.

1.7. Organization of the paper

There are five chapters in this research paper. Background of the study, statement of the problem, objective of the study, significance of the study, and delimitation of the study are all found in the first chapter. Review of the literature is in the second chapter. The third chapter covers research methodology. The fourth chapter discusses the research study's data presentation, analysis, and interpretation. The summary, conclusion, and recommendations from the fifth chapter are based on the data gathering, analysis, questionnaire and interview.

CHAPTER TWO

REVIEW OF RELATED LITERATURE

2.1. Meaning and Definition of Public Relations

The management of communication among individuals, organizations, and the general public is known as public relations, or PR for short. A positive image and reputation for the person or business is what PR aims to build and maintain. Writing press releases, maintaining social media profiles, planning events, and developing messaging that supports the company's beliefs and objectives are just a few examples of the kinds of jobs that may fall under this category. PR is a crucial component of marketing since it may raise brand awareness and encourage customer and stakeholder loyalty. The definition of public relations, according to Kotler (2006: 475), is "a building of good relations with the company's various public by obtaining favorable publicity, building up good corporate image, and handling or heading off unfavorable rumors, stories, and events."

According to Belch's definition (2004:23), public relations is a management function that entails assessing how the general public perceives a person or organization and creating and implementing a plan of action to foster acceptance. Building favorable relationships with an organization's stakeholders, such as clients, employees, investors, and the general public, is the goal of public relations experts.

Additionally, according to Banik (2004:5), public relations entails "the cultivation of two-way communications to resolve conflicts of interest and the establishment of understanding based on truth, knowledge, and full information from these points of view, public relation requires the implementation of communication programs designed to foster public acceptance and common understanding." Public relations is a unique management function that assists in establishing and maintaining channels of mutual communication, understanding, acceptance, and cooperation between

an organization and its publics. It also involves the management of problems or issues, aids in keeping management informed about and responsive to public opinion, emphasizes management's duty to serve the public interest, and aids management in effectively keeping up with and responding to utility change. (Harlow, quoted in Wilcox et al. 1992: 7).

The World Assembly of Public Relations Associations in 1978 in Mexico came to the consensus that "public relations is the art and social science of analyzing trends, forecasting their consequences, counselling organization leaders, and implementing planned programs of action which will serve both the organizations and the public interest." (Wilcox et al. 1992: 6)

There are numerous ways to define public relations. Rex Harlow, a professor at Stanford and the man behind the creation of the Public Relations Society of America, once gathered more than 500 definitions from almost as many sources. The definitions ranged from the straightforward "Doing good and getting credit for it," to definitions that were more detailed. For instance, the total definition of Harlow is approximately 100 words long. The PR News newsletter offered one of the first definitions of public relations that was widely accepted: "Public relations is the management function which evaluates public attitudes, identifies the policies and procedures of an individual or an organization with the public interest, and plans and executes a program of action to earn public understanding and patience." Theorists and textbook authors offer additional definitions. *Effective Public Relations*, written by Scott Cutlip and Allen Center, was one of the first important textbooks in the subject. It stated that "public relations is the management function that identifies, establishes, and maintains mutually beneficial relationships between an organization and the various publics on whom its success or failure depends." James E. Grunig and Todd Hunt's book *Managing Public Relations*, published more than 25 years ago, also highlighted the management function. According to them, "Public relations is the management of communication between an organization and its publics."

Definitions have also been developed by national and international public relations groups, such as the PRSA. Here are two illustrations:

"Public relations is the effective management of relationships and communications to influence behavior to achieve objectives." (British Institute of Public Relations, whose definition has also been adopted in a number of Commonwealth nations).

Public relations practice is defined as "the art and social science of trend analysis, prognosticating consequences, advising organization leaders, and implementing planned programs of action which serve both the organization's and the public's interest." (1978 World Assembly of Public Relations in Mexico City and endorsed)

Professors Lawrence W. Long and Vincent Hazleton provide a good definition of today's modern practice, defining it as "a communication function of management through which organizations adapt to, alter, or maintain their environment for the purpose of achieving organizational goals." Their strategy promotes the idea that public relations should also foster open, two-way communication and mutual understanding, with the idea that an organization no longer needs to be in the dark about its actions.

2.1.1. Public Relations in the marketing mix

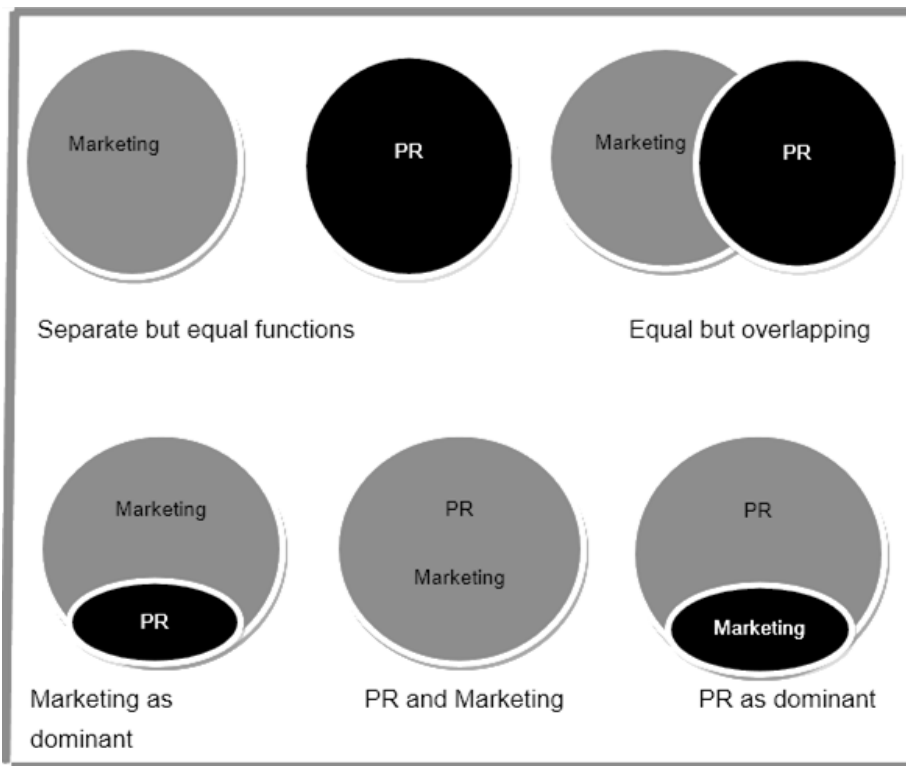
According to Skinner, Mersham, and Von Essen (2004), marketing and public relations are two of a company's key external functions. Both functions begin their analysis and planning by considering how to please one or more of the already recognized publics. According to Skinner et al., some firms view their trade ties with customers as just one type of interaction among many. Marketing is listed as a subset of the wider public relations function on their organizational charts. Other firms prioritize "non-customer relationships" that are deemed crucial to the marketing effort while disregarding marketing as a core function. In these organizations, marketing has priority over public

relations. Other organizations include "customer relations" under "public relations," making it accountable for consumer concerns that are not related to marketing, such as complaints, usage instructions, safety information, and services for repair.

According to Koekemoer (2004), marketing is actually a planned program of product design, packaging, pricing, promotion, and distribution. Long-term consumer attraction and satisfaction are the objectives. Building and maintaining a market for an organization's goods and/or services is its primary duty. Publicity for a product is a form of marketing communication. Product publicity also leads to the misunderstanding between marketing and public relations since many people mistakenly believe that publicity and public relations are interchangeable terms. By crafting product publicity tales and coordinating media coverage of new items, public relations professionals do contribute to the marketing effort. Cutlip et al. (2000) contend, however, that strong public relations support marketing initiatives by preserving a cordial social and political climate. Similar to how effective marketing and happy consumers make it simpler to establish and keep positive relationships with others, the public relations function does likewise.

According to Koekemoer (2004), public relations and marketing are the two roles that are most frequently mixed up, with marketing typically being given greater weight than public relations.

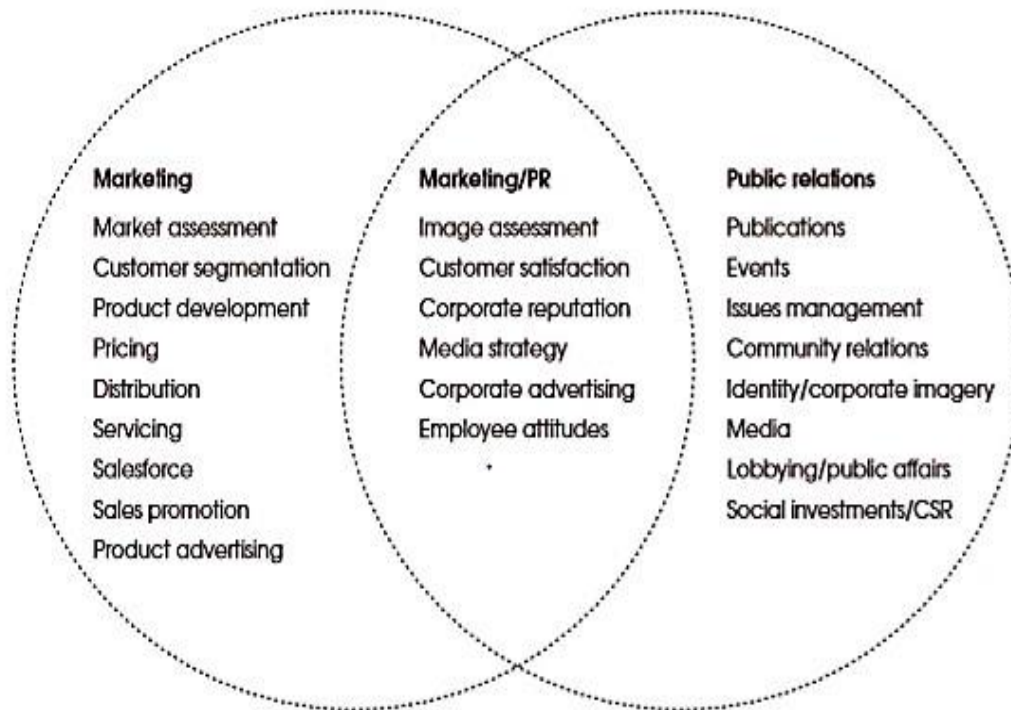
Figure 1: Public Relations in the marketing mix



Source: Skinner et al. (2004)

When public opinion or crisis situations have an impact on marketing initiatives or sales, public relations is crucial. Such crisis situations may occasionally result from marketing efforts (Amisha & Xavier, 2009). According to Cornelissen (2004), some organizations promote the unification of the two disciplines while others insist that they should continue to be distinct organizational activities. This leads to the conclusion that without a clear explanation of these two functions' roles and locations within the organization, their contributions to the overall efficiency and effectiveness of the latter will be substantially muddled and dispersed.

Figure 2: Public Relations in the marketing mix



Source: Cornelissen (2004)

Public relations and marketing are frequently seen as independent entities with distinct but complementary functions in different organizations. It follows that different organizations will engage in different public relations activities. Depending on the nature of the organization, public relations may either support or contradict marketing efforts. (Cornelissen, 2004)

2.2. History of Public Relations

Banik (2004:10) notes that public relations is a very new field and still has a long way to go. Women's rights, senior citizens' rights, consumerism, environmental awareness, layoffs, and the ensuing unhappiness in society are just a few examples of how public relations has evolved in response to the

increasing regularity of change, conflict, and confrontation in society. As the Internet has expanded, actions have gotten bolder and more productive. Public relations has a lengthy history despite being a phenomenon of the 20th century. Leaders in all societies have understood the importance of persuasion in swaying the public's opinions throughout history. For instance, 1800 B.C. farmers were informed on the latest techniques for harvesting, sowing, and irrigation in a farm bulletin found by archaeologists in Iraq. It was a good illustration of public relations, which is the deliberate persuasion of a target audience to achieve a specific objective. Communication skills were highly valued by the Greeks in later times. In reality, the best speakers were routinely given leadership positions. When professionals agree to speak for oppressive regimes in Serbia or Nazi sympathizers in Switzerland, or when Republican communicators like Dick Morris join Democrats like Bill Clinton and then reveal sensitive campaign information, these ethical issues are still very much at the forefront of modern public relations. Public relations was developed with assistance from the Catholic Church. The church created a college of propaganda in the 1600s under the direction of Pope George XV in order to "help propagate the faith." The term "propaganda" did not yet have a pejorative meaning; rather, the church only wished to educate the populace about the benefits of Catholicism. In fact, propaganda's evolution, as described neutrally, is where public relations got its start.

2.2.1. Growth of Modern Public Relations

The practice of public relations began to change as time passed due to societal changes. High-powered businesses fully realized that it is up to individuals to inform their respective publics. As a result, every industry saw a growth in the practice, as explained below.

Government

A commission headed by journalist George Creel was constituted by American President Woodrow Wilson during World War I. The group, which was made up of the top journalists, academics, publicists, and celebrities in the country, worked arduously to rally public support for the war effort and to encourage the selling of war bonds through Liberty Loan advertising campaigns. With this, the public relations industry saw growth. The potential power of publicity really astonished the nation.

Even more of a boost came from public relations during World War II. Public relations professionals proliferated during World War II, and the number of practitioners increased after the war. Public relations were seen as a useful strategy for effectively communicating with the general public. Public relations gained popularity and are now used in the majority of the world as a result of the expansion of the new economies and global development overall.

Counseling

International mega agencies began to emerge in the counselling industry in the 1990s. Nowadays, the majority of the agencies are known throughout the world. Online public relations specialists are the most recent to enter the ranks of successful PR firms. Observing the enormous expansion of public relations in recent businesses has been pretty impressive. This will carry on. There will continue to be a demand for local and regional businesses, and specialized companies in the fields of technology, investor relations, healthcare, and government relations will continue to play an essential role.

Education

Edward L. Bernays, the nephew of renowned psychologist and expert in human psychology Sigmund Freud, was a pioneer in public relations who started out as a publicist in 1913. For for a century, Bernays dominated the field of public

relations. Bernays was a great expert in public relations. In 1923, he delivered the first public relations course. He was the first to separate press work or publicity from public relations. Later, Bernays noted: We initially referred to our work as "publicity direction." Our goal was to advise clients on how to focus their efforts in order to gain public recognition for them. However, after only a year, we changed the name of the service to "counsel on public relations." We understood that our client needed legal representation for any of their public-facing acts. A client's public standing for one action could be tarnished by another that is not in the public interest. Additionally, Bernays was at least partially responsible for promoting the growth of another phenomenon in public relations that would gain additional momentum in the 1990s: the entry of women into the profession. Increasingly powerful institutions and their sense of responsibility, societal changes, conflicts between interest groups, and people's increased awareness as a result of increasingly advanced communications technology are all factors contributing to the growth of public relations.

Growth of Large Institutions

When business had its worst setback, the public relations industry may have earned its greatest significant boost. The Great Depression of the 1930s, which produced significant economic and social turmoil, gave businesses the motivation to appeal to the public for support by sharing their experiences. America is the only country where the government and business are at odds. In some countries—most notably in Japan and Germany—government and business collaborate more to achieve shared objectives. The government organizations in India perform public relations, but only to the level of public affairs, and this particular duty is not being adequately carried out by the government organizations. However, the business sector is currently stepping up its efforts in public relations, and as time goes on, public relations will likely rank among the top occupations. Many American firms, both big and small,

claim that the government's excessive regulation impedes their capacity to thrive.

Changes and Conflict

Women, who had long been denied equal rights in the workplace and elsewhere, started to mobilize into activist groups to demand justice and equal rights, which led to conflicts between private economic institutions, particularly large corporations, and various disadvantaged elements of society in the early part of the decade. Concerned about the risks that business expansion posed to the land and water, environmentalists started to assist these organizations. Minorities started to agitate for their rights, especially blacks and Hispanics. The validity of powerful institutions was being questioned by homosexuals, AIDS activists, elderly people, proponents of birth control, and other social activists of all stripes.

Heightened Public Awareness

In the form of action guidelines, senior citizen programs, consumer and environmental protection acts and agencies, educational aids, and other laws, the government actively participated in the execution of rules and regulations. Businesses started making charitable donations. Community relations became a first line of management responsibility. The common practice of firms facing off against their rivals was discontinued. The majority of American houses had televisions by the turn of the century, with millions having cable wiring and an additional 100 million having internet access. Publics have gotten considerably more segmented, specialized, and sophisticated as a result of all this communication. Many of the conventional approaches to influencing and reaching out to these publics had to be abandoned by audience relations professionals.

Global Democracy in the 21st Century

With only a few obvious oppressive exceptions in the twenty-first century, democracy is essentially universal. If something happens in a civilized, democratic nation, word of the incident spreads quickly over the entire world. The fall of the Berlin Wall was broadcast live around the globe. Likewise, the Union of Soviet Socialist Republics' disintegration. In 1993, as South Africa won free elections and a black former prisoner of the state was elected president, two lifelong rivals—Nelson Mandela and Nicholas Deklerck—came together to share the Nobel Peace Prize. A few years later, two vehement rivals sit down to craft a peace plan for their seemingly at war nations. Change is occurring even in societies that are slower to embrace democracy. Chinese communists invite executives from the West to visit their emerging market as part of their anniversary celebrations.

Growth of Internet and World Wide Web

True two-way communication has arrived in the twenty-first century. The process of transmitting and receiving information has been completely transformed thanks to the development of the Internet as well as satellite, mobile phones, fax machines, scanners, voice mail systems, and all the rest. The World Wide Web has significantly accelerated the dissemination of communication. Internet is a potent push medium because pop-up windows are completely uncontrollable.

The web has had a spectacular impact on the field of public relations. Messages can be sent across the state or even across the country with just a few mouse clicks thanks to the dominance of e-mail in both internal and external communication. Journalists now rank the Internet as their second preferred method of contacting organizations, right after a person source. An "option" for a public relations professional is no longer to be proficient in and

knowledgeable about the Internet. It is a requirement that is inexpensive, outstanding, efficient, and now widely accessible.

Public Relations Education

Although there are universities, colleges, and other institutions in India that provide courses in public relations and mass media, the degree of excitement is not at the necessary level. To expand the reach of public relations, more needs to be done in India and the surrounding nations. India is now being looked at by the western world since it has a sizable market that is open to multinational corporations. It wouldn't be difficult to elevate public relations to the top spot if qualified professionals in the industry were readily available. The practice of public relations in business has assimilated into how businesses run. Therefore, before entering the corporate world, business students should be introduced to the practical components of the profession.

Public relations is still a powerful, persuading force in society in the twenty-first century. It is obvious that public relations, regardless of what it is called or who practices it, is in the spotlight today. Although it is a well-paid job, both current and aspiring professionals must put in a lot of effort to rise to the top. Due to the high level of demand in this industry, it should be necessary for all professionals to complete training. In order to meet this need and remain competitive, professionals must continually update their expertise.

PRs provide the following benefits: trustworthiness of sources, lower advertising costs, avoidance of advertisement clutter, lead generation, capacity to target particular demographics, and image building. However, the main drawback of PRs is the potential for the communication process to go unfinished. Additionally, they could perform poorly due to poor management and a lack of collaboration with the marketing division.

2.2.2. History of PR in Ethiopian Context

The majority of public relations research on the African continent is fragmented and parsed, with a great deal of it focusing on certain areas of practice in various countries. Sadly, there aren't many studies that try to look at Africa as a whole and from a communication standpoint. However, the UK-based firm Gyroscope's 2006 research titled "The Public Relations Landscape in Africa" shows some progress in tackling this urgent task.

According to Solomon (2000), Ethiopia is where a practice that somewhat resembles modern public relations is thought to have originated in the 1960s. In actuality, the Ministry of Pen's founding in the 1940s led to the development of modern public relations practice in the nation. At that time, the ministry of Pen created and oversaw the operation of many media companies, including radio, news agencies, and television programs. After functioning for a while, the ministry was succeeded in the 1950s by the then Ministry of Information and Tourism, which had the same responsibilities for managing media companies as well as dealing with matters pertaining to culture and tourism. The Ministry of Information later took its place in the 1960s, and with it came responsibilities for overseeing the media organizations. Around the period of Emperor Haile Selassie's final years, the head of government public relations described the practice as routine and occupied by activities like gatherings, conventions, and, to some extent, caring for publications. The former head of public relations claimed that methods for promoting the country and for fostering consensus were unbelievable in an interview regarding the public relations practice at the time.

Years passed without any changes to the structure or content of the public relations practice that emerged in the 1960s. Back then, supporting the interests of the ruling class was the main goal of public relations. Because public relations at the time was so amateurish, it was unable to react to the problems that were occurring. One instance that might be used to support the

failure is the terrible famine that struck in 1974, according to Solomon (1998). The deadly starvation was unknown to both the country and the rest of the globe. The system chose to concentrate on thinking out how to hide rather than trying to manage the issue since it appears that it was confident the story would remain untold for all time.

Though the exact beginning of modern public relations in Ethiopia cannot be determined, it is thought that it may have happened in the 1960s (Solomon, 1998:20). Prior to this time, Emperor Minilik II introduced the printing press, telegraph, and railroad as well as newspapers in the early 1900s that offered advertising space for commercial companies (MoI, 2003).

Because public relations efforts are now primarily viewed as the center of developmental operations, there is now a public relations office in every government office. In an effort to raise awareness of and educate internal and external audiences about current difficulties in teaching, learning, research, community service, and technology transfer, state (government) institutions around the country have established public relations departments.

2.3. Models of Public Relations

Knowing the many models that are now in use and their concepts for public relations practices is essential for practitioners of public relations. Understanding the connections between or differences between those ideas and models is crucial. Four research-based public relations theories were outlined by Grunig and Hunt in 1984. Public information, two-way asymmetric communication, press agency/publicist, and two-way symmetric communication are the four theories of public relations.

2.3.1. Press Agency/Publicity/

The first model, press agency/publicity, has its origins in press agents' or publicists' work done before the turn of the 20th century. In that it was "the necessary starting point" of the discipline and that it relied on fictional or

fictive ways to influence behavior, press a gentry (publicity) is theological. Messages are conveyed from a source to a receiver in what is effectively a one-way connection.

Its hallmarks include deception (one-sided argument), exaggeration, and manipulation. This approach does not prioritize accuracy, morality, or the truth; instead, it emphasizes humiliating deceit in order to advance the claims of public relations.

2.3.2. Public Information

Public information is similar to press a gentry in that its goal is the one-way distribution of information, but it differs from press a gentry in that its goal is truth. The data must be truthful, precise, and accurate. This model's main objective is to provide information. Beyond evaluating the clarity of their message, practitioners using this technique undertake a little audience research.

The press a gentry/publicity model and the model of public information both emphasize information via outgoing information from the organization to the public and the comparatively low level of feedback. They differentiate from one another primarily based on the former's desire to advocate a position at the expense of compute truth and objectivity. Certain managers act as a one-way communications value, constantly transmitting but never receiving; they are all mouths and no ears.

2.3.3. Two-way asymmetric communication

The basic goal of two-way asymmetric communication is to persuade the audience to share the organization's point of view in order to build agreement between the company and its audiences. This model uses a social science research methodology to make its ideas more convincing. Or the organization is far more interested in having the public's adjust to the organization's interest than the contrary, using feedback from the public to modify communications

techniques to be more compelling. This paradigm makes it impossible to develop strong bonds for mutual benefit.

2.3.4. Two-way symmetric communication

Communication that is symmetrically two-way and is meant to foster understanding. Both the public's and the organization's opinion on an issue should evolve as a result of the two-way communication process. The organization and its audiences adjust to one another using this two-way communication paradigm in order to reach mutual understanding and maintain happy relationships.

Additionally, the two-way symmetrical model of communication is both a true model and a model that should be followed. Organizations are able to employ this paradigm, but they frequently choose not to do so because an authoritarian dominating coalition regards it as a challenge to their authority. However, two-way symmetrical public relations exemplify expert public relations and reflect the expanding corpus of knowledge in the discipline. In comparison to other public relations models, this ethical approach makes a bigger difference in the effectiveness of the organization. Practitioners of the two-way symmetrical model have conflicted motivations; in addition to defending their employers' interests, they also have partial altruism (Grunig, 1984).

2.4. Objective of Public Relation

Since radio and television are also engaged, one would assume that public relations solely include press relations, or rather media relations. The role of modern public relations encompasses all aspects of public and private organizations, both for profit and nonprofit. It addresses issues that have nothing to do with marketing or advertising, not to mention community, employee, shareholder, or political relations. (N, Kumar, and Mittal, 2007: 337)

In addition, Black (2004:163) claimed that the purpose of public relations campaigns aimed at foreign audiences is twofold: first, to safeguard the reputation of goods and services generally, and second, to improve that of goods supplied by a specific business or sector.

According to Jobeber (2001:500), public relations campaigns can achieve a variety of goals, including the following:

- **Prestige and reputation:** it can help companies build prestige and reputation, which in turn can help them sell more goods, find and keep talented workers, and develop excellent community and government connections.
- **Promotion of products:** the unobtrusive information that people read and see in the newspaper, on radio, and on television can aid in their desire to purchase a product. It is possible to raise awareness and interest in certain goods and businesses.
- **Dealing with issues and opportunities:** the capacity to handle environmental and social challenges for the benefit of all parties involved.
- **Good will customers:** making sure that clients receive helpful information, receive good service, and have their complaints resolved fairly and promptly.
- **Good will of employees:** encouraging employees to have a connection to and happiness with their employer. Activities like internal newsletters, leisure activities, and prizes for achievement and service might be used.
- **Overcoming misconception:** controlling misunderstandings about a business to prevent erroneous assumptions from hurting its operations.
- **Good will of government:** influencing politicians and public authorities to believe that the business acts in the public interest.
- **Dealing with unfavorable publicity:** addressing bad publicity caused by an oil spill or an air tragedy with speed, accuracy, and effectiveness.

- **Attracting and keeping good employees:** establishing and upholding credibility in the public eye so that the top employees are drawn to work for the organization.

2.5. Public Relation Target Audiences

Public relations campaigns may have different targets with distinct goals for each. Others may have an impact on the company in a different way, such as if they are directed at stockholders, while some may be directly involved in selling the product. These audiences may be internal or external publics, according to Belch (2004:569).

2.5.1. Internal Public of Public Relation

Effective communication between management and employees is crucial for achieving the goal of an internal communication program, which should be the creation of a culture of understanding and merited support for coordinated interchange of high morale and high efficiency. Employees are the internal public of both public and private sector companies, and they are significant because they participate in their operation, production, and idea formulation.

Internal communication can assist information flow on such matters to happen systematically and in real time (Banki, 2004:40–41). An employee of the organization likes to know about the achievement, new developments, new facilities and its advantages, new management initiatives, and also about the opportunities for him/her to grow within the organization.

2.5.2. External Public of Public Relation

Since it is required to communicate with various groups of individuals in public relations, as the main suggests, the target population must be established. Some of the groups of external publics are:

Customers: Every organization, whether in the public or private sectors, has a distinct group of customers to whom it markets its goods, services, or concepts. Every organization tries to get people to notice their concepts, goods, and

services. Customers choose brands and services that are well-known, have a positive reputation, and are supported by high-quality after-sales services in today's competitive market. It is impossible to disregard public sentiment on this issue. Unfavorable alternatives undoubtedly have a long-term impact on sales. Public relations can help solve issues by limiting and stifling certain of these opinions.

Protecting the brand's reputation among customers or users with regard to the company's goods or services.

Public relations is consequently utilized to create an image because no one can afford to be careless about what the public thinks and feels about the company (Banik, 2004:46).

Media relation: The media is a modern institution as we understand it today. The media became a major aspect of modern life as a result of a variety of things. Technical advances that made mechanical replication easier, the expansion of literature, and the rise in regional language use all influenced a change in perspective at the right time to influence communication and public opinion. Whatever the nature of the organization or the government, they cannot disregard the people as long as they are subject to public scrutiny. (Banik, 2004:46).

Government: the government, which is entrusted with representing the people, is the owner of the public sector. Therefore, the actual owners of this national sector are the people. A relationship with the government has two sides. First, public relations for the government (as an entity), and then, public relations with government officials as the target audience. Public relations (PR) for the government entails rallying public support for the government initiative, to forge relationships with the government, and to contribute to the betterment of the neighborhood or society.

Public relation with the government: maintaining good relations with the government, which will be advantageous to the firm, means keeping the

government—politicians and bureaucrats—on the corporation's side or in its favor. (Banik, 2004:45).

Financial relation: in financial PR, a company's shareholders and potential investors are its primary target market. They must be provided with the information they are entitled to and maintained in their interest in the business. In order to secure financial support from the general public and the financial institution, PR must build, maintain, and enhance the company's image and reputation.

With the growth of the economic and the business: PR and finance promotion management now have a new dimension. The goodwill of their investors, financial institutions, and the rest of the financial world is something that organizations work very hard to ensure. This is being done through a variety of media, including yearly reports, special pamphlets, audio visuals, video films, and even newspaper and television advertisements for corporations. (Banik, 2004:45).

Citizen action groups: when dealing with them, the company should use a democratic approach. It is preferable to keep open lines of communication with citizen action organizations in order to prevent any potential complaints or complaints-causing situations. It is important to provide information to them on any topics pertaining to the company in order to foster confidence and trust and reduce the likelihood of miscommunication. The company should respond to their communication in a straightforward and fair manner and periodically solicit their suggestions, opinions, and advice on the potential changes that are likely to take place in the company. (Banik, 2004:46)

➤ **Public at large:** the phrase "public relations" refers to the dissemination of information to the general public, efforts to change an organization's attitude and behavior in response to the public and gathering and communicating the general public's response to management.

As the company may need to raise additional funds from the market, PR professionals now have the new responsibility of constantly fostering a positive image in a changing environment. The task of the communicator is to create the company's image because it is important to the general public. (Banik, 2004:45)

2.6. Effective Public Relations

Bowman and Ellis state that for a public relations campaign to be successful, its aim needs to be specified in order to gauge its development and effectiveness as well as to be evaluated (Sahu and raut 2003: 140). The following three fundamental steps must be effectively completed in order to develop effective public relations practices:

- ❖ Establishing precise goals that can be assessed
- ❖ Completely integrating the public relations department into the business;
- ❖ Choosing the ideal candidate to handle public relations.

The people they choose for positions should possess the abilities and qualities needed for success, such as good judgment, honesty in the workplace, communication skills, organizational skills, a strong personality, and the ability to work well in a team. The aforementioned three fundamental factors, objective setting, integration, and selection, should be carried out as accurately as possible in order to implement good public relations practices.

2.6.1. Measurement of Effective Public Relations

The effectiveness of a PR program can be evaluated using a variety of metrics. The following are some methods for carrying out the evaluation process:

- ✓ **Personal observation and reaction:** at every level of the organization, this should take place.
- ✓ **Matching objectives and results:** specific goals should connect to action, activity, or media coverage in order to achieve the overall communications objectives.

- ✓ **The tea approaches:** the team creates and completes the goal using research principles and cooperation.
- ✓ **Management by objective:** together, executives and their managers define the objectives to be met and the duties of the managers. The success of these goals is then evaluated against these criteria.
- ✓ **Audits:** it is possible to use both internal and external audits. Internal audits involved assessing peers or superiors within the company to assess employee performance. Consultants, clients, or other persons from outside the business carry out external audits (Blech and Blech, 2001:592).

Johnson (2005:25) also offered the following method for gauging the success of PR. Measurement is divided into three categories: outputs, outgrowth, and outcome.

The amount of media exposure, the number of placements and audience impressions, and the chance of having reached a certain target audience are all examples of measuring output. These metrics can be used to gauge output:

- ✚ target audience reach
- ✚ target media reach
- ✚ circulation
- ✚ impression

Competitive research the measurement of reception is the outgrowth. This refers to whether a target audience actually heard the message intended for them and whether they focused on, comprehended, and remembered those messages. Typical methods for gauging outgrowth include:

- ✚ Focus group
- ✚ Intercepts of mail
- ✚ Call-ins

- ✚ The day after recall

- ✚ Event participation

The following strategies can be used to assess outcomes. Measuring outcome is the measuring of attitude and behavioral change, i.e., if somebody changed their opinion or went out and did something as a result of what was said or done through public relations.

- ✚ Techniques for gathering data like participation, observations, and role playing

- ✚ Pre- and post-polls

- ✚ Designing experiments for study

2.6.2. Factors Affecting the Effectiveness of Public Relations

There may be a variety of elements that have an impact on an organization's actual public relations efforts, however Hiebin and Cooper (2003:38) suggested that the following aspects be taken into account before any public relations efforts are launched:

- ❖ Specifying goals for public relations
- ❖ Determine the company's target market and the
- ❖ Identify the public relations resources.
- ❖ Activities must be specified
- ❖ Standards must be set
- ❖ The personal relations department must be chosen
- ❖ Technology must be available.

Companies who are extremely good at public relations understand that it takes time. A relationship based on mutually reliable and alluring sources of

information must be formed in order to gain the attention of top journalists and political influencers.

2.7. Major Public Relation Tools

Depending on the nature of the activity and various target groups, several public relations instruments can be employed by the public relations department to interact with the public and target audiences.

- **Publications:** includes interim reports, annual reports, and reports from firms meetings with the intention of giving the reader a general background on the state of the organization as a whole. A higher level of comprehension is produced for readers through written and printed communication.
- **Circulars:** a circular is a letter that is typically distributed to multiple recipients in order to communicate a message or piece of information. It is a straightforward, speedy, and uncomplicated method of communication for reaching a particular audience of readers. (Banik, 2002:78)
- **Face to face communication:** when it comes to interpersonal communication, face-to-face communication typically yields greater results than textual communication. His key strength in this situation is face-to-face communication, which is excellent for convincing and accomplishing results quickly. If they are convinced, people are more likely to believe, and face-to-face interactions with their direct media can strengthen this case. Banik, (2004:78)
- **Information Center:** the information Center, among its other purposes, is multipurpose in character, according to Banik (2004:80), and offers a variety of services to the organization, its employees, and members of the general public. The next three are the most crucial.

- **Having an inquiry desk**

According to Banik (2002:78), the inquiry desk's goal is to help the public navigate information. When choosing the employees for the information center, keep the following traits in mind when choosing candidates: They should have a pleasing and personality, be highly educated, be courteous, and have solid knowledge of the organization.

- **Manage a reading room**

An area that offers current books, magazines, newspapers, periodicals, journals, etc. called a reading or study room. For the most part, for usage by the workers.

- **To keep a reference collection.**

To keep a reference library for both the public and the employees. When it comes to essential information and events pertaining to the company, public relations takes care to give the appropriate reference materials.

- **Sponsorship**

Hospitals, schools and colleges in the project area, as well as major events like national seminars or exhibitions on telecommunications or various institutional telecommunications, are all sponsored as a way of giving back to the community in which they operate and are viewed as PR activities.

- **Company website**

A company website is a useful tool for public relations. Visitors to the website can get information and amusement there. Such a location might have a large population.

- **Relation with press**

Despite the development of electronic media like radio and television, PR has an erratic relationship with print media. The press informs the public, shapes the environment, and as a result, shapes attitudes. Press releases, press conferences, facility visits, and letters to the editors are the standard four ways

to handle press relations. Publishing original, fresh articles, features, and reports. The primary duties of press relations include responding to press inquiries, offering concise information services, monitoring the press, and maintaining constant contact with it in order to evaluate results, rectify misstatements, and launch counter publicity.

➤ **Advertising**

It is the diffusion of knowledge about a concept, offering, or product for the fulfillment of a certain goal, with the ultimate goal being to improve the perception of a business.

The goals of advertising are to generate widespread exposure and to enhance brand recognition within the target market. Their goals range from making a simple statement to disseminating precise information to expressing the organization's position on a subject. The goal also includes the introduction of a new service, project, or plant installation, as well as image-building among its target groups.

➤ **House Journal**

It is an official newspaper of an organization that showcases its successes, policies, and initiatives. It also acts as a channel of communication for the organization's numerous stakeholders. The journal is released on a regular schedule, with issues coming out every week, fortnight, month, bimonthly, and quarter.

➤ **Feedback**

Public relations is a two-way process of communication. It is the responsibility of PR to not only communicate information and ideas to the general public, but also to accurately gauge public opinion and response to organizational policies and programs and bring this to the management's attention. For an originator and the management to respond appropriately, public response and reaction are crucial.

2.8. The Role of Public Relations

At a significantly lower cost than advertising, public relations can have a significant impact on public awareness. Instead of paying for space or time in the media, the firm pays for people to create and disseminate information and oversee events. If the business creates a compelling tale, it will be picked up by a variety of media and have the same impacts as advertising but with greater credibility (Kotler, 2006:467).

Public relations initiatives are also required to engage with local government, media trade associations, and the general public, according to Belch & Belch (2003:694). PR's job is to show the corporation as a decent corporate citizen who cares about the future of the nation, not merely to assist the company sell its product or service. Public relations are frequently required to address the unique issues that a firm encounters. It accepts responsibility for preserving bonds of mutual benefit between the organization and its audiences.

2.8.1. Advantage of Public Relations

Public relations have a variety of benefits, including the following, Blech (2006):

Credibility: Public relations communications tend to have more credibility since they are not viewed in the same way as advertising, meaning that the public does not directly or indirectly fund them.

Audience of clutter: they are typically notices a new product's public relations message without being exposed to clutter from advertisements.

Building an organization's positive image: through public relations is important for protecting it against misfortunes down the road. Low.

Lead generation: Knowledge of technological advancements and the market may produce some high-quality service leads for the company.

Ability to speak with a certain group: Public relations is the greatest technique to contact this demographic if the company has the financial resources to engage in promotional expenditures.

2.9. Theoretical Framework

A theory is a structured, well-researched explanation of a natural event. A theoretical framework is a method for describing and assessing a research problem by applying the postulates, assumptions, and principles of a theory. It is also thought to involve describing, analyzing, interpreting, and predicting phenomena. It also entails associating or linking the study's problem, which helps to support and legitimize the research being conducted by giving the research work a focus and direction.

The agenda setting theory, excellence theory, systems theory, relationship management, communitarian, rhetorical, and dialogic techniques are only a few of the theories used in study on public relations practice.

From the above theories the researcher tries to assess the excellence theory and system theory.

2.9.1. Systems theory

This idea was best articulated by Ludwig von Bertalanffy, who founded the field of research currently known as general systems theory (Littlejohn, 1999:41). The systems theory, which emerged between the two World Wars, is a scientific technique rather than a theory, according to Angelopulo in Lubbe & Puth (1994:41). It was discovered that this idea applied to a wide range of disciplines. Due to the eclectic nature of the theory and the fact that these theories had their roots in applied science, there was a disparity in the constructs that were given to it. These theories emphasized the significance of equilibrium, balance, and interdependence in the construction of society. The many subsystems of society are typically seen as an integral whole that interacts to maintain the equilibrium of the whole.

There are three main systems perspectives that usually apply in a business context – mechanistic (closed), organic and adaptive (open systems). All three provide PR with valuable insights (Mersham *et al*, 1995:47; Gregory, 1999:267).

2.9.1.1. Open and closed systems

Open versus closed systems were one of the first differences made by systems theorists. Systems in their environs can share information, energy, and materials with open systems. (Spicer, 1997:57; Gregory, 1999:267) Closed systems enclose their boundaries and do not exchange energy with their environment.

An explanation of an open system is the flow of inputs and outputs across boundaries, enabling energy and/or information to pass through. To oppose or accommodate environmental fluctuations, it adapts and adjusts. However, a closed system does not permit any energy or information to pass to its surroundings. As a result, it cannot adjust to external change and eventually falls apart. This kind of system is focused on an organization's internal operations. The system's survival is its ultimate purpose, therefore contact with

the environment is required to keep things in check (Gregory, 1999:67; Cutlip, Center, & Broom, 2000:234).

A systems approach can be used to examine an organization. Any single adjustment to one subsystem will have an impact on the entire system because an organization's various components are interdependent. Organizations operate in dynamic contexts where they must adapt their internal procedures and reorganize to the environment's changing needs. Since the entire system is responsive to environmental changes, open systems typically have an impact on other organizational units as well. Open systems adapt to accommodate environmental changes. Input, throughput, output, interdependence, transactional relationships with the environment, and boundaries are the essential components of open systems, according to Katz & Khan in Gregory (1999:267) (Cutlip et al., 2000:234).

Environment-sourced inputs to systems change their equilibrium, which in turn affects the system's aim. The outputs of a system frequently cause these environmental inputs. In order to change the system's structure and process and achieve equilibrium, this gives the system internal feedback (Cutlip et al., 2000:234).

The interplay between the pieces is the main emphasis of systems thinking. An open system creates an internal dynamism through a process of interchange with its surroundings. When its surroundings change, this system can alter its condition. It is possible to accomplish this without fundamentally altering the design of the system. Systems consequently use their internal dynamics to control their internal state. Therefore, the self-creation system's openness is a crucial principle and a necessary condition for its closure (Holmström, 1996:53).

2.9.1.2. The value of systems thinking to PR

Grunig & Hunt (1984) believe that the press a gentry or publicity PR models function as if they were in a closed system when applying these ideas to PR. According to Cutlip et al. (2000:238), reactive PR programmers are closed systems that respond to external events. According to Buckley in Gregory (1999:268), closed regimes push a PR practitioner into a technical job where they must carry out the judgments made by the ruling coalition. The shared meaning that the two-way symmetrical model emphasizes will have an impact on organizational structure and behavior. Environmental scanning is crucial for PR practitioners to use the open systems approach because it allows them to foresee environmental changes. The organizations and the interactions with stakeholder groups will be impacted by these developments. According to Cutlip et al (2000:239), proactive PR programmers are open systems that use information obtained to make improvements. In Gregory (1999:269), Bell & Bell draw the conclusion that open systems allow PR professionals to fulfill a management function by taking part in decision-making.

According to Spicer (1997:57), the systems theory is important for PR based on three reasons:

- ✚ Organizations used to be particularly interested in examining an organization by mainly concentrating on its internal operations. This locus was shifted by the systems theory to emphasize the interdependence of an organization and its surroundings.
- ✚ In scientific communities, research and thinking are guided by the systems theory. According to Grunig (1992:71; Pavlik (1987 in Spicer (1997:58), this theory plays a significant role in PR definitions, and it also captures the developing organization view of the field that underpins general systems theory. PR ideas like boundary-spanning activities and environmental adaptation are examples of a comprehensive systems theory approach to PR

✚ A helpful heuristic tool for the PR function in conceptualizing the intricate nature of organizational interdependencies is the systems theory. Additionally, it offers a framework for considering factors crucial to comprehending organizational PR decision-making and performance. People who think in this way may comprehend how everything in the world is connected.

According to Buckley in Gregory (1999:273), the adaptive model encourages companies to interact with stakeholders in order to develop a shared understanding that will alter the organization's current structure. The organization is a part of a larger, interconnected system in which the interactions between the organization and its surroundings are dynamic.

The definitions based on the systems theory address several tasks that the PR function needs to fulfill, according to Dozier in Grunig (1992:352). Understanding the significance of adapting to the more dangerous and unpredictable situations that companies operate in is made possible by the systems theory. Steyn (2001:24) draws the conclusion that the systems theory offers the best method for the creation of the strategist function in the conception of the strategic role of the PR manager. The author provides evidence for this claim by describing how the various components of the open systems mechanism focus process input, throughput, output, and feedback through connecting the organization's internal and external environments.

2.9.1.3. The relevance of systems thinking to this study

The world is seen as a system that is influenced by its interactions with the many sections as well as its environment when speaking of the macro-level. From an organizational standpoint, the role of PR and its performance level will have an impact on the larger system, namely the organization. The success of the PR department will be influenced by the level at which the practitioners carry out their duties. This will have an impact on the company, which in turn

will have an impact on the region and ultimately the entire world. It is obvious that the interdependence of the several levels at which PR functions has an impact on the larger system, the entire world. In terms of a conceptual, theoretical, as well as an empirical framework, systems thinking has had an impact on the subject.

2.9.1.4. The value of social systems thinking to PR

The main goal of reflection is to build social trust. Social trust is a requirement for interaction between social systems, which is cognitive and grounded in the logic of the system, as society gets more complicated and diverse. Encoding and decoding images that can be employed in the reciprocal reflection in the social system is the function that PR professionals need to fulfill in order to strengthen this trust between the systems. The public communication system is used for this, and social responsibility is used to coordinate it. The relevance of public trust and legitimacy for organizations is emphasized by reflective PR. PR professionals have an impact on the coordination of social activity as social responsibility becomes the mechanism governing social order (Holmström, 1996:52).

2.9.2. The Excellence Theory

The first general theory of public relations is the excellence theory (Lindeborg, 1994). The idea outlines how public relations (PR) improves organizational performance, how it should be organized and managed to support organizational success, and how to calculate the financial worth of PR (Grunig, 2002). Because they carefully complete each task, effective businesses are particularly good at maintaining their reputation. As a result, they enjoy good relationships and public perception, particularly in regards to their services and goods. They therefore enjoy widespread public acceptance of their services and goods and have a positive organizational reputation. This rating is dependent on how well a company interacts with its stakeholders and general public. According to the notion, PR must be a part of strategic management for

it to be useful to an organization. This idea contends that in order for an organization to be successful, it must resolve the issue at hand while also achieving the objectives of its members and the general public. Organizations need to identify the various publics who are impacted by their decisions or who want them to address a problem that matters to them.

2.9.2.1. The value of excellence theory to PR

By establishing and sustaining strong connections with important stakeholders, PR helps businesses manage their independence and increase organizational effectiveness. This is only possible if PR participates in decision-making at the management level by sharing knowledge about the organization's environment, the organization itself, and the connections between the organization and its environment (Grunig, 1992:11-12).

The excellence theory's empirical component asked the great question, "How PR practiced and the communication function be organized for it to contribute most to organizational effectiveness?" The emphasis shifts to the "programmers" level and how PR should be handled in order to respond to this query. Additionally, the "departmental" level is the focus, outlining the traits of a department that handles communication in a specific manner. Research on businesses and their settings was done at the "organizational" level to identify the factors that lead to successful PR departments (Grunig, 1992:3).

Dozier and Grunig (1995:4) state that the excellence study's empirical findings demonstrate that PR excellence is prevalent in all nations and types of enterprises. The justification offered was that PR greatness requires knowledge that transcends any national, organizational type, industry, organizational unit, or public context. According to additional research, a PR department's foundation is knowledge, then a common set of goals between the PR manager and top management, and finally the company culture.

2.10. Conceptual Framework

Conceptual framework gives a visual representation of how the key idea, namely the practice of PR, will be theoretically and experimentally studied by looking at different literature. By making use of the models (purpose) and roles (actions) of PR practice, the investigation of PR conducted. Different conceptions are used in this study's.

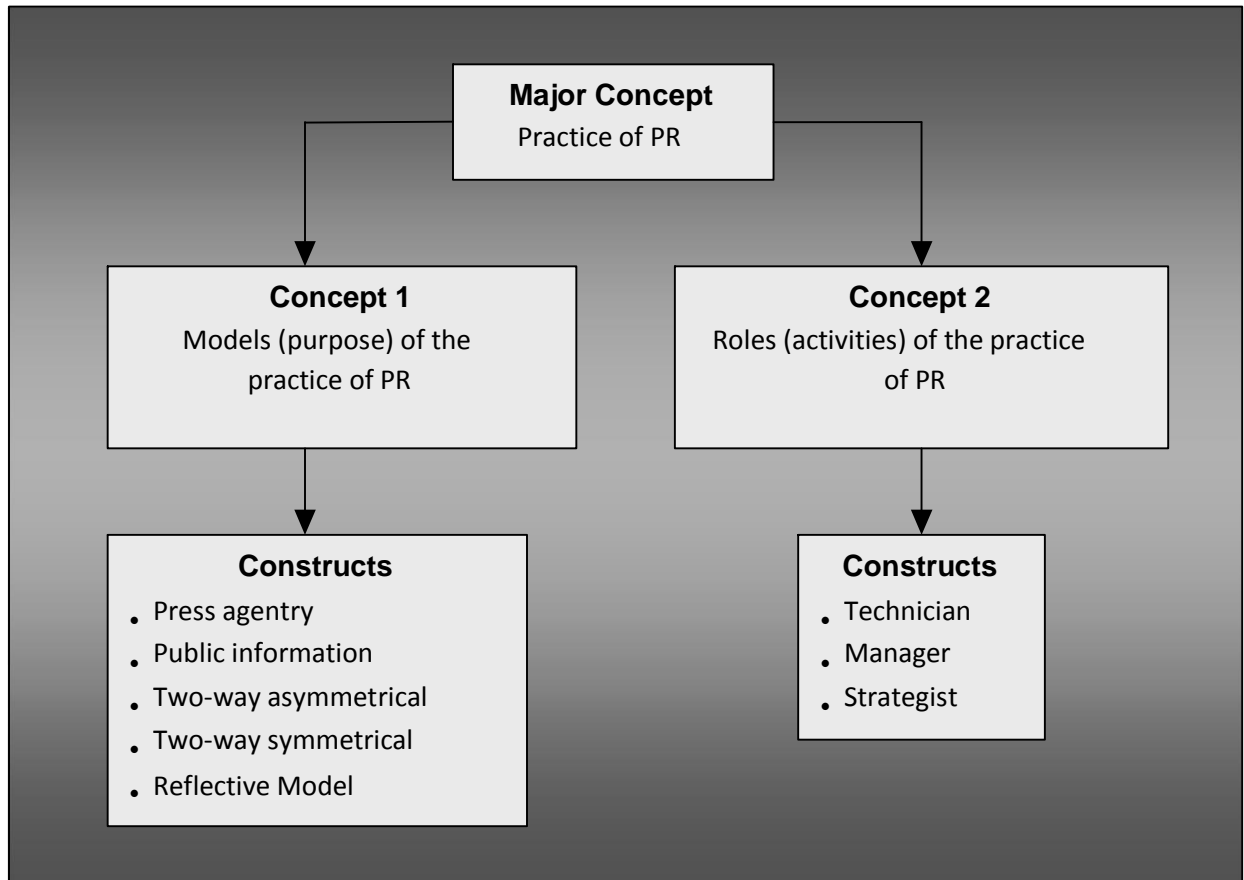


Figure 3: Conceptual framework underlying the practice of PR

2.11. Empirical Framework

2.11.1. Practice of Public Relation

In Bereket, (2015), the researcher employed a mixed approach to evaluate the usage of public relations in the Eastern Zone of Tigray. A questionnaire was utilized to gather quantitative and qualitative information from Weredas workers, outside publics, and PR practitioners. The study's conclusions

showed that, despite the PR office's crucial function being widely acknowledged, professional Public Relations practice is still in its infancy in the eastern region of Tigray. The idea of public relations, particularly its managerial function to foster mutual understanding with the public, is not well understood by PR professionals. Instead, they are thought of as setting up the argument rather than mediating it. The PR office employs a variety of methods, however they are insufficient in quantity and regularity to regularly communicate with the public. Regarding the difficulties: a lack of qualified human resources (professionals), a complacent attitude toward the office (belittling), especially from the top leaders, a lack of sufficient capacity-building trainings, the organizational structure (personnel), a lack of logistics (electronic equipment), a financial constraint, a lack of qualified leadership, a lack of infrastructure (to reach village publics), reluctance of sector offices, and insufficient help from the community in the area. Based on this, the researcher urges the relevant body to set up the practice in a professional and structured manner, and if the right conditions exist and the necessary steps are taken.

Samson (2018) investigates the use of public relations management in preserving relationships with the general public that engages with a corporate entity. Using Ethiopian Broadcasting Corporate as a case study, a mixed method approach was used to examine the effect of public relations in preserving good reputation. Data were gathered using a variety of tools, including questionnaires, document reviews, and in-depth interviews. 50 participants were given the questionnaire, and the EBC public relations department officers were interviewed in-depth.

The study's conclusions showed that the EBC public relations campaign is not research-oriented and that its results are not tracked. Additionally, a survey of audience perception revealed that the public has a bad opinion of the organization. It is easy to infer that the public relations department of EBC's attempts to manage the organization's reputation were unsuccessful. This can be the result of a lack of research-based public relations campaigns and return

on investment studies. Here, it is important to emphasize that corporate reputation should be given top attention in all internal and external operations and should not be overlooked or undervalued in today's business environment.

Research was done on "Public Relations Practices for Enhanced Services Delivery and Librarians' Image in School Libraries in Abia State, South East Nigeria" by Reuben & Abubakar (2019). This study looked into school libraries in Abia State, South East Nigeria, to improve service delivery and librarians' public perception. For the study, a descriptive survey design was employed. In the state's chosen secondary schools, there were 135 teacher librarians in total. The tool for gathering data was a questionnaire. Utilizing frequency tables and mean scores, descriptive statistics were used to examine the data collected. The study's conclusions demonstrate that teachers and students can borrow materials from school libraries, along with offering sitting and study areas and providing user education. Additionally, readers' services, the usage of the library's notice board, book discussions, library exhibits, and exhibitions are the state's predominant public relations techniques used in school libraries. Additionally, it was discovered that effective communication abilities, professional experience, ICT expertise, and effective marketing skills are necessary for teacher librarians to function as public relations officers. Reorienting users and society at large toward the value of the library, providing adequate infrastructure, offering materials relevant to school library users, organizing library week to inform new or potential users, training and retraining teacher librarians, among other things, are some of the recommended strategies to improve service delivery and librarians' reputation.

2.11.2. Roles of Public Relations Department

According to a study by Bereket (2015), the job of the PR office was found to be passive in terms of regularly communicating with its publics (internal and external). The PR office, in the opinion of the study's respondents, lacked professional structure and organization, which resulted from top officials

downplaying its importance. The results were in line with prior research done on corporate reputation management at Ethiopian Broadcasting Corporation, which demonstrated that the public relations department of EBC is not able to turn people's unfavorable or negative attitudes regarding an agency into favorable or good ones. The agency is not looking for solutions or predicting what the public's view will be like in the near future. The department doesn't assess the success or efficacy of its campaigns either (Samson, 2018).

Tesfaye (2018) did additional study, which showed that both the universities community and the general public lack a thorough understanding of the primary functions of the public relations offices at universities. Meanwhile, the PR offices lacked professional structure and organization, which comes from top study leaders downplaying their importance.

In 2017, a study on the "Role of Public Relations in Image Management of an Organization" was carried out by Neha Singh and Dr. A. Ram Pandey. The purpose of the article is to demonstrate the significance of preserving positive and meaningful relationships with every member of the public who engages with a corporate organization. The reputation of an organization is determined by the people who acquire an opinion about it through time. Therefore, it is crucial for an organization to establish positive relationships with all relevant publics. Maintaining relationships with the public is the main focus of public relations, as the name suggests. In order to succeed, corporate organizations believe that they must uphold, cultivate, and enhance positive relationships with their potential clients (the public). In this regard, public relations plays a crucial role.

2.11.3. Challenges of Public Relations

(Bereket, 2015; Tesfay, 2018; Mulualem, 2017; Gemew, 2017).According to them, the practitioners' top challenges included a lack of public trust in the office, a lack of skilled human resources (professionals), a passive attitude toward the office (belittling), especially from top leaders, a lack of media

acceptance, a lack of adequate capacity building trainings, a lack of electronic logistics, a lack of financial constraints, a lack of adequate budget allocations, and a lack of professional leadership.

Chapter Three

Research Methodology

3.0. Research methodology and design

Research methodology refers to the process and techniques that researchers use to study and investigate a specific topic or problem. It involves several steps, including defining a research question, selecting a research design, collecting and analyzing data, and drawing conclusions. The goal of research methodology is to ensure that the research is conducted in a systematic and rigorous manner, using reliable and valid methods, in order to produce accurate and meaningful results.

The research challenge can be approached methodically using research methodology. It can be viewed as a science that studies how scientific research is conducted. In it, we examine the many approaches typically used by a researcher to analyze his research challenge, as well as the reasoning behind them. The researcher must be familiar with both the methodology and the research methods/techniques. Kothari (2004:8)

There is another related idea when we discuss about researcher methodology that states by Kothari.

Kothari (2004:8) furthering his analysis of methodology as following:-

"Research methodology provides the student with the necessary training in gathering information and organizing or card-indexing them, participating in fieldwork as necessary, and also training in techniques for the collection of data appropriate to particular problems, in the use of statistics, questionnaires, and controlled experimentation, as well as in recording evidence, sorting it out, and interpreting it."

Researchers have historically been sharply divided into qualitative and quantitative schools of thought, notably in the social sciences (Onwuegbuzie & Leech, 2005:25). Numerous papers on research methodologies (Howe, 1988;

Neuman, 1997) have highlighted the distinctions between these two approaches. For instance, according to Myers (2009:8), qualitative research examines social and cultural phenomena in-depth and focuses on text, whereas quantitative research examines population-wide trends and focuses on numbers. In a similar vein, Harrison (2001:32) contends that quantitative design offers a comprehensive grasp of the issues under inquiry, whereas Miles & Huberman (1994:45) believe that qualitative research concentrates on in-depth exploration of research issues.

As ascertained by reputable research methodologies researchers above, we can conclude that there are two main types of research methodology,

1. Quantitative methodology
2. Qualitative methodology

Both methodologies have their own weak and strong sides. None of them can explain all provided problem of the study. Therefore, researchers combine both methodologies to be more scientific. Mixed method research is a methodology that combines both qualitative and quantitative forms. It involves philosophical assumptions, the use of qualitative and quantitative approaches, and the mixing of both approaches in a study. The research has used a mixed research methodology, according to Creswell, (2014) mixed research methods employ both quantitative that includes closed ended responses and qualitative method that tends to be open ended.

A mixed research methodology is beneficial for the researcher to gain a more holistic view of a subject. It allows the researcher to draw on the strengths of various research strategies to uncover deeper insights. Qualitative methods can focus on understanding behavior, emotions, and motivations, while quantitative methods provide directional information about trends or patterns.

3.1. Qualitative Methodology

Qualitative research focuses on exploring and understanding the meaning and experiences of people through non-numerical data such as interviews, focus groups, and observations. This type of research aims to develop theories and concepts that can explain a phenomenon.

3.2. Quantitative Methodology

Quantitative research is focuses on numerical data and statistical analysis. This type of research uses objective measurements to test hypotheses and draw conclusions about a population. It involves collecting large sample sizes, using standardized survey tools, and statistical methods to analyze data.

Both qualitative and quantitative research methodologies have their strengths and weaknesses, and which method is appropriate depends on the research question and the data being collected (Creswell, 1994; Kaplan and Maxwell, 1994).

There are several reasons why I mixed qualitative and quantitative research methodologies. As mentioned above qualitative methodology allow researchers to explore and gain an in-depth understanding of complex phenomena, such as human behavior and social interactions that cannot be easily captured through quantitative methods alone. Additionally, quantitative research uses numerical data and uses objective measurements to test hypotheses and draw conclusions about a population. It involves collecting large sample sizes, using standardized survey tools, and statistical methods to analyze data.

3.3. Research design

Research design is an essential component of the research process, as it outlines the overall structure and plan for the study. It involves making decisions about the type of research that conducted, the methods that used to collect and analyze data, the population and sample that studied, and the overall strategy for addressing the research question. The design of a research

project must be carefully and executed in order to produce reliable and valid results, and to ensure that ethical considerations are taken into account.

A research design is an arrangement of parameters for data collecting and analysis that seeks to balance procedural economy with relevance to the study goal. According to Kothari (2004:31), research design is the conceptual framework within which research is carried out; it serves as the guide for the gathering, measuring, and analysis of data.

In detail, Kothari (2004:32) describes the research design, the best quantity of information can be collected with the least amount of work, time, and money by optimizing the seamless operation of various research activities, which is why research design is essential. Before we gather and evaluate the data for our research project, we need a research design or a plan, much as we need a well-planned and prepared blueprint (also known as the map of the house) for better, more reasonably priced, and more aesthetically pleasing house construction. The term "research design" refers to the early formulation of the methods to be used for the collection of the essential data as well as the methods to be applied for their analysis, while keeping in mind the objectives of the study and the resources (people, time, and money) that are available. Because any errors could lead the project as a whole to fail, the research design should be made with the utmost care.

The research of this paper employ descriptive research design. In the social sciences and marketing, descriptive study design is employed to assist businesses in comprehending the attitudes, routines, motives, and behaviors of a certain population. To give precise insights into a population's characteristics, descriptive research employs quantitative techniques like surveys or experiments. "Descriptive research studies are ones that focus on describing a certain person's or a group's features without in any way changing them." Kothari (2004:37).

The researcher use descriptive research because it offers efficient, reliable means for quantifying data that may have previously been difficult or impossible to measure. This type of study allows researchers to point out key correlations that can be analyzed with greater accuracy than before and also descriptive research design may utilize various methods of data collection, such as surveys, interviews, observations, and case studies, among others. The data collected is then analyzed through statistical methods to summarize and describe the characteristics of the population or phenomenon being studied.

3.4. Data sources and collection mechanisms

3.4.1. Data source

A data source is a location or mechanism that provides data to an application or system. It can be a file, a database, a web service, or any other means of retrieving data. Data sources are commonly used in software development, data analysis, and business intelligence to collect, organize, and present data in a meaningful way. Data source validity and reliability are two important aspects of data quality.

The degree to which the requirements of the scientific research method were adhered to while producing research findings can be used to explain the validity of a study. According to Oliver (2010:51), validity is a prerequisite for all types of investigations. Different types of study validity exist, and Cohen, et al. (2007) list the primary types as content validity, criterion-related validity, construct validity, internal validity, external validity, concurrent validity, and face validity.

Reliability refers to the extent to which the same answers can be obtained using the same instruments more than one time. Reliability is a concern every time a single observer is the source of data, because we have no certain guard against the impact of that observer's subjectivity. Babbie (2010:158). According to Wilson (2010:25) reliability issues are most of the time closely associated

with subjectivity and once a researcher adopts a subjective approach towards the study, then the level of reliability of the work is going to be compromised.

Based on the aforementioned details, the researcher uses various techniques in this study to evaluate the authenticity and trustworthiness of the data. The student researcher applied these techniques from them

- The proper time frame for the study was decided
- The proper technique, taking into account the peculiarities of the study was adopted.
- The most appropriate sample approach for the study was chosen
- And the respondents were not under any kind of pressure to make any particular decisions from the response sets.

3.4.2. Primary data source

The data collected by the researcher from primary sources for the first time from scratch is known as primary data. This data is collected directly from the source of origin. It is real-time data and is always specific to the researcher's needs. The primary data is available in raw form. The investigator has to spend a long time period in the collection of primary data and hence is expensive also. However, the accuracy and reliability of primary data are more than the secondary data. Some examples of sources for the collection of primary data are observations, surveys, experiments, personal interviews, questionnaires, etc. The researcher used primary data source, questionnaire and interview in this study.

3.5. Population of the study

Bank of Abyssinia is one of the bank in Ethiopia. The Bank of Abyssinia has 852 domestic branch networks, of which 400 are in Addis Ababa and the remaining branches are situated in bankable towns all around the nation, according to the 2022 annual report. There are 1,012,177 registered consumers that have used various financial services. The study focuses on the staff members of the Bank of Abyssinia's public relations department at one of

the branches. The Bank of Abyssinia's public relations and communications department employs 30 people. Due to their tiny size, the researcher used the entire population in order to obtain complete information and ensure the accuracy of the data.

3.5.1. Sampling technique

“A sample is a subset of the population that is representative of the entire population (Wimmer &Dominick, 2011).” Sampling is very important in research because it is not feasible for a research to study the whole population. “Sampling is a tool which is cheap and quick, (Berg, 2011).” In order to get the respondent from the target population, the researcher will adopt purposive and simple random sampling.

According to Patton (2002), "Purposeful sampling is a technique widely used in qualitative research to identify and select cases that are information-rich in order to make the best use of limited resources." Because it allows the researcher an opportunity to use his or her knowledge and skills to choose samples that they believe accurately represent the population.

Purposive sampling is a technique used to select participants for research projects with the goal of gaining high-quality information from individuals who are knowledgeable or experienced in the subject area. It is used when researchers need specific knowledge from particular people and can be less time consuming and expensive than other types of sampling methods. Its focus on experts including researchers, analysts, academics or professionals makes it an effective way to capture relevant data that can only come from informed sources.

A sample is chosen for a specified purpose or criterion using the non-probability sampling technique known as "purposeful sampling." In other words, the researcher selects participants consciously based on criteria like age, gender, career, or other pertinent traits.

To use purposive sampling, the researcher need to identify the specific criteria that are important for the research question and then recruit participants who meet those criteria. This could involve reaching out to individuals who belong to a specific group or who have expertise in a particular area.

Also in this study the researcher use purposive sampling technique because it can be an effective way to target a specific population and gather data that is relevant to the research questions. The research focuses on the public relations practice of Bank of Abyssinia, so to get the right information it is important to ask peoples who are directly related to the issue. That's why the researcher use purposive sampling. There are 30 employees in the public relations department of Bank of Abyssinia. They work on the public relations practice so they are the right persons to give any information about the topic. And the researcher used the entire population.

3.6. Data collection instruments

The statistical analysis depends heavily on the data collection process. Primary data collection was employed in this study since it is the most accurate technique of information gathering because it comes directly from the target population through questionnaires and in-depth interviews.

3.6.1. Questionnaire

A questionnaire is a research tool that consists of a series of standardized questions to ask one or more respondents in order to collect statistically significant information on a certain topic. A questionnaire, according to Kumar (2011:8), is a written list of questions that respondents answer and then record. According to Antonis (2005:94), surveys can be distributed face-to-face, over the phone, to a group, or by mailing them to individual respondents. Additionally, according to Clampitt & Downs (2004:55), "the questionnaire method produces benchmark rating scores for various aspects against which

future performance can be measured and allows the researcher to control the focus of the assessment."

The questions are closed ended and it helps the researcher because it saves time it's easy to get organized data also it is cost effective. The questionnaires include the employees of Bank of Abyssinia public relation department. All questions are prepared in English. The researcher checked the reliability of the data by comparing different versions of the same measurement.

3.6.2. Interview

An interview is a qualitative research technique that involves asking open-ended questions to converse with respondents and collect elicited data about a subject.

"In-depth interviews are one of the most popular qualitative methods because they offer chances to understand the research participants' internal thoughts, perceptions, interpretations, knowledge, and opinions" Ezzy (2002:44).

In-depth interviews, according to Neuman (2000:506), are a collaborative effort between the interviewee and the researcher. This particular research will be useful for the business and will be practically used.

Structured and unstructured interviews are combined to create semi-structured interviews. While the researcher has a general idea of the questions they intend to ask during the interview. Semi-structured interviews frequently have an open-ended format that promotes flexibility and a sense of order while adhering to a specified theme framework.

Semi-structured interviews are the method of choice when collecting qualitative, unstructured data and when examining participant perceptions of a particular subject. Structured and unstructured interviews are combined to create semi-structured interviews. Semi-structured interviews frequently have an open-ended format that promotes flexibility and a sense of order while

adhering to a specified theme framework. Interview subjects were chosen intentionally, and a list of semi structured interview questions was used in this study. The researcher used interview to address and explore unexplored questions.

3.7. Data Analysis Methods

Data analysis is the methodical application of logical and/or statistical approaches to describe and demonstrate, summarize and assess data. Different analytical techniques "provide a way of drawing inductive inferences from data and distinguishing the signal (the phenomenon of interest) from the noise (statistical fluctuations present in the data)," according to Shamoo and Resnik (2003:58).

There are steps for data analysis. These are:-

1. **Sieving data**, also known as data filtering or data screening, is the process of selecting and extracting relevant data from a larger dataset based on certain criteria or conditions. This is an important step in data analysis as it helps to reduce the amount of irrelevant data and focus on the relevant information. Essentially, sieving data involves removing or excluding data that does not meet the desired specifications, leaving behind only the data that is necessary for the analysis.
2. **Categorization of data** is the process of grouping data into distinct categories based on their features or attributes. This is a common technique used in data analysis and is often applied to large datasets to simplify and organize the data for better analysis and understanding. The categories can be defined based on various factors such as the nature of the data, their attributes, their significance, or their relationships. The resulting categorization allows for easier interpretation and analysis of the data, as well as identification of patterns and trends within the different categories.

3. **Coding of data** refers to the process of assigning numerical or alphanumeric codes to different variables or categories in a dataset. This is typically done to facilitate data analysis, visualization, and interpretation. For example, in a survey, each response option may be assigned a unique code that can be used to tabulate and analyze the data. The coding process can be done manually or with the help of software tools, depending on the complexity of the dataset and the desired level of precision.
4. **Triangulation of data** is a research methodology that involves the use of multiple methods or sources of data to enhance the validity and reliability of research findings. This method is often used in social sciences, where researchers seek to gain a more complete understanding of a phenomenon by gathering data from different angles or perspectives. For example, a study on student achievement may use a combination of quantitative data from test scores and qualitative data from interviews or observations to obtain a more comprehensive picture of the factors that impact student performance. Triangulation can help mitigate the limitations of any single data source or method and increase the confidence in the accuracy of the research findings.
5. **Argumentative analysis of data** is the process of using data, statistics, and other evidence to support a particular argument or point of view. This involves analyzing the data to identify patterns, trends, and relationships that can be used to support or challenge a hypothesis or claim. The argumentative analysis of data often involves presenting this analysis in a clear and convincing way, using visual aids and other techniques to help make the data more accessible and understandable to others. The goal of this process is to use data-driven insights to build a strong case for a particular viewpoint or argument. Finally after these steps we arrive at findings.

The collected data needs to be carefully arranged and analyzed in order to produce results that can be understood. Since a significant portion of data analysis success depends on the aptitude in the selection of appropriate method for the analysis, the design of the research must include a clear direction for the treatment of the data. So the questions and interview is analyzed by using the above processes.

CHAPTER FOUR

DATA PRESENTATION, ANALYSIS AND INTERPRETATION

This chapter presents, analyzes and interprets the data collected from all respondents, employees and public relations department manager of Bank of Abyssinia.

Through questionnaires and interviews, these data were gathered. Employees received questionnaires, and the manager of the Bank of Abyssinia's public relations department was interviewed.

The questionnaire used to collect the data has closed-ended questions in it. The researcher was compelled to use purposive due to the sheer number of employees that made up the study's target group. Although the researcher issued questionnaires to 30 respondents and able to collect 30 (100.00%) questionnaires that were completed and returned correctly and conducted an interview with the manager of the Bank of Abyssinia's public relations department to get more information.

Finally, all data collected were compiled and analyzed using descriptive and inferential statistics. Only those data on the questionnaire were computed through applying depicted on tables, and the analyzed and summarized data on the questionnaire were also quantitatively interpreted. Therefore, in accordance with the aforementioned aims, this chapter offers the study's primary findings.

4.1 General Information about the respondents

Table 1: Frequency of Sex and education of the respondents {N=30}

Variables	Categories	Frequency	Percent
Sex	Male	18	60
	Female	12	40
Educational background	Certificate	-	-
	Diploma	-	-
	1 st degree	12	40
	2 nd degree	13	43.33
	3 rd degree and above	5	16.66

Source: Proposed from questioner survey

As it is observed from the above table the majority of respondents aged 18 (60%) were men. A lack of diversity and a narrow range of ideas and experiences might result from having a disproportionately male workforce in decision-making processes. Additionally, it may result in a hostile or unwelcoming workplace atmosphere for women, which may have an adverse effect on their career advancement and job happiness. Regarding educational background, the plurality of respondents (13, or 43.33%) had a second degree. The remaining group included 12 (40%) first-degree holders and 5 (16.33) third-degree and higher holders. Since the majority of the staff members hold a second-level degree, it is clear that having literate workers can benefit a bank in a number of ways. Literate workers are capable.

4.2 Analysis of major findings

Table 2: Responses of the employees regarding the practices of the PRD of the BOA

NO	Item	No of Respondent	Percentage
1	How much satisfied are you with the function of the internal public relations department communication of your organization?		
	Very much satisfied	-	-
	Much satisfied	2	6.66
	Satisfied	20	66.6
	Unsatisfied	3	10
	Neutral	5	16.66
	Total	30	100
2	How does your organization utilize public relations to engage with employees?		
	Excellent	4	13.33
	Very good	16	53.33
	Good	6	20
	Poor	4	13.33
	Total	30	100
3	What do you feel about your organization's values, transparency and authenticity in its public relations efforts?		
	I believe our organization is very strong	9	30
	Our organization should improve its efforts	17	56.66
	I'm not sure about our organization's efforts	4	13.33
	Total	30	100
4	In your opinion, how far effective are the communication strategies used by your organization's public relations department?		
	Excellent	-	-
	Very good	15	50
	Good	10	33.33
	Poor	5	16.66
	Total	30	100

Source: Proposed from questioner survey

Table 2 shows that, presentation of data on the responses of employees of Bank of Abyssinia regarding their perceptions of public relations practices within the organization. On table 2 the first item, out of the total respondents 3(10) of the respondents reflected their view by selecting unsatisfied, 20(66.66) of respondents were selected satisfied, 2(6.66) respondents were selected much satisfied and 5(16.66) respondents were selected neutral. This result summarizes that, it's positive to see that the majority of respondents reported feeling satisfied with the PR practices of Bank of Abyssinia. However, it's important to note that there may be need of improvement in public relations department of BOA. It would be valuable to look more closely at the data to identify any specific areas where employees feel less satisfied, as this can provide insight into potential PR challenges that the organization may need to address.

Table 2 second item shows that, how Bank of Abyssinia utilize public relations to engage with employees. 4(13.33) respondents reflect their view by selecting excellent, 16(53.33) respondents were selected very good, 6(20) were selected good and 4(13.33) respondents were selected poor. The majority of respondents rated the organization's use of public relations as either "Excellent" or "Very Good". However, there is still some room for improvement, as a significant proportion of respondents rated the organization's use of public relations as either "Good" or "Poor". It would be helpful to gather more information about which specific public relations strategies are working well and which may need improvement, in order to better engage with employees. Overall, this data suggests that your organization is on the right track in using public relations to engage with employees, but there may be some areas that need to be addressed in order to reach even higher levels of engagement.

Table 2 item three shows that, the view of Bank of Abyssinia PRs department employees on the organization values, transparency and authenticity in its public relations efforts. Out of the total respondents 9(30) of the respondents reflected their view by selecting the organization is very strong in its public

relation efforts, 17(56.66) of respondents were selected that the organization should improve its public relation efforts, 4(13.33) of respondents were not sure about the organization's public relations efforts. So, this shows BOA public relations practice needs attention and more work.

Finally item four shows, the effectiveness of communication strategies used by Bank of Abyssinia PRs department. As we can see from the table 15(50) respondents were selected very good, 10(33.33) respondents were selected good and 5(16.66) were selected poor. It seems that the majority of employees perceive the communication strategies used by the bank as effective. The majority of respondents rated the communication strategies as "very good," indicating that they find the strategies to be highly effective. Additionally, a significant portion of respondents rated the strategies as "good," which suggests that they find them to be moderately effective. And the rest of respondents rated the strategies as "poor," which could indicate that there may be some areas for improvement in the bank's communication strategies.

Table 3: Response of employees of BOA in terms Public Relations tools

No	Item	No of Respondent	Percentage
1	By what communication mechanism does the public relation department of your Bank send you messages?		
	By mobile cell	3	10
	By information board	12	40
	By face book	7	23.33
	By meetings	8	26.66
	Total	30	100
2	What are some ways your organization implements public relations strategies to effectively engage with employees?		
	Through internal newsletter, emails, meetings	20	66.66
	Encouraging employee feedback	4	13.33
	Celebrating employee achievements	-	-
	Providing opportunities for professional development and growth through training programs	6	20
	Total	30	100

Source: Proposed from questioner survey

Item one of table 3 analyzes and presented the respondents answer about Bank of Abyssinia communication mechanism of PRs department with the employees. Accordingly, 3(10) were selected mobile cell and 12(40) of respondents were selected the information board, 7(23.33) respondents were selected face book and 8(26.66) of respondents were selected meetings. Based on the presentation majority of respondents reflect the communication mechanism of BOA public relations department is through information board and a few people mentioned mobile cell as method of receiving information. This shows that the information board is the main mechanism of BOA PRs tools. When the bank uses the information board as a tool, it can prevents information from being delivered quickly and the employees are may not see the message at the time.

Table 3 item second shows what PRs strategies done by for effective engagement with employees. Out of the whole respondents 20(66.66) respondents were selected internal newsletter, emails, meetings. 4(13.33) respondents were selected Encouraging employee feedback and 6(20) respondents were selected providing opportunities for professional development and growth through training programs. Most effective PR strategies for engaging with employees were newsletters and meetings, as selected by the majority of respondents. Additionally, a significant portion of respondents selected employee feedback as an effective PR strategy for engagement. Finally, some respondents identified opportunities for professional development as an effective PR strategy for employee engagement. Based on the majority response, the bank uses for communication newsletter, emails and meetings, that's good but there are many ways that the bank uses for communicating with the employees.

Table 4: Response of employees on BOA Public relations challenge

No	Item	No of respondent	Percentage
1	How do you believe your organization's public relations department should improve communication with employees?		
	Strongly agree	6	20
	Agree	24	80
	Medially disagree	-	-
	Strongly disagree	-	-
	Total	30	100

Source: Proposed from questioner survey

Table 4 shows how Bank of Abyssinia improve the way of communication with employees. 6(20) respondents reflect their view by selecting strongly agree 24(80) were selected agree. 20 percent of respondents strongly agree with Bank of Abyssinia improve the way of communication with employees and 80 percent of respondents agree with Bank of Abyssinia have to improve the way of communication with employees. Majority of responses shows that the public relations of BOA should improve the way of communication because it seems like the challenges of the public relations practice of BOA.

Table 5: Response of employees on their view of Public relations

No	Item	No of respondents	Percentage
1	What benefits do you think an organization can gain from having a strong public relations team?		
	Improved brand reputation and credibility	8	26.66
	Better communication with stakeholders and customers	15	50
	Crisis management and damage control	3	10
	Increased media coverage and positive publicity	4	13.33
	Total	30	100
2	What was your experience like in terms of the level of support and guidance provided by the public relations team?		
	The public relations team provided excellent support and guidance, and was always available to answer any questions or concerns I had	3	10
	I felt that the support and guidance provided by the public relations team was adequate, but there were times when I wished they had been more proactive in communicating with me	19	63.33
	My experience with the public relations team was negative, and I felt that they were unresponsive and unhelpful when I reached out to them for support and guidance	8	26.66
	I haven't had much interaction with the public relations team, so I can't speak to the level of support and guidance they provide	-	-
	Total	30	100
3	How do you think effective public relations can impact employee engagement and morale?		
	Not at all impactful	-	-
	Slightly impactful	-	-
	Moderately can be impactful	8	26.66
	It can be very impactful	16	53.33
	Extremely impactful	6	20
	Total	30	100

Source: Proposed from questioner survey

Table 5 shows that, presentation of data on the responses of employees of Bank of Abyssinia generally on their view of what is Public relations and its advantage for them. And item one shows that what organizations can gain from strong PRs team. Out of all respondents, 8(26.66) were selected improved brand reputation and credibility, 15(50) were selected better communication with stakeholders and customers, 3(10) were selected crisis management and

damage control and 4(13.33) were selected increased media coverage and positive publicity. This shows Bank of Abyssinia employees generally view Public relations as an important aspect of for organization. The majority of respondents selected better communication with stakeholders and customers as the main advantage of having a strong PR team. Other selected benefits include improved brand reputation and credibility, crisis management and damage control, and increased media coverage and positive publicity. Overall, these responses shows that having a strong PR team can bring many advantages to organizations, such as improved communication, better reputation, and increased media coverage.

Table 5 item two shows that employees experience on things provided PRs team. 3(10) respondents were said the public relations team provided excellent support and guidance, and was always available to answer any questions or concerns I had 19(63.33) respondents said I felt that the support and guidance provided by the public relations team was adequate, but there were times when I wished they had been more proactive in communicating with me and 8(26.66) of respondents were selected my experience with the public relations team was negative, and I felt that they were unresponsive and unhelpful when I reached out to them for support and guidance. The data presentation shows that majority of Bank of Abyssinia employees feel that the support and guidance provided by the PR team is adequate, but there is room for improvement. While some respondents felt that the PR team provided excellent support and guidance and was always available to answer their questions or concerns, others were less satisfied with their experience. Some employees wished that the PR team had been more proactive in communicating with them.

Table 5 item three shows how PRs impact employee's engagement and morale. 8(26.66) were selected moderately important, 16(53.33) were selected very important and 6(20) were selected extremely important. Based on the data, it seems that a majority of the respondents believe that effective public relations has a significant impact on employee engagement and morale. This suggests

that organizations that prioritize their public relations efforts may also experience higher levels of employee engagement and better morale. And the data shows, by effectively communicating with both internal and external stakeholders, organizations can build a strong brand reputation and foster a positive work environment.

4.3. Some major findings qualitative interview with the public relations manager

To learn the basics of the bank's public relations strategy, the researcher spoke with the manager of the Bank of Abyssinia's public relations department. As a result, all of the answers are presented.

According to the Public relations Manager, BOA uses three main tools: an internal portal, formal letters, and outlook email to communicate with the internal audiences or employees. The internal portal appears to be the most frequently used tool, with a high volume of content and updates being posted on a regular basis.

The Public relations manager said that, most of employees are fail to see their email or the portal, connection problem and low attention to the message. These are the challenge we face when we communicate with the employees.

The Public relations manager said, we measure the effectiveness of internal communication by conduct survey on yearly basis. The Public relations manager said that, BOA has a formal web-page that communicate with the employees and customers widely by updating any new information and new status of the bank.

The Public relations manager also said that, the most effective way of trust build through communication in an organization is: practicing everyday communication, mutual understanding and give feedback, appreciation and motivation for those who communicate every time. And the Public relations manager said that, more than half employees participated in public relations campaign launched by the bank.

Chapter Five

Summary, Conclusion and Recommendation

5.1. Summary

Managing the dissemination of information between a person or an organization and the public is known as public relations. The attitudes of the numerous important publics are assessed and interpreted by this applied social and behavioral science. In order to control the dissemination of information between a person or organization and the public, PR experts use strategies, tactics, and procedures. It can act as a defense against sales, marketing, and other organizational tasks.

The purpose of this study was to analyze and evaluate the public relations practices used by the Bank of Abyssinia. The goal of public relations is to convince and promote understanding among people and organization. Bank of Abyssinia's public relations offices are responsible for planning, organizing and directing public relations activities, studying and carrying out tasks to improve public awareness and understanding, handling both internal and external relations, and maintaining healthy relations with government organizations, civil society, private sector, media and others. This research paper assesses the Bank of Abyssinia's internal public relations practice based on its effectiveness in creating a positive work environment, fostering open communication, and promoting employee engagement and satisfaction. It also looks into how the bank uses feedback mechanisms to improve communication and engagement.

This research paper focuses on the practices of the Bank of Abyssinia Public Relations department, the factors that affect PR practice, and the tools used. It aims to fill knowledge gaps, identify factors that affect PR practice, and identify public relations tools used in Bank of Abyssinia. It consists of five chapters: background of the study literature review, research methodology, data presentation analysis and interpretation and summary, conclusion and recommendation.

The main objective of the study was to assess the public relations practice of Bank of Abyssinia. Data was collected through questioner and interview, and the findings shows that the bank's public relations practice lacks transparency and authenticity. Employees ignore messages in internal communication, which can lead to missed opportunities, lost information, delays, errors, and other issues. The bank has no defined measurement to evaluate its public relations activities and only evaluates the success of internal communication once a year. Bank of Abyssinia's PR department is seen as a one-way communication channel, leading to misunderstandings, miscommunications, and a lack of clarity among employees. This can lead to frustration and confusion, which can affect the department's performance and productivity.

5.2. Conclusions

The three questions posed in the first chapter of the research paper were addressed as the study's primary goal was to evaluate the Bank of Abyssinia's public relations practice. Questions were posed, relevant literature was studied, and information data was gathered through questioning and interviews in order to accomplish this goal. After doing an analysis and providing an interpretation in the preceding chapter, the researcher come up with the major findings.

The employees of Bank of Abyssinia believe that the Bank of Abyssinia public relations lacks transparency and authenticity. The data indicates that there is a problem that needs to be improved. The way Bank of Abyssinia uses to communicate with the employees are traditional way. In this digital age, instead of simply transferring information by using technologies, the bank uses an information board. This prevents information from being delivered quickly. One of the challenges of public relations practice in BOA is, employees of the bank ignore messages that send to the through email and do not respond appropriately. Ignoring messages in internal communication can have a number of disadvantages for an organization. It can create a perception of disinterest, disengagement, or lack of respect among the department members.

This can lead to missed opportunities, lost information, delays, errors, and other issues that can negatively impact the bank's operations and performance.

The bank has no defined measurement to evaluate its public relation activities and evaluated the success of internal communication only once a year. It can lead to misunderstandings, miscommunications, and a lack of clarity among employees. This can cause frustration and confusion, which can ultimately affect the performance and productivity of the department. Furthermore, without regular evaluation, it can be difficult to identify areas for improvement or potential issues that may arise within the communication channels. The way Bank off Abyssinia Public relations department employees see public relations as only communication way for internal communication. But PR focused on many issues rather than communication. It can result in a lack of clarity and understanding among employees. Furthermore, if employees are only relying on PR for internal communication, it can cause a lack of engagement and motivation. This is because PR is typically seen as a one-way communication channel, meaning that employees do not have the opportunity to provide their own feedback, ideas, or concerns.

The majority of Bank of Abyssinia employees feel that the support and guidance provided by the PR department is adequate, but there is room for improvement. The bank concentrates on a few traditional PR tools, lack of a robust online PR campaign (via the BOA website, social media, or any other platform), a lackluster PR activities, information misunderstanding, and a lack of regular monitoring and evaluation of PR efforts are all factors. The public relations manager asserts that exercising regular communication, fostering mutual understanding, and providing feedback, as well as showing appreciation and motivating those who communicate frequently, are the most efficient ways to develop trust with employees.

5.3. Recommendations

Based on the analyzed data, major findings and conclusion of this paper, the researcher forwarded the following recommendation:

1. BOA should listen carefully to what employees are saying and take their concerns into consideration. This may involve conducting surveys or focus groups to gain a better understanding of what employees are looking for in terms of transparency and authenticity.
2. BOA should communicate with employees on a regular basis, providing updates and information about the Bank's activities and initiatives. This can be done through a variety of channels, including email, social media, and by using different technologies.
3. BOA have to emphasize the importance of PR: When the bank emphasize the importance of PR in shaping the bank's reputation and image, employees are more likely to view it as a critical function. This can be done through training sessions, company-wide messaging, and other internal communications and should encourage employee involvement.
4. BOA should prioritize employee engagement and recognize the contributions of the staff. And should invest in social media.

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Appendix

Addis Ababa University

College of Humanities, Language Studies, Journalism and Communication

Questioners to be filled by employees

The purpose of this questionnaire is to gather primary research data for the study "The Public Relations practice of the Bank of Abyssinia" for the MA in Public Relations and Strategic Communication Management. Your response is crucial to the student researcher's paper. Simply take a few minutes out of your valuable time to devote all answers to filling out honestly and diligently. Your submission of any information to this study will be treated in complete confidence. I appreciate you taking the time to complete this questionnaire

General Directions

- No need to write your name
- Please put “√” mark on the boxes that mostly explains your answer
- Please write short and precise answers

I. Personal Information

1.1 Sex Male Female

1.3 Educational Background

Certificate Diploma 1st degree 2nd degree 3rd degree and above

5. How does your organization utilize public relations to engage with employees?

Poor Good Very good Excellent

6. What are some ways your organization implements public relations strategies to effectively engage with employees?

Regularly communicating company news and updates through internal newsletters, emails, or company-wide meetings.

Encouraging employee feedback.

Celebrating employee achievements and milestones through recognition programs, employee spotlights, or social media posts.

Providing opportunities for professional development and growth through training programs, mentorship, or tuition reimbursement.

7. How do you believe your organization's public relations team should improve communication with employees?

Strongly agree Agree Medium Disagree Strongly disagree

8. What was your experience like in terms of the level of support and guidance provided by the public relations team?

The public relations team provided excellent support and guidance, and was always available to answer any questions or concerns I had.

I felt that the support and guidance provided by the public relations team was adequate, but there were times when I wished they had been more proactive in communicating with me.

My experience with the public relations team was negative, and I felt that they were unresponsive and unhelpful when I reached out to them for support and guidance.

I haven't had much interaction with the public relations team, so I can't speak to the level of support and guidance they provide.

9. What do you feel about your organization's values, transparency and authenticity in its public relations efforts?

I believe our organization is very strong in upholding its values, transparency, and authenticity in public relations efforts.

Our organization should improve its efforts in being more transparent and authentic in its public relations.

I am not sure about our organization's efforts in upholding its values, transparency, and authenticity in public relations.

10. How do you think effective public relations can impact employee engagement and morale?

Not at all important Slightly important Moderately important

Very important Extremely important

Addis Ababa University
Journalism and Communication Department
Questioners to be fill by PR Manager of BOA

1. What major public relations tools do you used to communicate with the internal audiences of the Bank of Abyssinia?
2. What are some of the biggest challenges you face when communicating with employees at your organization?
3. How your organization does measures the success of its internal communication strategies?
4. How does your organization utilize social media to communicate with employees and customers?
5. In your opinion, what is the most effective way for an organization to build trust with its employees through communication?
6. How many employees participated in the successful public relations campaign launched by your organization to build trust through communication?