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Graduate School of Journalism and Communication

Specialized in Public Relation and Strategic
Communication

Assessment on Activities and Challenges of Public Relations at the
Federal Ethics and Anti-Corruption Commission of Ethiopia

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June, 2020

Addis Ababa, Ethiopia

Addis Ababa University
Graduate School of Journalism and Communication
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Assessment on Activities and Challenges of Public Relations at the
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I herewith declare that this thesis is merely my own work that has been done after approval of title for this study and has not been presented for a degree in any other university. I followed research code of conduct throughout the work of this study and all reference or acknowledgment, for this thesis have been properly acknowledged.

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CERTIFICATE

This is to certify that this thesis is prepared by Kebebe Dadi entitled “**Assessment of Public Relations Activities at the Federal Ethics and Anti-Corruption Commission**” and submitted for the partial fulfillment of Master’s degree in Public Relations and Strategic Communication. It is compiled as per the regulations of the University and meets the accepted standards with respect to originality and quality. Therefore, as advisor hereby declare that no part of this thesis has been submitted to any other university or institution for the award of any degree.

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Abstract

This study intends to promote the utilization of conceptual aids for public relations activities by assessing activities and challenges of public relations at the Federal Ethics and Anti-Corruption Commission of Ethiopia (FEACC). Specifically, the study aims to identify the extent to which activities of PR are implementing in relation to PR theoretical concepts, explore practitioners' role, and challenge facing PR activities in FEACC. The study employed descriptive mixed research method to collect and analyze data. Data was collected using questionnaires, in-depth interviews, and focus group discussions from 154 respondents with an acceptable average response rate of 91.4% and document analysis. The collected data was analyzed to reach at findings. The findings of the study show that activities of PR in FEACC have a variety of aspects, but not satisfactory; they have not grounded on PR strategy and objectives; no feedback mechanism for improvement; PR messages are not pretested before reaching the public; almost there is no consistency in PR activities; there are overlapping of PR and education activities in FEACC; practitioners are fully engaged on technician role without dealing with the strategic role; poor internal PR activities; lack of proper attention for PR section, capacity and skill gap observed on the side of practitioners, high rate of employee turnover; lack of proper PR structure; unproportioned workload; lack of information management system and absence of proper coordination between FEACC and Regional Anti-Corruption Commissions to harmonize national anti-corruption struggles. Lastly, the study has suggested concentrating on awareness formation, reforming PR structure, developing theoretical guidelines, capacity building, establishing interface and information handling system, and committed leadership to improve PR activities in the Federal Ethics and Anti-Corruption Commission of Ethiopia.

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Thesis Examination Board Members i

DECLARATION ii

CERTIFICATE iii

Abstract iv

Acknowledgements v

List of Charts ix

Diagrams ix

CHAPTER ONE 1

1. Introduction 1

 1.1. Background of the Study 1

 1.2. Statement of the Problem 3

 1.3. Theoretical Framework 4

 1.4. Objective of the Study 5

 1.4.1. General Objective 5

 1.4.2. Specific Objectives 5

 1.5. Research Questions 6

 1.6. Scope of the Study 6

 1.7. Significance of the Study 6

 1.8. Limitation of the Study 7

 1.9. Organization of the Thesis 7

CHAPTER TWO 8

2. Review of Related Literature 8

 2.1. Defining Public Relations 8

 2.2. Models of Public Relations 10

 2.2.1. Press Agency/publicity 11

 2.2.2. Public Information 11

2.2.3. Two-way Asymmetrical Model.....	11
2.2.4. Two-way Symmetrical Model.....	12
2.3. Theory of Public Relations.....	13
2.3.1. System Theory.....	14
2.3.2. Excellence Theory.....	16
2.4. Process of Public Relations.....	19
2.5. Role of Practitioner.....	21
2.6. Creative Brief for PR Activity.....	22
2.7. Ethics and Professional Issues.....	24
2.8. Public Relations for Anti-Corruption Drive.....	25
2.8.1. Role of Public Relations in Combating Corruption.....	26
2.8.2. Role of PR in Promoting Ethics.....	27
2.9. Challenges Facing Public Relations.....	28
CHAPTER THREE.....	30
3. Research Methodology.....	30
3.1. Study Area.....	30
3.2. Research Design.....	30
3.3. Research Methods.....	31
3.4. Sample Size.....	33
3.5. Sampling Method.....	34
3.6. Method of Data Collection.....	35
3.6.1. Primary Data Collection.....	35
3.6.2. Secondary Data Collection.....	37
3.7. Validity and Reliability of Instrument.....	38
3.8. Method of Data Analysis and Interpretation.....	39
3.9. Ethical Consideration.....	40
CHAPTER FOUR.....	41
4. Data Presentation, Analysis and Discussion.....	41

4.1. Quantitative Data Presentation.....	41
4.2. Qualitative Data Presentation.....	60
4.2.1. In-Depth Interview	61
4.2.2. Focus Group Discussion.....	68
4.2.3. Document Analysis.....	71
4.3. Discussion	76
4.3.1. Public Relations Activities Implementation	76
4.3.2. Practitioners’ Role	80
4.3.3. Challenges Facing PR.....	81
CHAPTER FIVE	82
5. Summary, Conclusion and Recommendation	82
5.1. Summary	82
5.2. Conclusions	83
5.3. Recommendation.....	85
References	
Appendix A: FEACC Staff Questionnair	
Appendix B: Questions for Interview	
Appendix C: Questions for FGD	
Appendix D: REACC PR Staff Questionnaire	
Appendix E: Backgroud of Interview respondents	
Appendix F: Backgrounds of FGD respondents	

Lists of tables

Table 3.1: Reliability Statistics.....	39
Table 4.1: Demographics of Respondents.....	42
Table 4.2: Major activities of Public Relations.....	42
Table 4.3: Basis/ starting point for PR activity in FEACC.....	43
Table 4.4: Ethical responsibility of PR.....	45
Table 4.5: Status of PR in relation to challenges	47
Table 4.6: Likert scale questionnaire on activities PR	49
Table 4.7: Likert scale questionnaire on activities PR continued from Table 4.6.....	50
Table 4.8: Likert scale questionnaire on activities PR continued from Table 4.7.....	52
Table 4.9: Questionnaire on PR Profession in the Commission	55
Table 4.10: Challenges facing PR activities in FEACC.....	57
Table 4. 11: Questionnaire from REACC	59

List of Charts

Chart 4.1: Major focus of PR Activities.....	43
Chart 4.2: Integration and evaluation of PR activities	44
Chart 4.3: measure to be taken to strength internal PR	46
Chart 4.4: Need Assessment and Feedback mechanism	48
Chart 4.5: Practitioners' Role and Skill.....	54

Diagrams

Diagram 1.....	32
Diagram 2.....	37

Lists of Abbreviation/Acronym

C-Change	Communication Change
FEACC	Federal Ethics and Anti-Corruption Commission
FEACCE	Federal Ethics and Anti-Corruption Commission of Ethiopia
FGD	Focus Group Discussion
IACD	International Anti-Corruption Day
MECD	Media Education and Communication Directorate
MET	Media Education Team
PR	Public Relations
PRCT	Public Relations and Communication Team
PRSA	Public Relations Society of America
REACC	Regional Ethic and Anti-Corruption Commission
SBCC	Social and Behavioral Change Communication
SPSS	Statistics Program for Social Science
TI	Transparency International
TOT	Training of Trainee
UNCAC	United Nation Convention Against Corruption
USAID	United State Agency International Development

CHAPTER ONE

1. Introduction

The field of Public relations (PR) has, over time, become more pertinent and its contributions towards achieving organizational goals become paramount (Seitel, 2017). It “continues to be one of the most dynamic disciplines in organizational life throughout the world” (Lattimore, et al., 2012). Demands to deploy such public relations and communication activities in an organization have also been growing in line with the mounting complexity of an organization (Miller, 2012). Since the primary assumption of deploying public relations in an organization is to “promote an entire organization or goods and services” (Seitel, 2017). Cognizance to this fact, this study intended to explore the activities and challenges of public relations with reference to the Federal Ethics and Anti-Corruption Commission (FEACC) of Ethiopia.

This introductory part of the study comprises a brief description of background information that provides sufficient context for the study. It also incorporates a statement of the problem that encapsulates questions to be answered, objectives of the study, and research questions. Furthermore, research design, significance, and limitations of the study are addressed in this chapter.

1.1. Background of the Study

Activity of PR is traced back to early human communication. It traced back to the "ancient world through two millennia and up to the end of the twentieth century" (Tench & Yeomans, 2017). PR has been facing challenges along with the activities as it evolved as a profession in different organizations.

Some scholars argued that activities of public relations are not peculiar to the specific nation. There has been communication in every nation as per their respective culture and tradition. For instance, archeological evidence indicated that "bulletin found in Iraq dating from as early as 1800 B.C. that told farmers of the latest techniques of harvesting, sowing, and irrigating" (Seitel, 2017). In other countries like India, "Emperor Asoka (273–326 B.C.) was communicating with his subjects through messages on large stone pillars erected at major crossroads" (Wilcox, et al., 2015).

In one or other ways, different nations have a contribution to the creation of today's public relations career. However, "PR has nowhere flourished and practiced as in the United States of America", (Pimlott, 1951) quoted in (McKie & Munshi, 2007). The field become grown from traditional to modern public relations practice and still considered as one of the young professions.

Nowadays, PR activities can be practiced in different types of organizations. Government public relations for example, tends to inform the public about organizational mission, vision, policy, and achievement through print and electronic media, including social media to create awareness and mutual understandings. To carry out these activities properly, PR section of an organization ought to determine public opinion, plan for public relations effectiveness, create messages for both internal and external publics and assess the success of the entire practice (Lattimore, et al., 2012).

Public relations activities also need continuous hard work to make an organization successful. In these continuous and contemporary public relations activities, messages have been crafted based on a creative brief process. The creative brief is the process of producing more appropriate messages for effective communication. "It is a brief document used to guide the development of creative materials to be used in communication campaigns" ([www.thecompassforsbc.org]).

The development of Public relations in different organizations has not been a smooth process. The profession had faced and still facing different challenges in its course of advancement. One of the challenges of public relations is the way the profession viewed in public eyes. The public viewed public relations as "the low esteem" profession (Seitel, 2017).

In Ethiopian, the history of public relations is not clearly stated. However, a research has indicated that Ethiopian's public relations history "goes back to the era of queen Sheba, who traveled to Jerusalem to benefit from King Solomon's wisdom (Bereket, 2015). The research considered this time as it was the breaking through for the beginning of public relations in Ethiopia. Nevertheless, PR practice are not yet matured profession in Ethiopia. In relations to this, Zeray (2017) indicated that PR "is still in its low level when measured objectively from scientific point of view".

With these concerns, the study focuses on assessing public relations activities, practitioners' roles and challenges at the Federal Ethics and Anti-Corruption Commission of Ethiopia (FEACC).

The Federal Ethics and Anti-Corruption Commission was established in May 2001 by improved proclamation no 433/2005 to achieve the following three major objectives:

- ❖ In cooperation with relevant bodies, to strive to create an aware society where corruption will not be condoned or tolerated by promoting ethics and anti-corruption education;
- ❖ In cooperation with relevant bodies, to prevent corruption offenses and other impropriety;
- ❖ Disclosing and registering assets of relevant government bodies (FEACC, 2012).

To accomplish these objectives, the Commission has established its branches in Addis Ababa and Dire Dewa towns. The main office of the Commission has organized Media Education and Communication Directorate as one of the functional units in the Commission.

FEACC has organized the PR unit following its establishment in May 2001, and currently, the PR section has organized as Media Education and Communication Affair Directorate (MECAD). This directorate comprises Media Education Team (MET) and the PR and Communication Team (PRCT). PRCT on its part contains public relations practitioners, audiovisual, graphic design experts, and print material distribution worker.

The major objective given to Media Education and Communication Affair Directorate is contributing to the achievement of the Commission by effectively liaising between the Commission and the general public. It does so by creating an aware society where corruption is not be tolerated by promoting ethics and anti-corruption education and publicizing the Commission's visions, missions, objectives, duties, powers and programs (FEACC, 2012).

1.2. Statement of the Problem

Ethics education is the principal instrument that many countries implement to prevent corruption. In similar ways, the FEACC has been also expanding ethics and anti-corruption education through print and electronic media.

The activity of ethics and anti-corruption education through media has been carried out by the PR section of the Commission. This unit of the Commission also provides information, communicates the mission, objectives and achievements of the commission through different media outlets.

In communicating organizational information to create awareness, to inform or educate the public, PR of an organization has to contain mechanisms in which messages are crafted, developed, validated, distributed and evaluated. In this regard, Wilcox, et al. (2015) pointed out that planning, implementation and evaluation are also part of the public relations process that helps to integrate public relations and organization objectives toward organizational success.

According to researcher's observation, PR section of the Commission has been producing different electronic messages in the form of spot, drama, programs and the like. The department also produces print media materials to communicate ethics and anti-corruption messages, achievements and organizational objectives. However, in relation to conceptual frameworks of public relations and communication, the approach by which media products have been produced is not clear. Public relations planning process; objectives set to be achieved; consistency of activities, messages developing process; practitioners' role are imprecise. Regarding PR activities in the Commission, systemic problems are not identified and known. Moreover, Studies have not been also conducted in this regard. Conducting the study in the area of public relations activities, practitioners' role and challenges faced during the courses of action is then essential.

1.3. Theoretical Framework

Different theories have been applied for various public relations activities (Lattimore, et al., 2012) and (Tench & Yeomans, 2017). It therefore, needs different but relevant theories to interpret PR practices and practitioners' role. With this incitement, system and excellence theories have used as a framework to deal with thematic area of the study. System theory considered interrelation and effect among organization, its subsystem and environment. In system perspective organization and environment affect each other in that organization collect opinion and need input from its environment to foster relationships (Tench & Yeomans, 2017).

System theory then, advocate involvement of management in supporting PR activities towards organizational success.

Excellence theory is an overarching theory that comprises other theories. This theory promotes various characteristics that add values to PR activities, methods for PR activities analysis and roles of PR practitioners for organizational effectiveness (Grunig, et al., 2002). PR activities in particular and organizational effectiveness in general can be achieved by properly applying principles, roles of practitioners and other features of excellence theory.

Examining the extent of current activities of public relations in FEACC by linking with the theoretical frameworks of PR is, therefore, would have considerable values to strengthen ethics and anti-corruption education and information communication through print and electronic media.

1.4. Objective of the Study

The purpose of conducting this research can be seen from broad and particular perspectives. In broad sense, objectives enlighten the aggregate or actual output of the research. Specific objectives prompt to address issues raised under research questions for the subject under study.

1.4.1. General Objective

The general objective of the study is to promote the utilization of conceptual aids for public relations activities by assessing activities and challenges of public relations at the Federal Ethics and Anti-Corruption Commission.

1.4.2. Specific Objectives

The specific objectives of the study comprise the following points: -

1. To identify the extent to which PR activities are implementing in the FEACC.
2. To relate activities of public relations in the FEACC with theoretical concepts.
3. To identify the practitioners' role in the Commission.
4. To identify challenges facing public relations practice in the Commission.

1.5. Research Questions

The following four research questions are considered based on the statement of the problem discussed so far.

1. What are the extents of activities of public relations at the Federal Ethics and Anti-Corruption Commission?
2. How PR activities are related with theoretical concept in FEACC?
3. How do public relations practitioners of FEACC understand the concept and practice of public relations and play their roles in FEACC?
4. What are the challenges facing public relations activities in the Commission and the way out?

1.6. Scope of the Study

As mentioned earlier, this study has focused on exploring activities of public relations at the Federal Ethics and Anti-Corruption Commission of Ethiopia. Practitioners' role at the Commission has the second focused area of this study. The study had also strived to identify challenges prevalent in the course of planning, organizing, and implementing public relations activities.

The study has then delimited to the present activities of public relations in the Federal Ethics and Anti-Corruption Commission of Ethiopia; practitioners' role and challenges facing in the course of action. It is also limited to assert relevant public relations and communication concepts. Moreover, the study has comprised the population selected for the study at the head office, branch offices and the nine regional Anti-Corruption Commission offices.

1.7. Significance of the Study

Since the study has relied on exploring activities, roles of practitioner and challenges of public relations with respect to the Federal Ethics and Anti-Corruption Commission, it can have various advantages for the Commission. Based on this study, the Commission can have an opportunity to review its current public relations activities, work procedures, departmental structure and communication process, roles of practitioners and set mechanism for the prevailing challenges. The Commission can also have a chance to implement different public relations concepts

(theories, model and message creating approaches and other), communication styles and channels. Thus, the study has significant values for the Commission to improve existing challenges, define clear public relations activities and support to implement accordingly.

The study can have reference values for individuals and an organization, particularly government organizations to improve their public relations practice. It can help the organizations as a mirror image to identify their respective public relations practice and challenges and thinks of a solution. The study may also stimulate other researchers to conduct further research on a similar topic or other research on the area of public relations activities.

1.8. Limitation of the Study

The limitation may be expected in any research and research may have its respective restraint.

With this inception, limitation of this study includes inadequacy of physical access to information from Regional Ethics and Anti-Corruption Commissions (REACC). Because of the current pandemic diseases, the researcher used alternative data collection through email and telegram in coordination with PR section of FEACC.

Absence of pilot testing on questionnaire before actual data collection from REACC. Because of COVID-19, researcher unable to conduct pilot testing on questionnaires.

1.9. Organization of the Thesis

The study has been organized into five chapters. The first chapter has an introductory part. It covers problems, comprehensive explanation and the route to conduct the study. The second chapter has encompassed a review of related literature. In this section, concepts of public relations, models and theoretical framework pertinent to the subject under study have enlightened. Chapter three of this study has compressed the methodology of the study. It has discussed the research design, method and data collection technique to conduct the research. Chapter four has dealt with data presentation and discussion. This chapter has presented and discussed findings from data in light of the conceptual and theoretical frameworks explained in chapter two. The final chapter of the study has included a summary of the study based on problems set to be addressed and conclude the study. It had also provided recommendations based on the findings of the study.

CHAPTER TWO

2. Review of Related Literature

Introduction

The literature review is "central to the research process and can help refine a research question through determining inconsistency in the body of knowledge" (Deribsa, 2018). In this respect, relevant public relations descriptions, models and tools currently used to implement public relations practices and theories have discussed briefly.

2.1. Defining Public Relations

Different scholars have been providing multiple explanations for public relations based on self-experience, socio-cultural context and studies. In this regard, Grunig & Hunt (1984) stated public relations as "the management of communication between an organization and its publics". This explanation refers that PR is all about administering messages between organizations on the one hand and it's public on the other hand.

An association like the Public Relations Society of America (PRSA) also provided the latest definition for public relations in 2012. PRSA defined public relations as "Public relations is a strategic communication process that builds mutually beneficial relationships between organizations and their publics" (Seitel, 2017). According to this definition, PR is a deliberate communication activity. Seitel (2012) added also that central activities of PR here are "communications," and its emphasis is "building relationships."

In the definition given by PRSA in 2012, "functions of research, planning, communications dialogue, and evaluation, all essentials in the practice of public relations" (Seitel, 2017) are stated. These elements are the building block of the PR process (research, action, communication and execution) to influence public opinion.

Lattimore, et al. (2012) also provided the following working definition for PR, which they described as "more realistic, accurate and broad": -

Public relations is a leadership and management function that helps achieve organizational objectives, define philosophy, and facilitate organizational change. Public relations practitioners communicate with all relevant internal and external publics to develop positive relationships and to create consistency between organizational goals and societal expectations. Public relations practitioners develop, execute, and evaluate organizational programs that promote the exchange of influence and understanding among an organization's constituent parts and publics.

In this description of the PR field, one can observe that function of public relations goes beyond management. As indicated in the description, the function of public relations includes the domain of leadership, predict management and leadership thought, pave the way for organizational change and integration and build a reliable relationship between the organization and the public.

PR is thus, becoming part of organizational leaders as in the case of management, which Lattimore, et al. (2012) elaborated in a more precise way: "successful leaders in all organizations incorporate public relations practicality and perspectives into their work". Public relations have then access to leadership and management, explain the values of an organization and contribute its role towards achieving organizational success.

This description has also indicated that practitioners strive to build responsible relationships with both pertinent internal and external publics so as to develop a common understanding. The description lastly addresses that PR practitioners ought to have professional skills and competency to carry out PR activities that influence the public.

Moreover, Cutlip and Center (2013) recapitulate common terms found in most definitions of PR and summarize in the following points: -

- ❖ Conducts a planned and sustained program by an organization's management.
- ❖ Deals with the relationships between an organization and its stakeholder publics.
- ❖ Monitors awareness, opinions, attitudes, and behaviors inside and outside the organization.
- ❖ Analyzes the impact of policies, procedures, and actions on stakeholder publics to identify those that conflict with the public interest and organizational survival.

- ❖ Counsels management to establish new policies, procedures, and actions that benefit both the organization and its publics.
- ❖ Establishes and maintains two-way communication between the organization and its publics.
- ❖ Produces measurable changes in awareness, opinion, attitude, and behavior inside and outside the organization.
- ❖ Results in new and/or maintained relationships between an organization and its publics.

It is then obvious that PR refers to the activities that are carefully designed and implemented according to the organization and public needs for achieving organizational goals and objectives.

Understanding the concept of public relations at the very beginning and in the course of improvement is, therefore, reasonably important for the practitioner of public relations to plan, communicate, execute and evaluate public relations activities.

With all these definitions of public relations, the researcher realizes that the concept of public relations is building a good relationship between the organization and its internal and external publics for common understanding.

2.2. Models of Public Relations

Advance in public opinion, competition among organizations and development in the media sector have significant inputs for the growth of the public relations profession (Lattimore, et al., 2012). According to these scholars, these three factors have encouraged the progress of public relations through different communication models.

Models are, therefore, another convenient way of visualizing public relations. According to Grunig & Hunt (1984), the history of public relations can be explained in terms of public relations models. In other words, public relations can be conceptualized through the portrayal of public relations models. Models are then helpful to identify the central ideas of public relations.

The four public relations theoretical models proposed by Grunig & Hunt in 1984 were press agency or publicity, public information, two-way asymmetrical model and two-way symmetrical models.

2.2.1. Press Agency/publicity

Press agency or publicity emerges in the middle of the 19th century when public relations described as an activity (Grunig & Hunt, 1984). In this era (1850-1900) of press agency, the growth of mass media influenced scholars of that time to conduct research and come up with "Who says what? On which channel? To whom? With what effect?" which later Shannon and Weaver (1949), added their idea and described communication as "process that involves a source that selects the message, which is then transmitted via a transmitter to the receiver over a certain channel", quoted in (Tench & Yeomans, 2017).

In both approaches, the communication process remains as one way or linear model. Information distributed in the press agency model may not be credible enough. It was simply for advocacy purposes, mainly in the areas of sports, theater, music and films.

2.2.2. Public Information

The public information model emerged succeeding in publicity at the end of the 19th century and sustained as the major model of communication up to 1920 (Grunig & Hunt, 1984). This model was based on the "journalistic idea of accuracy and completeness of information" (Wilcox, et al., 2015). Its purpose was dissemination of information for the public. Public information was different from press agency as it aimed to inform the public. According to Lattimore, et al. (2012), the public information model "represents public relations practices in government, educational institutions, nonprofit organizations, and even in some corporations." Public relations experts working under this model conduct small studies about their publics.

As Lattimore and his colleagues explained, testing clarity of message, valuing accuracy of the information, deciding on what information is optimal to communicate have been more focus areas of the public information model than conducting much research.

2.2.3. Two-way Asymmetrical Model

Two-way asymmetrical model on its part established around 1920 (Grunig & Hunt, 1984). As the name implies, this model depends on a two-way communication approach for the persuasive purpose.

The two-way communication approach in this model is basically to help the communicator to understand the public opinion for more persuasion than balancing relationships (Wilcox, et al., 2015). Seitel (2017) also pointed out that two-way communication in the asymmetric model intended to collect feedback not necessarily to change decisions rather to strengthen responses to a more successful persuasion to retain an organizational position

The application of the two-way asymmetrical public relations model is commonly used in business areas of today. According to Wilcox, et al. (2015), the primary area for this model is marketing and advertising in a competitive environment.

2.2.4. Two-way Symmetrical Model

Two-way symmetrical model of public relations developed around the 1960s and 1970s (Grunig & Hunt, 1984). The symmetrical model tends to create mutual understanding between an organization and its public. Social science research could be conducted in this model also to balance two-way communication for common beneficiaries.

As the name suggests, this model of public relations function is retaining equilibrium for the interests of both an organization and its public. Grunig, et al. (2002) quoted in Grunig (1984) as public relations function in this model is, therefore, add values to both an organization and the public interests. The "concept of symmetry suggests the function must be based on values that reflect a moral obligation to balance the interests of an organization with the interests of the public with which it interacts in society" (Grunig, et al., 2002).

In all of these public relations models, there can be two directions, the one way and the two-way directions of communication. Some scholars argued that these two directions can be considered as models for public relations practices. However, Grunig and his colleagues approved and presented the four models of public relations practice based on research conducted in the early 1980s.

Since then, these public relations models have been considered as topologies that help to implement public relations activities based on the nature of the public. It is also imperative to indicate that an organization applies commonly more than one model in its implementation of public relations activities. As Theaker (2004) quoted Grunig and Hunt (1984), "organizations

may use different models as strategies for dealing with different publics or different public relations problems".

Organizations select and apply public relations model for their public relations practice based on different influences. Mainly, an organization selects its public relations model based on power position in the relationship, external influence, organizational philosophy and capacity to implement the models.

In this regard, Grunig, et al. (2002) pointed out that "organizations choose a model of public relations based primarily on who holds power in the dominant coalition, pressure from activists, organizational culture, and the knowledge of the public relations department to practice different models".

Public relations or communication models are, therefore, other perspectives to understand the ideas of public relations and public relations setting in an organization. These models indicate the way public relations activities have practiced in an organization. They also portray the line of communication as one way or two ways and participatory or not. These models are generally indicating the history, evolution, practice and public relations arrangement within an organization and the public. The research, therefore, intends to explore to what extent these communication models are applicable in the activities of public relations at the Federal Ethics and Anti-Corruption Commission.

2.3. Theory of Public Relations

Theories are comprehensive concepts that visualize the way things operate. They are concepts that forecast and clarify how action and events are associated.

Different public relations activities need respective theories for effective communication. There is no single theory that fits all public relations activities. Tench and Yeomans (2017) also pointed out that "there is no one unifying public relations theory." It, therefore, needs different but relevant theories to interpret the profession and its practices.

Public relations theories are rooted in different fields of studies. Some public relations theories have found in communication, which of course are much more related to the PR profession and some other theories of PR have routed in social science fields. Some of these theories as stated

by Tench & Yeomans (2017) and (Grunig, et al., 2002), include relationship theories, social influence theories, mass communication theories and excellence theory.

The researcher then relied not on a single theory, rather combined different public relations theories that related to the thematic area of the study so as to create sufficient context and linkages for the topic under the study.

2.3.1. System Theory

System theory is one of the relationship theories of communication in public relations. This theory focuses on activities of public relations done for the benefits of an organization (Edwards, 2014a) quoted in (Tench & Yeomans, 2017). It helps in providing the ways to think of relationships among organizations, its subsystems and environments in public relations (Lattimore, et al., 2012).

System theory can also be explained from organizational points of view. In this regard, Lattimore, et al. (2012) indicated that "system theory looks at organizations as made up of interrelated parts, adapting and adjusting to changes in the political, economic, and social environments in which they operate". Miller (2012) also pointed out that in system theory, organizations ought to be conceived as "complex open systems requiring interaction among parts and interaction with the environment to survive".

Conferring to these descriptions of different scholars, system theory considers the organization as constituted of interdependent subsystems and its environment. Change in the environment makes an organization change to adapt its environment for existence. As different scholars pointed out, in system perspective organization and environment affect each other in that organization collect opinion and need input from its environment and environment needs product and services from an organization.

It's also obvious that changes take place on one of the organizational subsystems can affect the whole organization. That is an adjustment in one of the organizational subsystems that can affect the whole organization for change. The idea stated by Grunig & Hunt in the second half of the twenty centuries also strengthens the idea of organizational change in system theory. Grunig & Hunt (1984) indicated that "a system is an organized set of interacting parts or subsystems. Each

subsystem affects the other subsystems as well as the total organization" (Grunig, et al., 2002) on their part, specified that in system theory "interdependence comes from mutual need".

In system theory, organizations can be termed as an open or a closed system organization (Tench & Yeomans, 2017). In the closed system organization, there is no feedback, PR is reactive and not management members, less probable to respond to change in the environment (Lattimore, et al., 2012).

On the other hand, in the open system organization, public relations practitioners collect opinions, consult management and find a way to foster relationships with the environment (Tench & Yeomans, 2017). In the open system, public relations become proactive, involve in management and monitor relationships. According to this description, the practitioner plays the role of boundary spanning, counseling management and bridging organization and the public for a two-way flow of supply and information. In this way, management of an organization depends on boundary spanners such as public relations practitioners to scan the environment and practitioners act as the "eyes and ears of the organization" (Grunig, et al., 2002).

From system theory in public relations, it is clear that organizations, the subsystems and the environment are highly interdependent in the open system through two-way communication. Change in one of these components can affect another component to be reformed. Associated changes in such interrelated parts of the system have certainly expected. However, adjusting changes in different parts of such a system is important for the existence of relationships with both internal functions and the external environment. It is therefore public relations activities that attempt to keep the state of stability in such changes.

Public relations practitioners strive to scan the environment for the need of input in system theory. The input can be a resource in the environment. It can be also negative or positive information or opinion. The received inputs then organized, analyzed and consulted on with the management of an organization, which technically called throughput in system theory. This processed throughput then released to the environment as an output for further effectiveness of an organization or equilibrium restoration. Finally monitoring or feedback continues for regulating organizational relationships with internal subsystem and external environment.

In such a measuring way, the organization can change its public relations and communication strategy and activities for further adjustment and adaptation with the environment. The researcher then attempts to assess the public relations activities of FEACC from this theoretical perspective.

2.3.2. Excellence Theory

Excellence theory is a holistic theory of public relations. This theory integrated different principles and aims at more effectiveness of an organization. According to Donsbach (2008), Page & Parnell (2019), excellence theory developed by James Grunig and his colleagues through the study of best practices in communication management. As Donsbach (2008) stated in the international encyclopedia of communication, excellence theory of public relations is "a general theory" that includes other intermediate theories of public relations such as theories of publics, public relations and strategic management, models of public relations, evaluation of public relations, employee communication, public relations roles, gender, diversity, power, activism, ethics and social responsibility, and global public relations.

Excellence theory places the value of public relations at the heart of the organization and public benefit. According to this theory, public relations strives to establish a quality relationship between the organization and the public based on "social responsibility of managerial decision" (Donsbach, 2008). To more capitalize on the value of PR or relationships of an organization and the public, the organization should scan the environment, analyze the issues, set strategy and build a long-term mutual beneficiary relationship through two-way symmetrical communication.

In excellence theory, the goal set by an organization should be appropriate with strategic publics in the organizational environment to attain organizational objectives, providing that harmonizing relationship and handling "interdependence is the essence of public relations" (Grunig, et al., 2002).

In the excellence theory of public relations, there are some principles or features that describe how public relations adds value to organizational effectiveness. Some of these characteristics according to scholars include: -

- ❖ Empowerment of public relations function;

- ❖ Integrated public relations function;
- ❖ Public relations as a management function separate from other functions;
- ❖ The role of the public relations practitioner;
- ❖ Model of public relations;
- ❖ Knowledge potential for the managerial role and symmetrical public relations;
- ❖ Diversity embodied in all roles (Grunig, et al., 2002) and (Tench & Yeomans, 2017).

These principles were more elaborated by Grunig and his friends in the book of "excellent public relations", published in 2002. According to Grunig, et al. (2002), empowerment of PR functions compresses involvement of senior PR executive in management as a member that reports to the top manager; and these reflect the relationship of PR to the comprehensive management of the organization.

In excellence public relations function, all activities of public relations are assimilated into a single function of its own. It is such a combination of PR activities that makes an organization operational. In this regard, Grunig, et al. (2002) specified that "only in an integrated system is it possible for public relations to develop new communication programs".

Regarding the role of PR practitioners, there are four major roles of practitioners in excellent public relations. Grunig, et al. (2002) listed out these four roles as manager, senior advisor, technician and media relations roles.

Moreover, excellent public relations employ a two-way symmetrical model of communication to balance the relationship between the organization and the public interest. In excellence theory, public relations should have also a "symmetrical system of internal communication" (Grunig, et al., 2002), which once more indicates the ways to practice public relations in an organization.

It is noticeable that the excellence theory of public relations measures the contribution of public relations for the effectiveness of an organization as in the case of system theory. Excellence theory, however, analysis additional components for the success of an organization. In this respect, (Grunig, et al., 2006), quoted in (Heath, et al., 2009) to specify the following additional "units of analysis":

- ❖ The program level: this is the traditional level that most practitioners evaluate, such as media relations, community relations, customer relations;
- ❖ The functional level: functional level refers to public relations function as a whole which can be audited by comparing the structure and processes of the department with other organizational units;
- ❖ The organizational level: this level refers to the contribution of public relations to organizational effectiveness; and
- ❖ The societal level: that is the contribution of the organization to society.

Excellence theory, therefore, comparatively comprises various components of analysis, from technician activities of public relations to the managerial, organizational and societal level effectiveness.

Furthermore, there are major key terms that describe the principal notions of excellence in public relations. Some of these terms have related to the domain coalition, the model of communication, diverseness, top-level and moral issues. In this respect, Grunig, et al. (2002) listed out some of these terms as excellence public relations is "managerial, strategic, symmetrical, diverse and ethical". These terms are related to each other and make the theory more comprehensible. Managerial and strategic are linked in excellence theory and show high-level issues in an organization. According to Grunig, et al. (2002), the terms symmetrical, ethical and diverse related via symmetry for the reason that in excellence theory, public relations function has expected to add values to both an organization and the public through the symmetrical model of communication. The issue of moral values to balance the relationship between organization and society should be also required in excellence theory that makes the use of the symmetrical model of communication.

In general, the excellence theory of public relations is all rounded theory that embraces other theories and possible depends on the symmetrical model of communication for the intention of both organizational and public effectiveness. This theory of public relations contains various principles or characteristics that describe how public relations function adds values to the success of an organization. The value addition of public relations function can be seen from conventional

expert level public relations activities to the strategic issues of an organization. According to excellence theory, the value addition of public relations can also be analyzed at technician, departmental or functional, organizational and societal levels.

Excellence theory also contains the core expressive terms including managerial, strategical, symmetrical, diverse and ethical. These terms address the relationships between the organization and its internal and external publics in strategical, participatory and inclusive ways based on moral values for the benefits of all sides, which interrelatedly make the theory normative and ideal.

In this study, therefore, the researcher also makes the use of excellence theory to evaluate public relations activities of FEACC from academic frameworks.

2.4. Process of Public Relations

Effective PR tends to rely on a process to build a mutual relationship between the organization and its public. The process in public relations can be described as research in a different approach. Some scholars have explained this process as research, planning, implementation, and evaluation. Others have described it as research, objectives, programming, evaluation, and stewardship. Though the steps of these processes are varied, all attempts to address those activities of public relations start by conducting studies, counseling on the finding and implementing the planned action and evaluation.

In all cases, PR process relies on six step points. In this regards Wilcox, et al. (2015) pointed out that the public relations process has circulated six never-ending chains of components. These components of the public relations process include research and analysis, policy formulation, programming, communication, feedback and assessment.

❖ Research and Analysis.

Research and analysis include inputs from different sources that determine the nature and amount of public relations problems or opportunities. These may include public opinion, media reporting and editorial comment, analysis of trend data, other forms of research, personal experience, and government pressures and regulations.

❖ Policy Formulation

On this step, public relations practitioners play an advisory role to consult the top management on the finding of the research and the way forward. According to Wilcox, et al. (2015), public relations practitioners "make recommendations on policy and what actions should be taken by the organization".

❖ **Programming**

In this third step, public relations staff members begin to plan a communications program that will further the organization's objectives based on action agreed on in policy formulation step. In this step, the communicators or public relations practitioners attempt to "set objectives, define audiences, and decide on what strategies will be used on a specific timeline. Budget and staffing are also major considerations" (Wilcox, et al., 2015).

❖ **Communication**

This communication step also called implementation in different literature. It refers to the program execution steps of the public relations process. These execution activities can be done by using communication means like news releases, media advisories, newsletters, websites, special events, speeches, and community relations programs (Wilcox, et al., 2015).

❖ **Feedback**

The impact of program execution can be measured by "feedback from the same components that made up the first step" (Wilcox, et al., 2015). It is also added that the feedback centers on what media mention as a key message, attitudes changed in the society, and organizational preserved or enhanced reputation.

❖ **Assessment.**

In this last step of the public relations process, the "success or failure of the policy or program is assessed as a way of determining whether additional efforts are needed, or whether new issues or opportunities must be addressed" (Wilcox, et al., 2015). The process is then continued as a vicious circle without stopping.

PR plays its role in this cyclical process of public relations. According to Wilcox, et al. (2015), public relations "interact directly with external sources of information, including the public,

media, and government, and relays these inputs to management along with recommendations. On the second level, PR becomes the vehicle through which management reaches the public with assorted messages to accomplish organizational goals".

Moreover, Broom & Sha (2013) summarize the public relations process in four general steps. They indicated that practitioners involve in public relations process use theory and best evidence in the four-step process including defining the problems or opportunities, planning and programming, taking action and communicating and evaluating the program. All four steps are as important as the other. The first steps gather information or "organizational intelligence", which is the base for the other steps. In the second step, information gathered is analyzed and used to decide on a strategy, target public, action and communication, that is factoring information into the policy and program of an organization. The third step involves implementing the designed program into action and communication and the last step attempts to assess the preparation, operation and impact of the program and the cycle continues (Broom & Sha, 2013).

It is, therefore, convincing that analyzing public relations activities of FEACC from perspectives of the public relations process could be valuable.

2.5. Role of Practitioner

Practitioners have multiple roles to carry out the previously mentions activities of public relations. These roles of practitioners ranged from technician expert level to the high level of managerial activities. Different literature indicated that the roles of public relations practitioners can be categorized into two major roles. In this regard, Broom & Sha (2013 indicated that public relations have a technician and managerial roles. These scholars also confirmed that these two broad public relations practitioners' roles are the major predominate roles that happen in practice.

Communication technician plays major roles in carrying out day to day activities of public relations. According to Lattimore, et al. (2012), technician role of public relations practitioners "represents the craft side of public relations." That is writing, editing, production, running special events, and media contact.

Manager roles of public relations focus on activities related to problems and the way out whereas PR directors advise top managers about communication needs and are responsible for comprehensive organizational results.

Broom & Sha (2013) also indicated that expert prescriber, communication facilitator and problem-solving process facilitator are roles of public relations. Expert prescriber role of the public relations practitioner role can be described as "person who operates as a consultant to define the problem, suggests options, and oversees implementation"(Lattimore, et al., 2012). In the communication facilitator role, Broom & Sha (2013) wrote that in this role practitioners assist as liaisons, interpreters, and mediators between an organization and its publics in maintaining two-way communication whereas problem-solving facilitator role refers to associates with top management to identify and solve problems.

2.6. Creative Brief for PR Activity

Nowadays, PR practitioners have been implementing different techniques, which help them to carry out their roles effectively. Some of these techniques have applied in marketing communication and currently, practitioners of PR have to attempt to apply in the communication process. One of the techniques that commonly used in communication, marketing and advertising is the creative briefing. A creative brief is a short-written document used in the communication process (C-Change, 2012). It is a briefly outlined document used to manage effective communication. S.K. Rao (2013) also expressed creative briefs as an "art of creating materials that evoke emotion, motivate the audience, and fit into the communication strategy". Creative briefs are developed based on the communication strategy of an organization, for specific activity or material to be developed and advantageous even if an organization has no communication strategy.

According to C-Change (communication change), this creative brief method of developing communication materials most of the time used for social and behavioral change communication (SBCC). Social and Behavior Change Communication is a well-designed communication strategy used to initiate behavioral changes among society towards certain products or social issues. According to S.K. Rao (2013), Social and Behavior Change Communication is "a framework that uses the strategies of advocacy, behavior change communication and community

mobilization to influence both individual and societal change". Behavioral change communication also aims at changing or modifying an existing behavior, developing new positive behavior for the betterment and "stop doing something damaging" (Ngigi & Busolo, 2018).

The creative brief is, therefore, helpful in guiding practitioners to develop public relations or communication materials intended for behavioral changes and social mobilization. In this regard, it is valuable to produce messages disseminated in the form of spot, poster, billboard, brochure, flyers, stickers...etc. for productive communication.

Creative briefing comprises different but interrelated components, which help to guide practitioners in the course of developing communication materials. According to C-Change (2012), the creative brief contains the following five major components: -

- ❖ Goal and selected audiences for the activity or material – this component intends to indicate the general objective of activities or material to be developed and types of audience to be addressed.
- ❖ Changes, barriers, and communication objectives- desired change, obstacles and objectives of communication are the focuses of this component.
- ❖ Message – message brief entails key premise, supporting statement, reaction to the message, impression and perception.
- ❖ Key content and tone of the message - major contents to be communicated in the activity or material to be developed with a tone of activity or material has distinguished in this stage.
- ❖ Media mix and other creative considerations - the way this activity or material complemented or supported by other media mix considered in this step. Cost and other creative considerations are also part of this component.

After activity or material has drafted based on components of the creative brief, it has to be tested with the audience and appropriate bodies before communicating with the intended audience. In relation to this, C-Change (2012) explained that the drafted material is disclosed to the intended audience to know whether the audience understood or accepted, the idea or

message. It helps practitioners to understand audience context and adjust activity or material accordingly before published and distributed, which is the key process for effective communication.

The creative brief is, therefore, a supporting method for public relations practitioners to conduct precise activities or materials for effective communication. Particularly, testing activities or communication materials before distribution or broadcasting can have various advantages for practitioners. It supports doing activities or develop communication materials that properly fit the needs of both organization and the public. With this consideration, the researcher attempted to explore activities of public relations at the FEACC.

2.7. Ethics and Professional Issues

Ethics is one of the core concerns of public relations as public relations attempts to work for both organizations and the public. As Wilcox, et al. (2015) pointed out that public relations have to consider the public interest, the employer's self-interests, standards of the public relations Lattimore, et al. (2012) on their part, describe as ethical issues of public relations practitioners should be an area of concern at least for the following four reasons: -

- ❖ Practitioners are aware that, to some, PR has a reputation for unethical behavior.
- ❖ Public relations is often the source of ethical statements from an organization and the repository of ethical and social policies for that organization.
- ❖ Practitioners have struggled to create suitable codes of ethics for themselves; and
- ❖ Practitioners should act on behalf of their organizations as the ethical ombudsman for the public they serve.

Besides these, organizational rules and regulations in which public relations activities are operated also govern practitioners to behave based on the need of an organization. Furthermore, developing a standard for the profession and code of ethics is mandatory for responsible activities in any occupations. In this regard, Lattimore, et al. (2012) pointed out that any profession should meet the following criteria: -

- ❖ **Expertise** comprises the specialized knowledge and skill that are vital requirements for the profession to perform its function in society.
- ❖ **Autonomy** allows the practitioner to practice without outside interference.
- ❖ **The commitment** to the outcome of expertise implies devotion to the pursuit of excellence without emphasis on the rewards of the profession; and
- ❖ **Responsibility** means the power conferred by expertise entails a trust relationship with the practitioner's stakeholder groups.

All these criteria for standard professional are essential. Ethics and professional issues are therefore interrelated. To be a good professional, it needs ethical consideration during practicing the activities. In public relations activities also the issues of ethics and profession have been considering. The researcher, therefore, tries to look at how public relations activities have practiced from an ethical and professional perspective in the FEACC.

2.8. Public Relations for Anti-Corruption Drive

Corruption is one of the prevalent global problems. It has widespread more in developing countries where good governance remains in questions and different institutions are not yet systematized. In relation to this, Egbue (2006) stated that corruption persists as social, economic and political problems in developing countries "due to its endemic nature, it creates and fosters immense distortions in various institutional processes as a result of inherent erosion of essential checks and balances."

Corruption can also be defined as the misuse of power or public resource for personal gain. In this regard, the United States Agency International Development (USAID) briefly stated that corruption is "the misuse of entrusted authority for private gain" (2009). Transparency International (TI, n.d) also strengthens the description by providing similar concepts as corruption is "the abuse of entrusted power for private gain".

In Ethiopian, corruption has not been recognized as a prevalent threat to national development before the last two decades. In relation to this statement, Plummer (2012) specified that "corruption in Ethiopia has been discussed only at the margins" because corruption may not be considered as a vital constraint for the development of the country.

The government of Ethiopia however, latterly recognized the threat of corruption and established the FEACC to fight against corruption at the national level in 2001. Since its establishment, FEACC has been working on promoting ethics and anti-corruption education, conducting studies on work procedures in government organization and enterprise, registering assets of eligible bodies, and mobilizes society in the fight against corruption. In a country like Ethiopia, that set ethics and anti-corruption education as one of the strategies to fight against corruption, public relations and communication have vital roles.

2.8.1. Role of Public Relations in Combating Corruption

An organization established to fight against corruption cannot be successful without the involvement of different sectors and society at large. The anti-Corruption organization must mobilize society and create awareness to assure public participation in the fight against corruption. This awareness creation and mobilization of society on their part need public relations and communication activities. Public relations activities can, therefore, play a vital role by informing the public about the evils of corruption and the way society acts against corruption.

Scholars have also been explaining the importance of public relations in combating corruption. Jason Kohn (2019) for instance, stated that PR is "the crucial tools in the fight against corruption." In the United Nations Convention Against Corruption (UNCAC, 2004), in article 13, it stated as participation in struggling against corruption should be strengthened by providing information access to the public. Effective PR activities are thus contributing to the success of the anti-corruption struggle. In this respect, Kohn (2019) stated the following three contributions of public relations: -

- ❖ PR helps change in culture- specifically, in an ordinary society where petty corruption is pervasive, PR can help society by crafting messages and creating awareness through different media outlets.
- ❖ PR helps to report corruption- PR informs the public on how they report corruption cases, ways of providing tips, encourage whistleblowers. By doing such PR activities frequently, it is possible to ensure public participation in the fight against corruption.
- ❖ PR helps to increase popular support on anti-corruption struggles. In this regard, PR supports to achieve two benefits. First, the recurrent PR activities help society to have

awareness on corruption issues and strengthen their support for better accomplishment. Second, activities of PR can cause political support for further anti-corruption drives, which has evidenced in different countries.

In addition, public relations activities can also make the government to consciously support and manage any anti-corruption movements. In these ways, public relations can play essential roles by intensively informing and educating the public on different issues related to corruption and ensures public participation that bases on information and knowledge.

It is, therefore, clear that public relations play a significant role in the fight against corruption by informing and creating a conscious society that cannot tolerate corruption and malpractice.

2.8.2. Role of PR in Promoting Ethics

Similarly, PR has undoubtedly played its roles in promoting ethics so as to build an ethical society that cannot agree to accept the unethical practice. It's of course, a public relations profession that carefully handles the issues of ethics. These ideas indicated that PR activities have administered with all-embracing virtues of ethics. These help the PR section of the anti-corruption organization first to create a sufficient ethical environment in their organization, second to promote ethics education, which is one strategy of the anti-corruption organization, for the public at large to build ethical society.

Public relations of an anti-corruption organization can have also a good opportunity to promote the issues of ethics among society, as it has core values support the profession. Some of these values as the Public Relations Society of America specified includes: -

Advocacy – PR serves the organization and public interest without revealing corrupt behaviors.

Honesty - PR activities should be planned and executed based on prone and cones. They tell the truth for the people, don't lie.

Loyalty - PR professional should understand that his or her loyalties must remain constant.

Fairness – one of the PR practitioners' responsibility is to be fair and fairly handle others (Seitel, 2017).

These terms are embedded in the PR profession. Thus, PR of the anti-corruption organization have the chance to confidently teach the public about ethical issues as per the organization and societal needs.

Page & Parnell (2019) added also that PR practitioners have “power in both management and communication decisions to shape society by providing information, forming attitudes, and encouraging behaviors”. According to Page & Parnell (2019), PR practitioners have a responsibility to function morally and serve as ethics counsel to their organization. Moreover, the issue of ethics has also fixed in PR excellence theory that shows practitioners can still play roles in expanding ethics education among society.

It is, therefore, common that PR practitioners communicate organizational objectives with the public. In an organization like anti-corruption, objectives may include promoting ethics and anti-corruption education. In such a case, it is a PR section of the organization that takes lion share in promoting ethics and anti-corruption messages using different media outlets.

2.9. Challenges Facing Public Relations

Challenges are common and expected in any profession. They are, however, vary according to different fields of study. The public relations field has been also facing various challenges, which related to activities and occupation. Challenges can be expressed as per organizational culture. This study, however, deals with common challenges that have facing public relations.

One of the major challenges discussed in different literature includes new media landscape. The media landscape has been changing from vertical and centralized to horizontal and dispersed ways. In relation to this, Milton, et al. (n.d) specified that the change of media from "top-down media landscape, dominated by major global media conglomerates, to a horizontal, distributed, and decentralized model" is substantial in the new era. In this way, traditional media have been trying to arrange their presence on a new media platform.

However, the new media have emerged with challenges for public relations practitioners. In this regards Broom & Sha (2013), deliberated some challenges that new media offers for public relations practitioners. In the new media, practitioners unable to remain updated in the changing technology. New media changed the way public relations activities have practiced, whereas

public relations practitioners are still relying on traditional media than attempting to adapt to the news media. The other challenge that new media pose is the response needed for transparency. In the new media presence, the issues of transparency become required. In the new media, tell the truth otherwise it will be told by others. As Broom & Sha (2013) indicated that failure to disclose information in the news media can harm organizational reliability.

However, the majority of public relations practitioners have been continuing to tell the organizational story in traditional media styles. In addition, the challenge of new media pose is the way to represent the organization in the new media environment. According to Broom & Sha (2013), the crucial thing for public relations is that the “new technology facilitates interactive communication, the essence of building and maintaining the relationship”. However, practitioners are remaining behind to fully engage in new media so as to represent the organization in such a highly interactive environment.

There has been also information overwhelming through social media. This overwhelming information can pose pressure on activities of public relations as it makes practitioners busy in monitoring and sorting than producing more stories. In such an environment, it is challenging for public relations professionals to communicate with information as usual. It needs creativity and competency to make the messages briefer and more reliable.

Other challenges facing public relations that have been indicated by Seitel (2017) is managing effectively the communications between managers and the various publics, which often pull organizations in diverse directions. According to Grunig, et al. (2002), globalization, strategic management and relationship building, ethics and social responsibility are also the new challenges facing PR activities.

PR has been facing multiple challenges, which can be seen according to the organizational context. Some of the challenges like social media, the dynamism of technology and the challenges to cop up, international practice, organizational structure, little concern about the profession can be listed out. The researcher, therefore, tried to explore challenges facing the public relations section at the FEACC in these contexts too.

CHAPTER THREE

3. Research Methodology

Introduction

This unit deals with study design and methods or techniques that have used to conduct the study. Research design and method parts can be thought as the “heart of the research” as it ought to clarify general structure and techniques used to conduct the study (Deriba, 2018).

It is common that the term method and methodology have been used in research. However, the way both terms have been used in research varies. The term method refers to different techniques employed in research whereas methodology concerns with technically answering research issues. Kothari (2004) clearly demarcated the difference between method and methodology in research as “research method is a technique researcher use in performing research operations” while “research methodology is a way to systematically solve the research problem”. These two terms are, therefore, used according to their respective functions in this study.

With this inception, this section attempts to explain the area for the study, design, method and instrumentation used in the study.

3.1. Study Area

The title of this research is Assessment of Activity and Challenge of Public Relations at the Federal Ethics and Anti-Corruption Commission of Ethiopia (FEACC). In terms of organizational level, the study depends on (FEACC) and its branches. In addition, the study comprises the (REACC) for gathering data.

Subject wise, the study focuses on activities, role of PR practitioner and challenges of public relations section of FEACC. The current public relations activities practiced in the Commission are explored by relating them with possible public relations activities in literature in general.

3.2. Research Design

As stated earlier, the design part of research refers to the “overall structure of the study” (Deriba, 2018). It is a systematic arrangement of conditions to find out answers for research questions. In relation to this, Kumar (2011) added that the major roles of research design are to explain how

one can find an answer for research inquiries and set specific details of questions. According to Kumar (2011), research design comprises the logical arrangement designed to “undertake measurement procedure, the sampling strategy, the frame of analysis and timeframe” for research under investigation. Research design is, therefore, a crucial means to arrive at the conclusion, of course selecting pertinent research design is required to arrive at the valued conclusion.

There are different research designs used to conduct studies. These research designs are carefully chosen for specific studies based on the nature of the study. With this notion, therefore, it’s imperative to select a descriptive research design for this study. Descriptive research design is one of the objective perspective research types. As its name implies descriptive research design is used to describe characteristics. This research design ought to make sufficient facilities for safeties against unfairness and must capitalize on consistency. It depends on explaining aspects of different issues. In this regard, Kumar (2011) specified that descriptive research design attempts to describe systematically a situation, problem, phenomenon, service or program, or provides information about like a living condition of a community, or describes attitudes towards an issue. Its focal purpose is describing something predominant with respect to a subject under investigation, which may be kinds of services provided by an organization or related issues.

For such reasons, a descriptive research design is considered as an appropriate design for exploring activities and challenges of public relations in the FEACC.

3.3. Research Methods

A research method is an approach that explains research in terms of qualitative and quantitative techniques. Deriba (2018) stated also that the research method “describes the study in terms of qualitative/quantitative dimensions and gives considerable details of the technique to be used for obtaining analyzing and interpreting data”.

In addition to qualitative and quantitative research methods, there is also a mixed method of research that shares characteristics of both quantitative and qualitative methods. According to Creswell & Creswell (2018), “mixed methods research resides in the middle of these continua because it incorporates elements of both qualitative and quantitative approaches”. Moreover, Creswell and Creswell (2018) described the mixed method of research in more detail as in the following way: -

Mixed methods research is an approach to an inquiry involving collecting both quantitative and qualitative data, integrating the two forms of data, and using distinct designs that may involve philosophical assumptions and theoretical frameworks. The core assumption of this form of inquiry is that the integration of qualitative and quantitative data yields additional insight beyond the information provided by either the quantitative or qualitative data alone.

This description denotes that mixed method also helps the researcher to integrate qualitative and quantitative methods so as to arrive at more convincing research result.

In addition, a mixed research method implicates a pragmatic philosophical worldview that helps to draw analyses freely from data collected in both qualitative and quantitative research methods. Regarding this idea, Creswell & Creswell (2018) pointed out that associating a mixed research method with a pragmatic philosophical worldview helps the researcher to “liberally choose the methods, techniques, and procedures of research that best meet researcher’s need and purposes”. With this conception, the researcher considers a convergent mixed research method is an appropriate approach to conduct this study.

According to Creswell & Creswell (2018), a convergent mixed research method is one of the three primary mixed research methods (convergent, explanatory sequential and exploratory sequential mixed methods) used to conduct studies. Both explanatory and exploratory sequential mixed methods can be used in complex mixed research methods.

The convergent mixed method on the other hand is commonly used to merge results of qualitatively and quantitatively collected data for interpretation. The convergent mixed is briefly illustrated in the following diagram: -

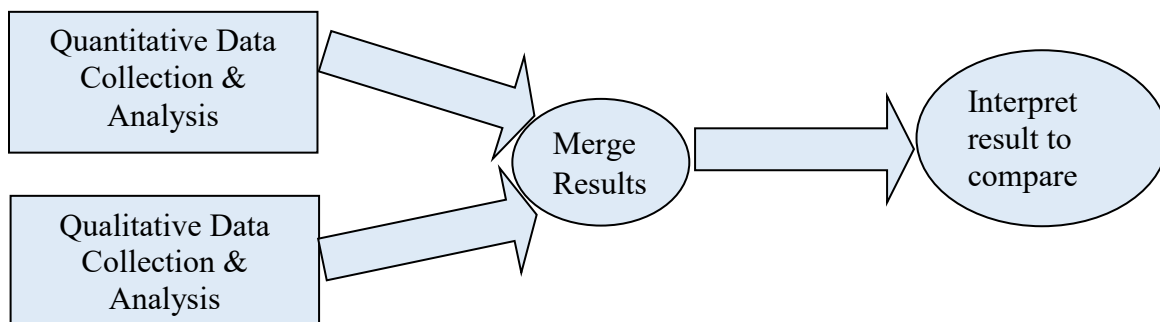


Diagram 1. Convergent mixed research method, taken from Creswell, J. W & Creswell, J. D (2018, 300).

3.4. Sample Size

Different sources indicated that the sample size would be 10% of the total population. However, Fowler (2014) argued that this may not be the best approach in deciding sample size. As an alternative, sample size determination should be based on the researcher's inquiry strategies.

There are different strategies to determine the sample size from the target population according to the requirement of the researcher. According to Fowler (2014), "choice of a sampling strategy rests in part on feasibility and costs; it also involves the precision of sample estimates". Strategies in determining sample size are supported by different formulas and software tools. Applying various formulas to determine the required sample size under different conditions is one of the most significant strategies.

One of these strategic approaches to determine sample size in a finite population is Yamane's formula for calculating sample size (Sarmah, 2013). According to Yamane's idea, for a 95% confidence level and confidence interval of five, one can determine an appropriate number of sample size. This Yamane's and other formulas are supported with application software, which is commonly used to determine sample size today. The researcher thus decides on the number of a sample size from target populations by using both Yamane's formula and online software calculation.

The target population size for this study is the total number of employees in the Federal Ethics and Anti-Corruption Commission of Ethiopia including its branches and Regional Ethics and Anti-Corruption Commissions' public relations staff. Currently, there are 305 permanent employees in the FEACC and 49 practitioners of public relations in the Regional Ethics and Anti-Corruption Commissions' public relations section. Researcher considers Regional Ethics and Anti-Corruption Commissions' public relations section for various reasons. First, public relations of Regional Ethics and Anti-Corruption Commission have engaged in similar objectives as in the case of FEACC, promoting ethics and anti-corruption education and related communication activities. Second, public relations sections of the Regional Ethics and Anti-Corruption Commission are directly related to the subject under study. Third, the FEACC and REACC have working supportively to make anti-corruption struggles national issues. In this regard, the PR section of both Commissions can play a significant role in harmonizing the

relationship and consistently communicating public with equivalent information so as to create similar awareness on ethics and anti-corruption issues throughout the country.

The total population here is therefore 354, that is, 305 from FEACC and 49 public relations staff from nine REACC. To determine the appropriate sample size, the researcher considers a 95% confidence level and margin error of 5%. With this assumption, the appropriate sample size can be calculated by Yamane's formula as in the following ways:

$$n = \frac{N}{k+N(e)^2}$$

Where capital (N) is the number of total populations, small (n) is sample size to be determined, k is constant (1) and (e) is degree of error expected.

$$\text{Sample size (n)} = \frac{354}{1+354(0.05)^2} = 187.7984084880637$$

The total sample sizes of the study according to Yamane formula is, therefore, 188 respondents from the total population of 354. The researcher also used online Taro Yamane software to approve the number of sample size. The result remains the same with this hand calculation.

From 188 sample size, about 26 respondents (13%) are from Regional Ethics and Anti-Corruption Commissions' public relations unit. The rest respondents are from the Federal Ethics and Anti-Corruption Commission of Ethiopia.

3.5. Sampling Method

The sample is representative of respondents taken from the population. Sampling methods are important techniques to determine approaches for data collection. Sampling can be probability and non-probability sampling based on the area, methodology and preference of the researcher (Dawson, 2002). In probability or random sampling, each element in the population can have an equal chance to be selected (Kumar, 2011). Kumar also added that in purposive or non-probability sampling, the element selected from the population depends on deliberation.

However, it is a researcher that decides on a possible sampling method for data collection. According to Kothari (2004), the researcher must decide on the sampling method before any data

actually gathered. Though the research design selected for this study is descriptive, and descriptive design most of the time suggests probability sampling method, researcher deliberately uses non-probability or purposive sampling method for data collection technique in this study because it is researchers' judgment to select appropriate sampling method based on the nature of the subject under study.

The selected sampling method also helps the researcher to obtain the required information from the intended respondents. In relation to this, Kumar (2011) pointed out that in the purposive sampling method, it is the researcher's decision on the sources of information to realize the aims of the study. The researcher, therefore, focuses on respondents who believed to provide valuable information.

As this study focuses on assessing activities and challenges of public relations in the FEACC, it needs professional, knowledge, experience and exposure of respondents to react with questionnaires, interviews and FGD questions. Therefore, respondents are purposefully selected.

3.6. Method of Data Collection

There can be primary and secondary data collection approaches. These two approaches help the researcher to gather "information about the situation, person, problem, or phenomenon" (Kumar, 2011).

3.6.1. Primary Data Collection

The primary data collection approach used to collect data from primary sources. In the primary data collection approach, methods can be selected based on the nature of studies. As Kumar (2011) pointed out, the choice for data collection method in the primary data collection approach depends upon the purpose of the study, the resources available and the skills of the researcher.

For this research purpose, the researcher selects an in-depth interview, questionnaire, and focus group discussion (FGD) to collect data from primary sources.

❖ Questionnaires

Questionnaire is traditional techniques popularly used in the quantitative research. Questionnaires are a specific mirror image of research objectives through which answers can be

excerpt from respondents. In relation to this, Chawla & Sondhi (2015) indicated that the questionnaire required because “the spelled-out research objectives must be converted into clear questions which will extract answers from the respondent”. In designing a questionnaire, therefore, the main focus is changing data into information.

Questionnaires can be open and closed-ended as well as a combination of both. Closed-ended questionnaires are structured, whereas open-ended questionnaires are unstructured. Researchers most of the time use structured and unstructured questionnaires to collect data for the study. According to Dawson (2002), many researchers use a combination of open and closed-ended questionnaires to collect information from respondents. Such a combination of open and closed-ended questionnaires helps research who makes the use of mixed research methods to collect data that have both qualitative and quantitative nature. According to Muhammad (2016), questionnaires can be filled out “via telephone, mail, live in a public area, or in an institute, through electronic mail or through fax and other methods”.

With this circumstance, the researcher attempts to design open and closed-ended questionnaires to collect primary data. Data can be collected from about 148 respondents from FEACC and 26 respondents from REACC. Because of COVID-19, data was collected from the REACC via email and telegram, whereas questionnaires were distributed to gather information from FEACC.

❖ **In-depth Interview**

Interview enables the researcher to more clarify data on the spot as there exists direct two-way communication with the respondent in the process of data collection. According to Chawla & Sondhi (2015), an interview is “a one-to-one interaction between the investigator and the interviewee. Interviews can also be conducted based on judgment and random sampling techniques. For this research purpose, the judgment approach used to select informants with the intention to obtain adequate and appropriate information from possible respondents. About six (6) respondents are chosen from experts, team leaders and directors.

❖ **Focus Group Discussion**

Focus group discussion (FGD) is also another method used to collect data from a group of six to eight people. It is a “highly versatile and dynamic method of collecting information from a

representative” (Chawla & Sondhi, 2015). The dynamism of the FGD method helps research to collect information in the course of debating, arguing and reaching agreement among participants.

The use of FGD helps research to know the genuine opinion of participants because of existing debates on the subject under discussion. In this case questions for discussion has to be designed sequentially so as to extract extensive information without overlapping. For this reason, two mini FGD established with four members each and deliberated on the subject under study. Researcher preferred mini focus group discussion because of COVID-19 and state of emergency. The number of participants is also reduced from regular (six to eight) to four to six in such FGD type. In this regard, it is indicated on the website ([<http://raitgroup.com>]) that unlike the regular FGD, mini focus group discussions have fewer participants, about 4-6 respondents.

In primary data collection, therefore, the researcher attempted to collect information from various respondents using interviews, questionnaires and focus group discussions; triangulate and cross-check the truthfulness of information gathered with different methods as in the following ways.

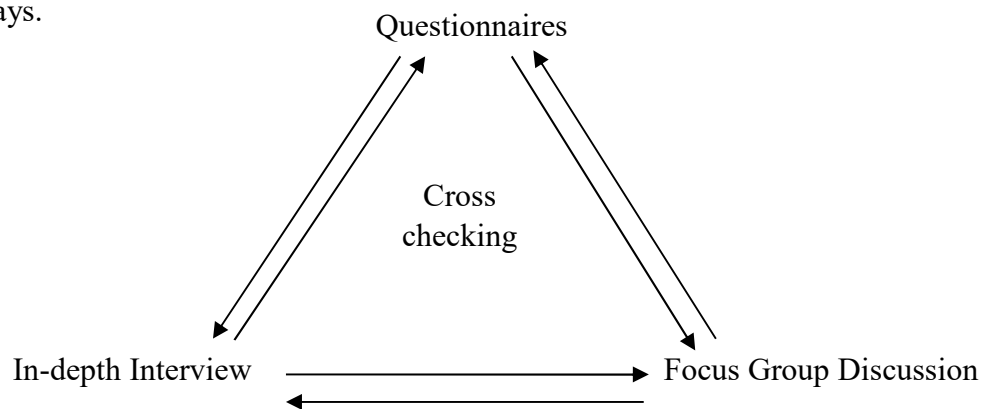


Diagram (2) depicts ways of data triangulation.

3.6.2. Secondary Data Collection

Secondary data sources comprise pre-established data used for other purposes. Such data contains collective information than specific issues to the topic under study. Most of the time such data are termed as published materials. Hence, it includes “details of previously collected findings and can be represented in a relatively easier and inexpensive” (Chawla & Sondhi, 2015).

Secondary data are less valid compared to primary data. However, such datum is important in the case when researchers unable to find out primary data. In relation to this, Muhammad (2016) pointed out that “secondary data can be less valid but its importance is still there.

Since secondary sources have a pre-established background, it helps the primary source as a reference point too. For data collected from the secondary source, different publications that describe various activities of public relations in the FEACC are reviewed. With this consideration, therefore, researcher employed secondary data source to more clarify and list out different activities of public relations in FACC and approve the validity of primary information.

3.7. Validity and Reliability of Instrument

It is obvious that every aspect of the research process is based on validity and reliability to arrive at finding and conclusion. One aspect of the research process is instrumentation. The relevance and exactness of such instruments, however, should be checked and approved that they can collect intended and valuable information to arrive at the result of the research. Such correctness and accurateness in the research process in general and in instrumentation in particular can be broadly termed as validity. In relation to this, Kothari (2004) described validity as the “most critical criterion that indicates the degree to which an instrument measures what it is supposed to measure”.

Concerning reliability, Kumar (2011) also indicated that “if a research tool is consistent and stable, it is said to be reliable”. Validity and reliability are therefore referring to the rationality and consistency of research instruments respectively. If a researcher collected data from different respondents using the same instrument and get a similar response, then the instrument said to be reliable.

Moreover, validity and reliability can be estimated based on different arguments. The validity, which is harder to assess than reliability, can be estimated through three major types of suggestions includes face and content validity, concurrent and productive or criterion-related validity and construct validity (Kothari, 2004). These three validity estimation types can be predicted through either judgment or statistical operation. In this regard, Middleton (2020) explained that each of the validity types can be estimated through expert judgment or statistical analysis.

One of the validity estimations types that relies on the judgment is face and content validity estimation. In this estimation type, the logical link between questions and the objective of the study is the main concern. If the link is logical the instrument is valid. This estimation type is therefore applied in this study as one of validity establishing methods.

Reliability can also be estimated through different types of estimations. One of the types is using the statistical procedure in the case of internal consistency, which also applied in this study. Testing validity and reliability of the research process in general and instrument, in particular, therefore, helps to reduce error and bias so as to arrive at genuine findings and conclusions of the study. With this understanding, it is valuable to test the validity and reliability of instruments used to collect data for this study.

Cronbach's alpha is frequently used to establish reliability of the research instrument. In this way, the pilot sample has taken from sample size for the project under study to establish validity and reliability using SPSS. In this regard, Connelly (2008) pointed out that, about 10% of the pilot sample must be taken from sample size projected for the study. For this study purpose, therefore, about 15 respondents taken from total respondents' size (148) for questionnaires. The reliability checked using SPSS is .781 which is in the standard range for reliability.

Table 3.1 Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.781	.777	56

Based on the pilot, some corrections on language and rearrangement of questions have made for more clarification.

3.8. Method of Data Analysis and Interpretation

Analysis in social science research is the process of systematically arranging and interpreting data collected using various research instruments. Sharma B. (2018) indicated that data analysis is the process of converting the collected data into information and knowledge.

There are various methods of data analysis. Broadly quantitative and qualitative methods. For the purpose of this research therefore, both quantitative and qualitative data analyses have applied

for the reason that this research employed mixed method research approach. More specifically, data collected for this research purpose has analyzed using convergent mixed design. These statistically and textually analyzed data followed with an integrated approach are, therefore, the core methods of data analysis for this research.

The integration of both analyses has done side by side comparison. According to Creswell & Creswell (2018), interpretation in the convergent method is expressed in the discussion part of the research. In the discussion part thus, the researcher compared the results of qualitative and quantitative methods for convergent research results.

3.9. Ethical Consideration

Ethics is one of the pivotal issues getting consideration in every aspect, particularly in academic research. In academic research, the issues of ethics can be considered in every stage and process of research. Ethics can be happened in writing a research proposal, in literature review and methodology like data collection and analyzing techniques.

In this study, the researcher attempted to respect the various ethical issues from the beginning to the report writing of the research. Some of these ethical issues which are discussed by Creswell & Creswell (2018) and Kumar (2011) and considered in this study include: -

- ❖ **At the beginning of research-** disclosing objective of the study, respecting norm and culture and disclosing research beneficiaries;
- ❖ **In the middle of research-** In the process of data collection, respecting respondents' privacy, avoiding imposition on the respondent and restricting from collecting unethical or harmful information are taken into consideration;
- ❖ **At the end of research -** In the case of data analysis, data has analyzed without taking side and any finding has disclosed based on research results. In addition, the researcher tried to consider issues of ethics in research reporting, storing and sharing.

The researcher has, therefore, exerted possible effort to avoid bias and unethical issues at the beginning of the research, in the courses of data collection and analysis, and during report writing.

CHAPTER FOUR

4. Data Presentation, Analysis and Discussion

Introduction

This section of the study deals with data presentation, analysis and discussion. Data was collected through primary and secondary data collection methods. Questionnaire, interview and focus group discussions (FGD) were tools used to collect primary data. Different organizational documents were also reviewed as per the thematic area of the study.

As stated in the third chapter, data collected for this study analyzed and interpreted using convergent mixed research method. In this way, the researcher has attempted to provide quantitative and qualitative data and converge them for analysis and discussion as needed.

4.1. Quantitative Data Presentation

Quantitative data was collected through questionnaires distributed for a sample of 148 respondents. These questionnaires were distributed for staff members of the FEACC. From distributed questionnaires, 127, about 85.8% of the total questionnaires were collected. The rest questionnaires were not returned from the respondents.

In order to continue on data analysis, the researcher has tried to look at the appropriateness of response rate. In relations to this, Fincham indicated that at an average above 60% of response rate could be estimated for most researcher and more than 80% for pharmaceutical studies (2008). It is also specified in more recent research article that comprehensive response rates for research ranges from 66–83% (Brtnikova, et al., 2018). The response rate for this study is, therefore, acceptable to proceed on presentation and analysis of data collected from respondents through questionnaires.

❖ Data from Questionnaires

In this research, structured and semi structured questions were designed to collect data from respondents through questionnaire. The researcher has tried to categorize these inquires according to their relevance to research questions or thematic areas of the study. Comments or opinions of respondents have also used as required according to their significances.

Consequently, all these questions can fall in to activities of public relations, role of practitioner or challenges facing public relations activities in FEACC.

To begin with demographic status of the respondent, researcher summarizes pertinent demographic information of 127 respondents in the following table.

Table 4.1 Demographics of Respondents

Items		Frequency	Percentage (%)
Sex	Male	83	65.4
	Female	44	34.6
Age	20-30	42	33.1
	31-40	40	31.5
	41-50	32	25.2
	51 and above	13	10.2
Edu	BA/BSC	87	68.5
	MA/MSC	40	31.5

Source: own data (2020)

In these purposively selected respondents, researcher attempted to consider gender involvement, educational background and various directorates of the Commission. This has likely made the data collected more reliable.

A) Closed Ended Questions

In presenting data from questionnaire particularly, Likert part, researcher has categorized agree and strongly agree respondents on one side and disagree and strongly disagree response on the other hand and compare with frequency and percentage. Neutral value presented as it is.

Table 4.2 Major activities of Public Relations

Items for choice	Current major activity of PR		Which must be major Activities for PR		REACC response on Major activity	
	F	%	F	%	F	%
Activities for print media	61	48.0	27	21.3	3	13.04
Activities for electronic media	39	30.7	39	30.7	3	13.04
Activity for web & social media	18	14.2	46	36.2	0	0.00
Other	9	7.1	15	11.8	17	73.92
Total	127	100.0	127	100.0	23	100.0

Source: own data (2020)

As indicated in the Table 4.2, respondents were asked to answer questions related to major activities of PR in FEACC. From the total respondents, nearly half of them (48%) indicated that activities for print media are the current major activities of PR in the Commission. On the other hand, 36.2% respondents replied that website and social media-based activities must be the major tasks of PR in FEACC. The item categorized as ‘other’ in the Table 4.2 shows that a small number of respondents from FEACC and 73.92% of respondents from REACC suggested that print and electronic media are the current major activities of PR.

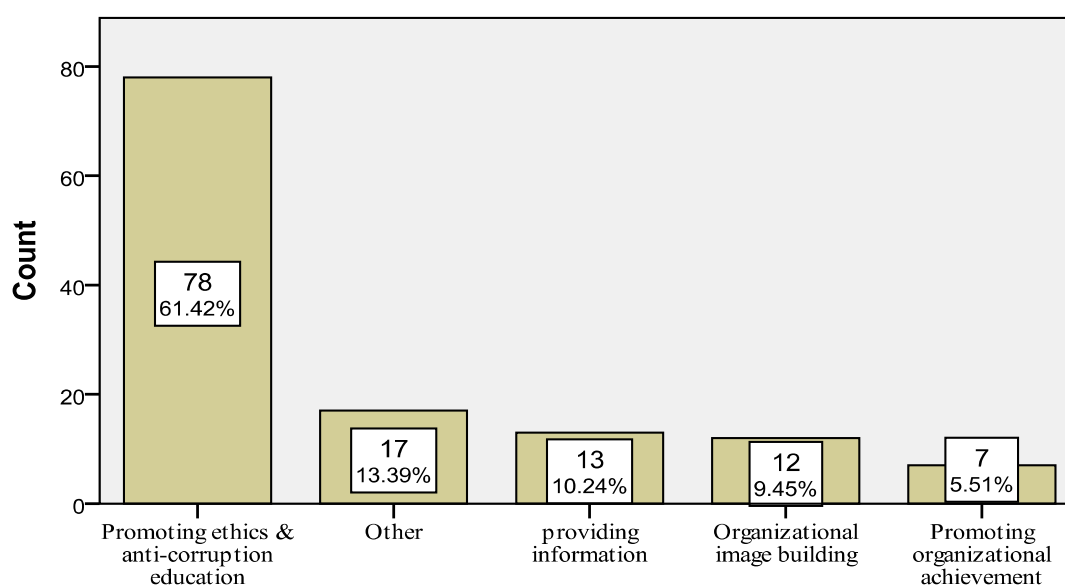
Table 4.3 Basis/ starting point for PR activity in FEACC

Items for choice		Frequency	Percent (%)	Valid Percent
Valid	From research/analysis	17	13.4	13.4
	From organizational plan	89	70.1	70.1
	From PR plan	21	16.5	16.5
	Total	127	100.0	100.0

Source: own data (2020)

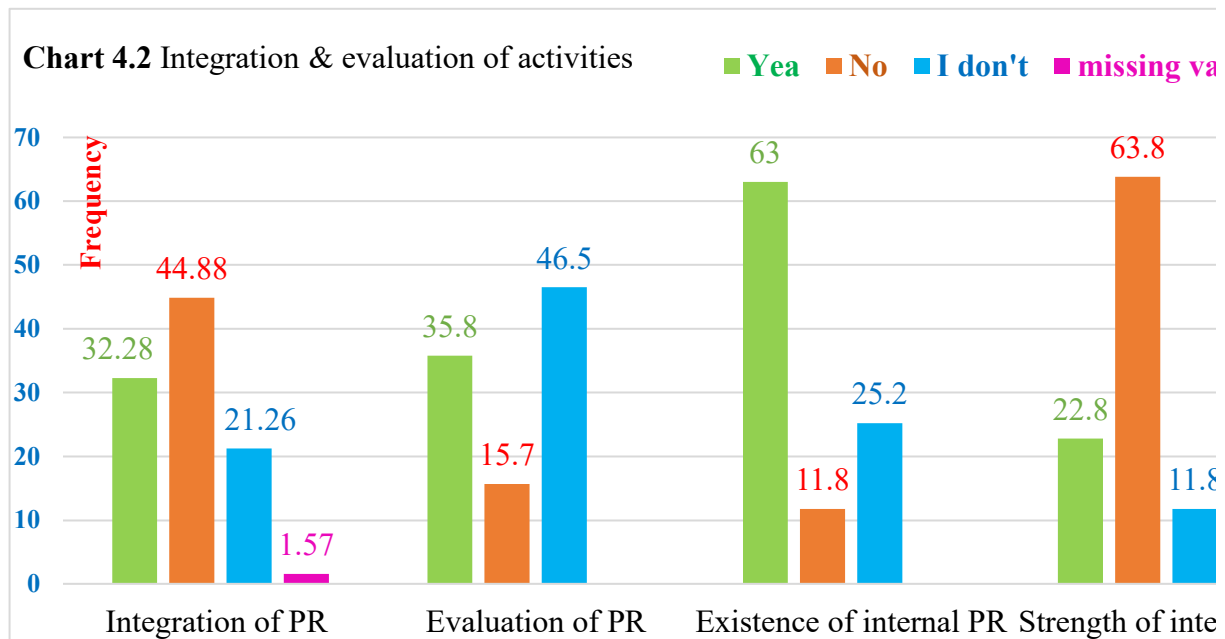
As shown in Table 4.3, the highest number, about 70% of the respondent identified that public relations activities are derived from organizational plan of the Commission. Data indicated in the table 4.3 shows that there is almost no research conducted to undertake public relations activities.

Chart 4.1 Major focus of PR activities



Source: own data (2020)

Chart 4.1 shows major focus areas of PR activities in FEACC. As shown on the Chart 4.1, the main focus of PR activities in the Commission (61.42%) is promoting ethics and anti-corruption education. The option ‘Other’, indicates that either all listed alternatives or two or more alternatives are focus issues of PR activities.



Source: own data (2020)

Chart 4.2 displays response status on integration of electronic and print media in communicating the same messages and whether they mutually support to meet objectives of communication in the Commission. Accordingly, about 44.88% of the total respondents reacted that there is no integration between activities of both electronic and print media. About 32.28% of the respondents on their part addressed that both electronic and print media activities are combined and cooperatively support one another towards achieving the goal and the rest respondents didn't know integration of activities.

Chart 4.2 also shows respondents opinion on whether PR activities are evaluated or not before reaching the public. Accordingly, about 46.5% of the total respondents didn't know whether PR activities are evaluated before dissemination whereas, 37.8% of response indicated that PR activities are evaluated based on decision and experts' comment.

Moreover, data from Chart 4.2 shows that about 63% of the total respondents indicated as there are internal PR activities in FEACC. Similarly, researcher has tried to ask the extent to which internal communication is strong enough to meet demand of the public inside the Commission. For this inquire, 63.8% of the entire respondents responded that activities of PR for internal communication are not adequate to meet information demands of internal publics.

From data indicated in Chart 4.2, therefore, it is clear that most of the respondents know as print and electronic media activities don't always combined and focus in promoting the same message at the same time. However, it is impossible to conclude that both electronic and print media have not been working on promoting ethics and ant-corruption education based on pillar focuses of FEACC.

It is noticed from data on Chart 4.2 that there can be loophole in the Commission to integrate both electronics and print media activities. It is also possible to say that many of the respondents may not aware whether activities of PR are evaluated or not. From data indicated on Chart 4.2, one can also infer that there are activities of PR for internal publics but are not satisfactory to meet interests of employees.

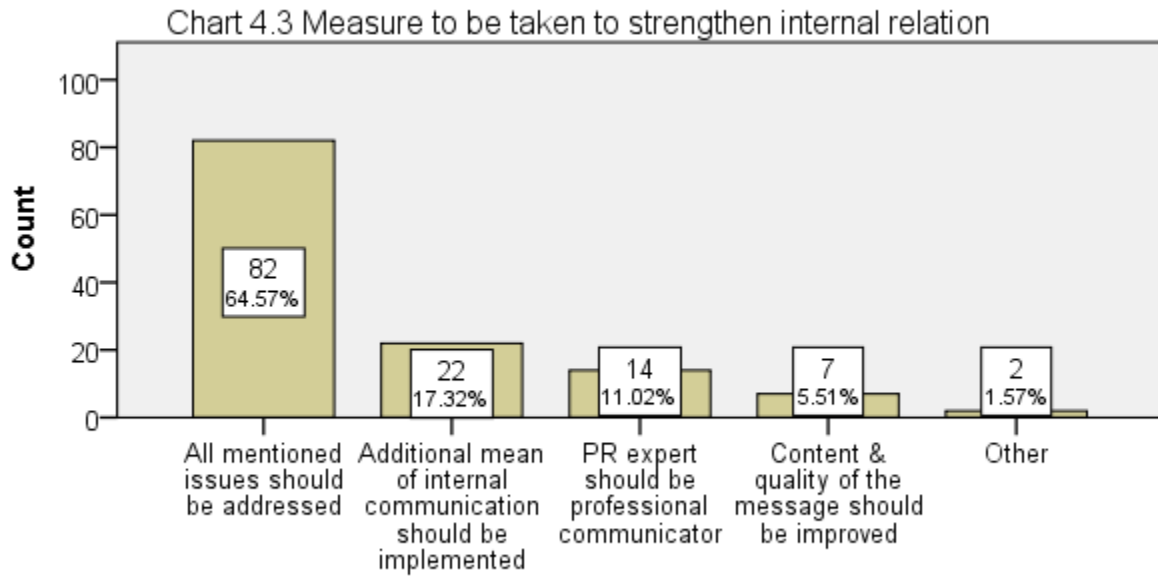
Table 4.4 Ethical responsibility of PR practitioners to balance the interests of both FEACC and the publics

Items for choice	F	%
PR practitioners try to meet the interest of FEACC only	29	22.8
PR practitioners strive to meet the interests of society too	91	71.7
Other	3	2.4
999.00	4	3.1
Total	127	100.0

Source: own data (2020)

According to data indicated in Table 4.4, about 71.7% of the total respondents responded that PR practitioner has attempted to address interests of both FEACC and the publics. 22.8% of the respondents on their part know as public relations practitioner has tried to meet the interests of the Commission only.

This data is, therefore, showing that public relations activities have been carried out not only to serve the Commission but also attempted to meet interests of the public. In this regard, objectives of the Commission may be determinant, specifically in promoting ethics and anti-corruption education by centering interests of the publics.



Source: own data (2020)

In Chart 4.3, researcher also attempted to depict responses of respondents on additional measure to be taken for improvements of PR activities for internal communication. As indicated on the chart, 64.57% of the entire respondents suggested three points for improvement of internal communication in FEACC.

These include implementing additional tools of communication, involvement of professional communicators and improvement on contents and quality of messages.

This data shows that about 98% of the total respondents believed and suggested their alternatives on improvement of public relations activities for internal relation. Therefore, improving internal communication in FEACC is clearly predictable.

Table 4.5 Status of PR in relation to challenges

No.	1. PR Status in FEACC (include challenge issues)	Strongly agree		Agree		Neutral		Disagree		Strongly disagree	
		F	%	F	%	F	%	F	%	F	%
1.1	PR have adequate saying in management decision process	8	6.3	58	45.7	39	30.7	20	15.7	2	1.6
1.2	PR has given proper consideration in FEACC	5	3.9	36	28.3	38	29.9	44	34.6	4	3.1
1.3	PR designed as one of supportive processes	16	12.6	61	48.0	24	18.9	26	20.5	0	0.0

Source: own data (2020)

In Table 4.5, respondents are asked different questions that are related to status and indirectly address challenges facing PR in FEACC.

❖ **Item 1.1: -**

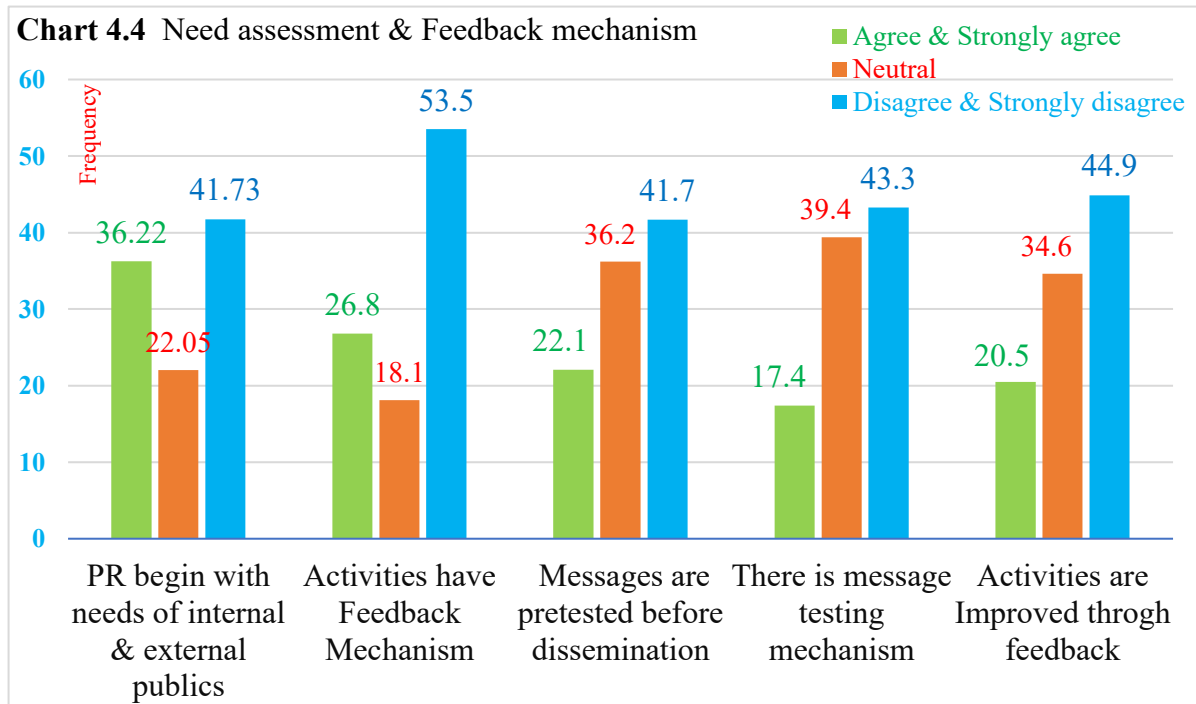
As shown in Table 4.5, more than half of the total respondents (52%) specified that PR has adequate saying in management decision making process in the Commission. While small number of respondents did not accept (disagree and strongly disagree). From this, it can be said that PR section of the Commission has involvement in management issues.

❖ **Item 1.2: -**

In relation to status of PR in the Commission, majority of the respondents (37.7%) answered that PR has not given proper consideration in FEACC. About 32.2% of the total respondents have accepted that PR has given proper consideration in the Commission. From overall results, it is probable to say that PR section has not given proper attention in the Commission.

❖ **Item 1.3: -**

Concerning question focused on the structural function of PR in the Commission, about 60.6% of the total respondents has known that PR section has designed as one of supportive processes in FEACC. From these results, it is comprehensible that though there are different understandings about PR section in the Commission, majority of the respondents agreed that PR in the Commission has designed as one of supportive functional units or it is not core functional unit.



Source: own data (2020)

Chart 4.4 shows response on five questions. For question inquired to identify whether PR activity begins with need of both internal and external public assessments, about 41.73% of the total respondents responded that PR activity could not begin with need of both internal and external public assessments whereas 36.22% of respondents confirmed as PR activity begins with need assessment. Similarly, about 55.1% of the total respondents replied that both internal & external PR activities have no feedback mechanisms.

Chart 4.4, also shows that about 41.7% respondents responded that PR messages are not pretested before dissemination. 36.2% respondents have not decided. In addition, about 43.3% of respondents believed that there are no mechanisms in which PR messages are pretested before dissemination, but 17.4% of respondents agreed as there are mechanisms for testing messages. Around 39.4% respondents are responded neutral.

Moreover, about 44.9% of respondents have not agreed or strongly disagreed on improvement of PR activities through feedback or opinion from the publics; 34.6% are not decided and 20.5% respondents are agreed as PR section of the Commission improve its activities through feedback or opinion from the public.

As data show on Chart 4.4, PR activities are not started with internal and external need assessments and messages are not pretested before distribution through media. Therefore, PR messages are not improved through feedback or opinion from the public because there are no feedback mechanisms in general; and established message testing approach in particular.

Table 4.6 Likert scale questionnaire on activities PR

No.	2. Questions on PR activities in FEACC	Strongly agree		Agree		Neutral		Disagree		Strongly disagree	
		F	%	F	%	F	%	F	%	F	%
2.1	Activities of PR in FEACC are practical implication of PR's theoretical concepts	2	1.6	57	44.9	41	32.3	23	18.1	4	3.1
	There are both formal and informal communication in FEACC	15	11.8	86	67.7	22	17.3	4	3.1	0	0.0
	PR activities are based on Knowledge and skill in the Commission	4	3.1	51	40.2	26	20.5	46	36.2	0	0.0
2.2	PR activity must be one of the core activities of FEACC	28	22.0	61	48.0	25	19.7	11	8.7	2	1.6

Source: own data (2020)

❖ **Item 2.1: -**

Table 4.6 contains four questions related to activities of PR in the Commission. Regarding PR activities and theoretical concepts, about 46.5% of total respondents have responded that activities of PR in FEACC are practical implication of PR's theoretical concepts. 32.3% respondents were neutral and 21.2% of respondents are not agreed on the practical implementations of PR theoretical concept.

In addressing the nature of organizational communication, majority of respondents (79.5%) reacted that there are both formal and informal communication in FEACC. In relation to knowledge and skill, 43.3% of the response shows that PR activities are based on Knowledge and Professional skill in the Commission. Whereas 36.2 % of response indicates that PR activities are not based on Knowledge and professional skill.

From data given, greater number of respondents believed that PR activities in the Commission are theoretical reflections of its respective occupation. The larger percentage also shows that activities of PR are relied on knowledge and skill of professional and there is conceptual understanding; whereas, great number of respondents believed the opposite. It can also be seen from these data that there is concept of PR practicing in the Commission.

❖ **Item 2.2: -**

For the inquire related to status of PR activities in the Commission, 70% response shows that PR activity must be one of the core activities of FEACC. Some of the rest responses are neutral while insignificant number of responses show that PR activity must not be core activity in the Commission. The results of this question are related with the results of some inquires stated in Table 4.5. In table 4.5, about 60.6% respondents replied that PR section has designed as one of supportive functional unit in FEACC. In all the cases, the results are pointing towards essentiality of restructuring PR structure as one of the core functional units in the Commission.

Table 4.7 Likert scale questionnaire on activities PR continued from Table 4.6

No	Activities of PR in FEACC (continued from Table 4.6)	Strongly agree		Agree		Neutral		Disagree		Strongly disagree	
		F	%	F	%	F	%	F	%	F	%
2.3	Activities of PR are properly planned in FEACC	0	0.0	55	43.3	51	40.2	19	15.0	2	1.6
	PR activities are based on PR objective & communication strategy in FEACC	2	1.6	42	33.1	32	25.1	51	40.2	0	0.0
	PR activities are complementary with over all objectives of the Commission	9	7.1	79	62.2	20	15.7	19	15.0	0	0.0
	PR activities support improvements of FEACC	18	14.2	83	65.4	12	9.4	12	9.4	0	0.0
	PR activity attempts to harmonize national anti-corruption struggle	12	9.4	66	52.0	28	22.0	21	16.5	0	0.0
2.4	Internal PR activities are strong enough to support organizational mission	4	3.1	40	31.5	25	19.7	56	44.1	2	1.6

Source: own data (2020)

Table 4.7 describes data collected from respondents. Data described in this table are continued from Table 4.6 and described according to corresponding questions.

❖ **Item 2.3: -**

For question set concerning plan of PR in the Commission, majority of respondents (43.3%) agreed that activities of PR are properly planned in FEACC while 40.2% of respondents remained without decision. Concerning PR objectives and strategy, 40.2% respondents indicated that PR activities are not based on PR objective & communication strategy in the Commission. 34.7% of response however, indicate the inverse whereas the rest respondents counted on neutral position. In relation to corresponding PR activities and over all organizational objectives, a greatest number of respondents (69.3%) accepted that PR activities are complementary with overall objectives of the Commission. Some of the respondents kept on neutral and the rest did not accept the complementary relationships of PR activities and FEACC objectives.

In relations to activities of PR and improvement of the Commission, a higher percentage of respondents (79.6%), believed as PR activities support improvements of the Commission. Regarding role of PR in harmonizing national anti-corruption struggle, 61.4% respondents responded that PR activity attempts to harmonize national anti-corruption struggle while 16.5% of respondents do not agree on the issue of harmonizing national anti-corruption drive. The rest respondents are marked as neutral.

The result from the item 2.3 shows that PR activities are planned in the Commission while they are not grounded on PR objectives and communication strategy. It is visible from data indicated in item 2.3 that PR activities are associated with FEACC objectives and this shows the overall PR activities support progresses of the Commission. According to these data, there is also an attempts of PR activities in order to integrate national anti-corruption struggles.

❖ **Item 2.4: -**

Regarding the strength of internal PR activities, about 45.7% of the total respondents described that internal PR activities are not strong enough to support organizational mission. In reverse, 34.6% of respondents have believed that internal activities of PR are strong enough to support

FEACC’s mission. It is also indicated on Chart 4.2 that 63.8% of total respondents responded that internal PR activities are not strong enough to meet information demand for employees.

It is, therefore, likely to point out that internal PR activities are not to the expected level to initiate internal publics towards achievement of the Commission. Result of data under item 2.4 also shows that there are internal PR activities in the Commission, but they are not strong enough to properly support the Commission. However, it seems there is inconsistency with the data described in Table 4.7. Specifically, about 69.3% of respondents accepted as PR activities are complementary with overall objectives of the Commission. But it is clear that internal and external PR activities are complementary with objectives of the Commission; whereas internal activities alone are not adequate in supporting the success of the mission and complementation may not imply effectiveness.

Table 4.8 Likert scale questionnaire on activities PR continued from Table 4.7

No.	Activities of PR in FEACC (Continued from Table 4.7)	Strongly agree		Agree		Neutral		Disagree		Strongly disagree	
		F	%	F	%	F	%	F	%	F	%
2.5	PR messages help society to get awareness on ethics and the evils of corruption	27	21.3	79	62.2	8	6.3	13	10.2	0	0.0
	Current PR activities are satisfactory	6	4.7	26	20.5	38	29.9	52	40.9	5	3.9
2.6	In the future print media products will make PR of the Commission more effective	7	5.5	59	46.5	39	30.7	14	11.0	6	4.7
	Activities for electronics media will make PR of the Commission more effective in the future	31	24.4	57	44.9	29	22.8	10	7.9	0	0.0
	Web site & social media activities will make PR of the commission more effective.	23	18.1	82	64.6	16	12.6	6	4.7	0	0.0
2.7	PR activities are supported with information storage and retrieval system in FEACC	2	1.6	24	18.9	33	26.0	66	52.0	2	1.6

Source: own data (2020)

Table 4.8 shows additional PR activities continued from Table 4.7. Items in this table are also explained in terms of frequency and percentage counted from total respondents.

❖ **Item 2.5: -**

For question designed to address effectiveness of PR messages, the highest number of percentage (83.5%) of total respondents agreed as PR messages help society to get awareness on ethics and the evils of corruption. Data from REACC in Table 4.11 also indicated as all respondents believed that messages of PR section of FEACC help society to understand ethics and evils of corruption. Though it is perception of respondents, the data clearly shows that PR messages are effective in conveying the intended meaning to the public. However, PR activities in general need improvement for more effectiveness. In relations to this, 44.9% of respondents have argued that current PR activities are not satisfactory.

From data indicated in Table 4.8, PR messages are strong at creating awareness among society. This can be achieved when messages are more or less clear, credible and memorable. Whereas overall PR activities are limited and need further improvement

❖ **Item 2.6: -**

In this item, three questions are designed to identify respondents view on which channel should be PR most engaged for effectiveness. Regarding this, 52% of the respondents decided that activities for print media will make the Commission more effective, 30.7% of the respondents left neutral; while 15.7% of the respondents did not agreed in using print media for activities of PR in the future.

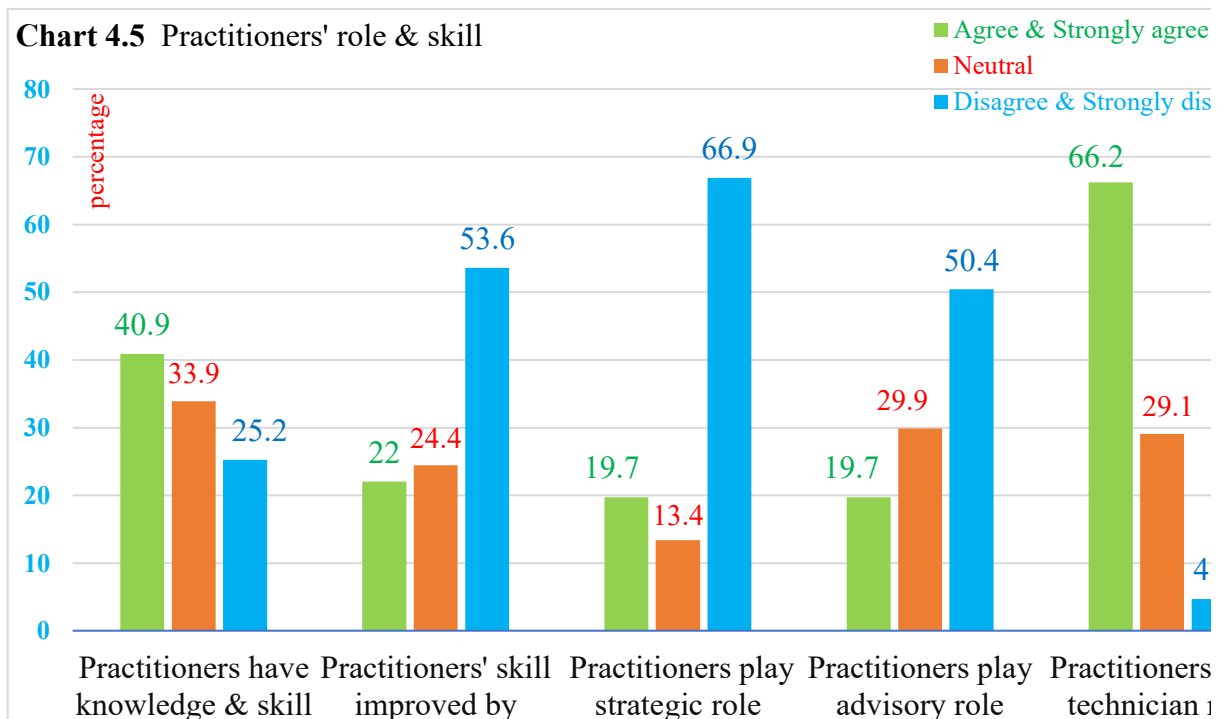
For electronics media, the higher percentage (69.3%) of total respondents responded that activities for electronic media will make PR of the Commission more effective. 22.8% of respondents marked neutral value and small number of respondents (7.9%) disagreed on using electronic media in the future. Moreover, the highest number of percentages (82.7%) of respondents decided as website and social media activities will make PR of the Commission more effective; the other respondents reacted to disagree or neutral labels.

From data collected on the three media outlets, it is probable to say that all the three media outlets are important to reach different public section according to their interests. However, in

today's competitive digital world, it sensible to think of the simplest and user-friendly tools to reach the public. These more accessible ways as data showed are web site and social media. This does not mean that other media should be neglected. All media outlets are important for the Commission as data indicated; but the Commission ought to order in using them. As data outcome described, it is desirable to more involve on web site and social media to address various public at a time. Both electronics and print media are still important.

❖ **Item 2.7: -**

For question intended to identify if PR activities are supported with information handling system, more than half of respondents, (53.6%), replied that PR activities are not supported with information or data storage and retrieval system, though 20.5% of the respondents responded the inverse. 26% of respondents kept on without decision. These results indicated that there is no information collection, storage and retrieval system in the Commission.



Source: own data (2020)

Chart 4.5 indicates questions asked about knowledge, skill and role of the practitioners in FEACC. Regarding capacity of PR practitioners in the Commission, about 40.9% of the total

respondents responded that PR practitioners have competent knowledge and skill. About 25.2% of respondents on their part reacted that PR practitioners have no competent knowledge and skill. It can be also said that, more or less practitioners have capability to carry out their activities. In relations to this, data described in Table 4.6, under item 2.1 indicated as 43.3% of response showed that PR activities are based on Knowledge and Professional skill in the Commission. It can be inferred here that activities are based on practitioner’s knowledge and skill somehow. In relations to skill improvement, the high percentages of response, (53.5%), shows that practitioners’ skill is not improved by training. Among the respondents, about 22% argued that practitioners are getting skill development training; whereas 24.4% respondents failed to respond. These data clearly indicate that no training access for practitioners or trainings are rarely given.

Regarding the role practitioners play in the Commission, a high percentage of the respondents (66.9%) responded that PR practitioners have not been playing strategic role in the Commission. On the other hand, 66.2% of the total respondents replied that PR practitioners are playing technician roles in the commission. In addition, about half of the respondents (50.4%) responded that PR section of the Commission is not playing advisory role in the Commission. Data from REACC in Table 4.11 also indicated that PR practitioners have playing their roles in producing and promoting ethics and anti-corruption messages. From both FEACC and REACC data, it is therefore, clear that PR practitioners are not playing advisory and strategic roles in the Commission, but technician role.

Table 4.9 questionnaire on PR Profession in the Commission

No	3. Questions on PR Professional	Strongly agree		Agree		Neutral		Disagree		Strongly disagree	
		F	%	F	%	F	%	F	%	F	%
3.1	Practitioners assigned in FEACC based on their profession	6	4.7	67	52.8	31	24.4	20	15.7	3	2.4
3.2	There exist practitioners’ ethical problems in FEACC	4	3.1	27	21.3	65	51.2	25	19.7	6	4.7
3.3	PR practitioners attempt to contributes values to the interests of both FEACC & society	3	2.4	68	53.5	50	39.4	6	4.7	0	0.0

Source: own data (2020)

Table 4.9 shows data collected from 127 respondents on PR profession and related issues.

❖ **Item 3.1: -**

For question intended to identify how practitioners are assigned in the Commission, greater percentage of respondents, (57.5%), shows that PR practitioners are assigned in the Commission based on their profession.

❖ **Item 3.2: -**

Concerning ethical issues of practitioners, majority of respondents (51.2%) are not decided on either sides. The remaining respondents equally decided (24.4% on each side). This may indicate understanding gap about the issues of PR ethics in the Commission.

❖ **Item 3.3: -**

For question intended to distinguish if PR section is contributing for the Commission and the public, greater percentages of respondents (55.9%) reacted that PR practitioners are attempted to contribute values to the interests of both FEACC & society. While about 39.4% of respondents failed to react on the question (neutral). As data shows, PR practitioners are plying their role to serve both the Commission and the public.

In relations to this, data in Table 4.4 shows that 71.7% of response indicated as public relations practitioner has attempted to address interests of FEACC and the public.

In all the cases however, there is an attempt to communicate interests of both sides. This idea is just to know if principles of theories of PR are practiced in Commission, particularly excellence theory in this regard.

Table 4.10 Challenges facing PR activities in FEACC

No.	4. Questions on Challenges on PR activities	Strongly agree		Agree		Neutral		Disagree		Strongly disagree	
		F	%	F	%	F	%	F	%	F	%
4.1	PR has proper structure to carry out its activities in FEACC	2	1.6	24	19.0	31	24.2	65	51.3	5	3.9
4.2	PR has adequate resource in FEACC	8	6.3	33	26.0	49	38.6	33	26.0	4	3.1
4.3	PR activities have imposition from top management in FEACC	2	1.6	40	31.5	64	50.4	19	15.0	2	1.6
4.4	There is no clear demarcation between communication & education activities in FEACC	18	14.2	44	34.6	42	33.1	23	18.1	0	0.0
4.5	PR section is not free from political influence in FEACC	10	7.9	49	38.6	42	33.1	17	13.4	9	7.1

Source: own data (2020)

❖ **Item 4.1: -**

For question developed to know structure of PR in the Commission, majority of the respondents (55.2%) responded that PR has no proper structure to carry out its activities in the Commission. Nearly 20.6% of respondents said that the PR section has the right structure, while the rest of the respondents relied on it without giving any feedback. From this data it can be assumed that PR section of the Commission does not have appropriate structure.

❖ **Item 4.2: -**

In terms of resource allocation for PR activities, about 32.3% of the total respondents responded that PR section has adequate resource, while 38.6% of respondents did not respond. Around 29.1% of the respondents replied that PR unit of the Commission does not have adequate resource. From these data, it may difficult to plainly draw perception if PR section has really adequate resource; because the number of respondents in all cases are alike. However, given the higher number from responses, it is accepted that PR section of the Commission has no resource problems, though it demands more information.

❖ **Item 4.3: -**

In relation to imposition or burden on PR section, about 33.1% of respondents argued that there are pressures on PR section of the Commission from top management. While majority of respondents are not answering the questions, only 16.6% of respondents replied as there is no pressures on PR section of the Commission. As data shows, there is indication of pressure on PR section.

❖ **Item 4.4: -**

For questions developed to know about demarcation of education and PR section, nearly half of respondents (48.8%) said that there is no difference between PR and education activities within the Commission. About 33.1% of respondents did not give their views. Some 18.1% of respondents reported that there was a significant difference between the two work processes. However, these data show that PR and education sections of the Commission are addressing the same issues in different ways that is from communication approach and from educational approach. It is then better to combine similar activities from both sides so as to effective in both communicating and education ethics and anti-corruption issues.

❖ **Item 4.5: -**

Regarding influence of politics, 46.5% of respondents responded that PR section of the Commission has under political pressure; 33.1% of respondents did not respond while 20.5% decided as there is no political pressure on PR section of the Commission. However, it looks there is tendency of political pressure may be to communicate certain policy and strategies of ruling part.

Table 4. 11 Questionnaire from REACC

No	Questions	Item for choice	F	%
1	Do you think that your Commission exchange information with FEACC?	Yes	13	56.5
		No	5	21.7
		I don't know	5	21.7
2	Do you think that PR of FEACC play role in producing and promoting ethics and anti-corruption messages?	Yes	21	91.3
		No	0	0.0
		I don't know	2	8.7
3	Do you agree whether messages of PR section of FEACC help society to understand ethics and evils of corruption?	Yes	23	100.0
		No	0	0.0
		I don't know	0	0.0
4	Is there integration and relationships of PR section of FEACC with Regional Anti-Corruption Commission's PR or media like yours?	Yes	1	4.3
		NO	18	78.3
		I don't know	4	17.4
5	Do you think that PR section of FEACC and Regional Anti-Corruption Commission work together to harmonize national anti-corruption struggle?	yes	12	52.2
		no	11	47.8
		I don't know	0	0.0

Source: own data (2020)

As indicated in table 4.11, about 56.5% of the respondents know that both FEACC and REACC have exchanging information. Majority of respondents (91.3%) pointed out that PR of REACC knows as PR of FEACC play its role in producing and promoting ethics and anti-corruption messages. Regarding effectiveness of messages, all respondents believed that messages of PR section of FEACC help society to understand ethics and evils of corruption. Concerning integration, about 78.3% of the respondent responded that there is no integration and relationships of the federal and regional Commissions. Moreover, greater percentage (52.2%) of respondents replied as PR sections of both Regional and Federal Ethics and Anti-Corruption Commissions work together to harmonize national anti-corruption struggle while contending number of respondent (47.8%) did not accept jointly harmonizing national anti-corruption struggles.

From these results it is likely to state that REACC knows activities of PR in FEACC; there is also exchange of information, but there is no integration between both anti-corruption Commissions to harmonize national anti-corruption struggles. As result from document analysis indicated, PR of FEACC produces national anti-corruption report by collecting performance data from REACC. Both FEACC and REACC have common biannual conference on which they

discuss performance of overall anti-corruption struggle and the way forward to make anti-corruption national issues. As indicated in Table 4.7, that 61.4% respondents indicated as FEACC attempts to harmonize national anti-corruption struggles. Data from FEACC and REACC shows as there is attempt to harmonize national anti-corruption struggle but with limited integration.

B) Response to Open Ended Questions

One open ended question is attached with closed ended questionnaires to inquire any opinion about PR of the Commission. Some opinions are illustrated below: -

- ❖ Organizing PR team at directorate level to implement organizational objective effectively;
- ❖ PR activities should be consistent in the Commission; PR section should be given proper attention;
- ❖ There should be conducive work environment; Continues training has to be provided for practitioners as needed; Poor internal communication should be improved;
- ❖ PR section of FEACC has to connection with other office communicator in sharing experience; PR section should be free from management decision, political influence;
- ❖ PR section must be supported with adequate data and information storage system;
- ❖ PR section should focus on both internal and external image building issues;
- ❖ PR section should conduct assessment; PR section should organize regular press conferences; PR activities should be implemented based on knowledge and professional skill; staffers should be updated on ethics and corruption issues;
- ❖ PR section has to work hard to link employee and higher-level management.

4.2. Qualitative Data Presentation

Qualitative data have collected through in-depth interviews, focus group discussion (FGD) and document analysis. For the interview, the researcher deliberately selected six informants from the expert, team leader and director levels. Focus group discussion has also conducted with eight participants who purposefully selected from the PR section and other core directorates. Two

FGD group discussions held separately with four members each. Different organizational documents have also reviewed according to their relevance to this study.

4.2.1. In-Depth Interview

Regarding an in-depth interview, about five questions were designed to collect information or data related to the thematic area of research. Such data are presented and analyzed as follows: -

1) For the question stated: - what are the current major internal and external PR activities you know in FEACC?

Respondent 1: - PR section mainly promotes organizational objectives and activities of various directorates for both internal and external publics through print and electronic media channels.

Respondent 2: - Currently, PR section is carrying out its activities using print and electronic media outlets. PR plan has cascaded from FEACC's five years strategic plan. PR activities are, therefore, based on the strategic plan of the commission, direction given by higher officials and interests of stakeholders contained within the strategic plan of the commission.

Respondent 3: -

“The Commission has organized a team that works on PR activities. This team addresses the internal public through a monthly published newsletter. There are also external activities performed.” (April 15, 2020, Addis Ababa).

Respondent 4: - Internal PR performed through the newsletter and employee meetings on national or organizations issues. For external relations PR provides information, communicating organizational objectives, achievements through print and electronic media; uploading information on the website and social media, organizing press conferences and so on.

Respondent 5: - PR of the Commission mainly focus on promoting the Commission and making the public partner in the fight against corruption. This has been done using print and electronic media. PR also develops the organizational report, newsletter and other publications for the external and internal publics, coordinate events, uploading documents and post information on the website.

Respondent 6: - Activities of PR includes coordinating events, writing news, articles, media monitoring, producing radio programs, newsletters, uploading documents on the website and social media, producing monthly newsletter for internal communication.

All these facts imply that there are both internal and external PR activities in electronic and print media. PR works on producing publications, providing information, coordinating events, managing website and social media and monitoring media. As shown in this information, PR of FEACC has widely worked on external publics with limited internal relations.

2) Regarding questions stated as what do you think must be major PR activities in FEACC?

Respondent 1: - Activities of PR that go with a technology need to be done in the Commission. Today, people want to get information using social networks at all levels. PR should not restrict to print and electronic media, it has to use social media to promote ethics and anti-corruption education. FEACC has to bring about radical change through PR in this area.

Respondent 2: - The Commission has to give emphasis on using social media; as nature of PR in FEACC is not only image building but also promoting ethics and anti-corruption education.

Respondent 3: - PR can bring radical change if it aggressively uses social media in addition to print and electronic media. Continuous attitude changing activities has to be done by PR;

Respondent 4: - PR should employ systems to access organizational information at hand. It has to use social media or other connecting mechanisms. External relations should be also strengthened by extending channels to extensive use of web site and social media.

Respondent 5:- It is valuable noticing and drawing lessons to intensively use various social media options; using volunteer activists in the fight against corruption because activists have the capability to make the public following them; organizing information technology professional on social media, building practitioners' capacity; further exploring and utilizing traditional media such as radio and television to reach various publics.

Respondent 6:- Current website and social media activities have to be explored further; activities planned to be done in this regard should be well organized, timely uploaded, public comments should be analyzed, information should be updated, all PR media option have to rely

on real experience in a corruption investigation and prosecution activities. Activities have to be done in the form of investigative journalism.

Overall data suggest that the PR section has to extend media usage to exhaustively using social media. These responses also show that the new activities of the PR section have to ground on social media with a competent practitioner to consistently engage in changing societal behavior by promoting ethics and anti-corruption information and education.

3) For questions stated: - Do you think that PR activities are based on knowledge and professional skill? How do you see the roles of PR practitioners in FEACC? Please explain?

Respondent 1: - In order to say PR activities are based on knowledge and skill, various issues need to be addressed. There must be continuous training and education, the profession must be free from political pressure; there must be proper structure and work procedure; activities should be designed strategically; there must be a system of evaluating activities before they can reach the public; there must be clear principles of public relations activity within the commission and other professional requirements. Without these requirements, it may difficult to say that activities of PR in the Commission are based on skills and knowledge in the current context.

Respondent 2: - PR practitioners are working based on the knowledge they have get through education and experience they have gained in the course of working. But it is impossible to say that they have been trained enough to carry out PR activities based on knowledge and skill. Although there are various challenges in the PR section of the commission, practitioners are attempting to carry out their role to the level of their capacity.

Respondent 3: - Though there are variations on the quality of activities done, there is no as such bolded problems regarding the knowledge and skill of practitioners. PR practitioners are attempting to carry out their roles and responsibility, however, they are reliant on routine activities than strategic issues.

Respondent 4: - In the existence of problems, it is difficult to judge that public relations activities are entirely based on knowledge and skill and to the expected level in the commission.

Respondent 5: - The issues of profession and skill can be seen from the availability of skill development training, improvement of education level, policy and PR strategy frameworks.

These frameworks are not currently practical in the Commission. In such conditions, it is difficult to say that activities of public relations become professionalized and practitioners are carrying out their roles in the Commission.

Respondent 6: - In order to perform activities of public relations on the basis of knowledge and skill, the Commission needs to have a reasonable payroll fee to compete in the market for competent practitioners. It is not possible to say that public relations activity is to the extent of what is needed in the Commission, that there is a big gap between the required and the current levels, so practitioners are not playing the necessary role.

According to data from respondents, PR activities are not based on professional skills. However, activities are carried out based on knowledge as usual because practitioners are graduate in the field. Responses data described above indicate that PR practitioners are also dependent on technical activities; and they are not playing a strategic role in the Commission.

4) Regarding the question how they do see the consistency and integration of PR activities in FEACC:

Respondent 1: - PR activities are implemented not on a consistent basis.

“Some activities seem sustainable, not because of strategy, but pushing factors. Even activities of different directorates in the Commission are not integrated and this itself has an impact on public relations activities from being consistent and integrated” (April 13, 2020, Addis Ababa).

Respondent 2: - Previously, there was no focus on the consistency of PR activities. More recently, the issue of consistency has been getting attention. But it's still not enough. It needs more effort.

Respondent 3: - Message disseminated through print media should be repeated in broadcast media. This helps to properly address the public on a single issue. However, this cannot be done by PR and even the education sections of the Commission. PR section is more pushed towards emergent activities than engaging in continuous, integrated and strategical activities.

“In the Commission, PR and education activities are practiced without integration. Both activities have been done in their own ways. But they can bring more results if practiced

in a coordinated and integrated method. A message designed by the PR section can be used for educational purposes; an educational idea can be crafted to message and distributed by PR. This method helps to add synergy to both PR and education activities and make the Commission more effective in this regard (April 15/2020, Addis Ababa).

Respondent 4: - PR and education activities are related in their nature. Education could not replace PR however. PR works to inspire and mobilize society around objectives of the commission in additions to raising awareness, but PR and education sections are not coordinated. Each of them runs on their own ways except once a year at the celebration of international anti-corruption day (IACD).

Respondent 5: - Policy and strategy guidelines are very important tools for consistency, continuity and integration of PR activities. Such guidelines also help to integrate PR and education activities in the Commission. If there is a guideline, it is possible to identify where consistency comes, how integration made and how to interface PR and education activities.

“PR practitioners are, however doing activities based on common sense or as the goodwill of top management. These irregularities of activities are not only harming the Commission but also confusing the public in garnering against anti-corruption drives” (May 04, 2020, Addis Ababa).

Respondent 6: - PR and education activities are inseparable in the Commission. However, the current condition of PR and education sections is not indicating this; they have not integrated themselves and together complemented with activities in other directorates of the Commission.

Data collected from all respondents show that there is almost no consistency in PR activities in the Commission. All respondents believe that consistency, particularly message consistency is much more significant for PR activities. Five informants out of six, about 83.4% informants responded that current PR activities are not consistent. Results from data also show that there is no integration of activities in the Commission in general and in PR and education in particular. Response results also indicate that issue of consistency, coordination, integration and continuity are affected by factors like absence of PR policy, strategy, branding and editorial guidelines.

5) In relation to inquiring stated: - what challenges you know so far that the PR section of FEACC has been facing?

Respondent 1: - The issues of PR and education activities are not clearly identified and structurally well organized. In existing reality, educational activities overlap PR activities in the Commission. While education can be functioning independently and supported by PR, it is confusing and disrupting by mixing PR and education activities, otherwise, it needs proper integration. In the Commission, PR activities are based on the goodwill of individuals, ignored from paying attention. The PR section is not free and organized based on professionals.

Respondent 2: - Among various challenges facing PR activities, the major one could be PR messages are not timely organized, because of unproportionate workload and human capacity in addition to practitioners' limited capability and skill; high employee turnover because of poor handling and attitude towards PR profession, inconsistency among activities; and organizational payment and lack of proper utility in the Commission are pushing factors for practitioners to leave the job. There is also a problem to work PR activities for end to end.

“For example, a public relations practitioner must be able to write articles or news, take photograph, make production, upload on a website and social media or produce on print materials; but this capability to perform PR activities end to end is not currently practiced in the Commission” (April 14/2020, Addis Ababa).

Respondent 3: - Different challenges are prevailing in the Commission. There are employee turnover and structural problems. Lack of attention from top management; considering public relations activities as additional activities than core functional unit. There is the problem with information management system in the commission; the initial and final boundaries of public relations activities could not be clearly defined, known and practiced accordingly; activities are not supported with research; political pressures on the country have also affected PR of the Commission. Moreover, it is difficult for internal publics to have access to timely information from management of the Commission.

Respondent 4: - Declining government attention for PR at the national level influence official of the Commission not to pay attention to the PR section. Lack of well-organized activities and structure; PR section is not organized based on the study while other directorates improved their

ways of performing activities through studies. Lack of skilled manpower, employee turnover, lack of training, problem on accessing and provision of timely information. In addition, there is no information management system in the Commission and the Commission failed in this regard.

Respondent 5: - Some of the challenges facing PR activities in the Commission include: low attitude towards PR activity in FEACC; lack of proper career structure and training; extremely weak relation with functional units of FEACC, lack of a system for promptly informing PR; lack of policy, strategy or branding guidelines and for this reason, it is difficult to arrange logo on print materials, to identify the target audience of the Commission and to perform pilot testing. Various PR activities are carried out arbitrarily because there is no editorial board in FEACC.

Respondent 6: - Political influence on government organization also reflected in FEACC and affect PR section; this makes practitioners dependent on permission; immaturity of democracy and uncertainty on the rule of law is also putting pressure on the activities of PR.

As a result of the responses of all respondents shows there are various challenges facing PR activities in the Commission. One of the challenges repeatedly indicate is lack of proper attention for PR activities from the government and top management of the Commission. Top management of the Commission has to know the significance of PR activities. Data also indicate that there is structural problem; capacity and skill gap; employee turnover; political pressure; lack of proper career structure; lack of information management system; workload and others. There is also a lack of demarcation or established interface between PR and education activities; absence of PR policy, strategy, branding and editorial guidelines to properly carry out PR activities in the Commission. For these reasons, practitioners are doing activities randomly without conducting a study or need assessments.

6) For questions specified as what do you think should be done to improve the overall activities of PR in FEACC?

Respondent 1: - PR needs to be reformed in the Commission. It must be detached from old and existing systems; must have a practitioner based on knowledge and professional skill; to this end, it has to improve its structure and managed by a knowledgeable and skillful person. Every issue that comes out to media should be considered; any part of information should be central to the

PR section; PR activities should be based on strategy, knowledge and skill, equality, and equitable service for all parties

Respondent 2: - PR section needs capable manpower; adjustments on payment rates and structure; skill training and enabling work environment.

Respondent 3: - PR section requires communication strategy, structural reformation based on a study; management should aware of the significance of PR; source of information should be PR in the Commission.

Respondent 4: - PR structure needs to be improved; PR and education sections are overlapped and require reorganization through study; activities need to be organized according to their category and the way they can bring success; issues of synchronizing activities also need attention; PR also need much attention from top management.

Respondent 5: - Providing awareness for higher officials on the significance of PR policy and strategy of communication, branding, creative briefing and its result. In addition, practitioners become competent enough to be professional and even perform their activities based on innovative manner so as to attract public attention towards organizational objectives.

Respondent 6: - In the current scenario, some messages of PR or education are not indicative of the ways in which corruption is worried, but rather focus on showing the way to do corruption. It would be wise to think carefully about the potential impacts before messages can be distributed to the community; end result of messages should be carefully evaluated before reaching the public. FEACC has to pay much attention to its PR section to maintain public trust and its pride.

According to opinion data from all respondents, PR of the Commission needs genuine and detailed reform based on research.

4.2.2. Focus Group Discussion

Focus group discussion was conducted among eight participants that categorized into two groups (FGD1 and FGD2). Because of the current pandemic disease (Covid-19) and aligned state of emergency, the researcher cannot be allowed to participate more than four members in a group. However, four questions are developed for discussion and both groups are deliberated on the

questions independently. The researcher mediated members of both groups to maintain an equilibrium of participation in the discussion session.

1) In relation to inquiring stated as what do you think should be the major activities of PR in FEACC?

FGD 1: - Emphasis should be given for organizational image building, promoting organizational success stories, reviewing public interest, Consideration should also be given to all media outlet as per the interests of the public, engaged on the website and social media too. Moreover, FEACC has to promote ethics and anti-corruption education through television and radio program, organize studio for the production and organize its online media,

FGD 2: - PR activities should be functioned in a digital spectrum to reach individuals at hand through the phone. PR have to employ a website and social media besides traditional media.

Regarding activities of PR that must be done, all focus group discussion members argued that the Commission has to use social media in addition to print and electronic media; establish a studio for program production.

2) For questions designed as how do you see communication and education activities in the Commission?

FGD 1: - Education and PR sections of the commission are doing almost the same issues in a different fashion, particularly ethics and anti-corruption education through media. Education team produce television spot, dram, documentary film, and radio spot and program. PR and communication team on its part write news, articles, produce publications like magazines, posters, brochures, billboards ...etc. In both teams, messages are developed separately. PR and communication team does not know message crafted for electronic media for educational purpose and media team don't know what communication team has done. Therefore, it is better to integrate two activities so as to assure consistency and integration of activities.

FGD 2: - PR and education section of the Commission have a relation with the public. The Commission provides ethics and anti-corruption education through face to face training, which is done by the directorate for Ethics Education and Training Center and through media. In providing education through media, ethics and anti-corruption education have given in the form

spot, dram, plays, documentary films through electronic media and articles through print media. These activities have done by the media education team. PR and communication team on its part produce different publications that provide information and can educate the public about ethics and -corruption education.

As all data show, there are mixed activities in the Commission which are education, PR and education activities. These activities need to be well organized and managed. They are not integrated now. PR must be organized as independently as possible in its profession. Here every activity has been doing separately, with no consistency and integration of activities among PR and education sections of the commission whereas all such activities have similar nature.

3) Regarding the question stated as what do you think are the challenges that the PR section of the Commission is facing and their causes?

FGD 1:- PR activities are not well organized in the commission, not given proper attention, employee turnover, PR is not considered as core activities, wrong attitude towards the activities of PR that simply considered as stage facilitator, PR considered as addon unit that helps in communicating routine activities; PR section participated on different events/meetings on the well-being of other directorates, just to facilitate and for media coverage; directorates of the commission have not to pay proper attention for PR activities, even they don't have awareness as every information of the commission has disseminated via PR section. Moreover, there are various activities of PR whereas the number of practitioners and their competencies are limited and lack of training is also among challenges facing to appropriately carry out PR activities.

FGD 2:- PR section is not freely exercising its role and responsibility, there are influences on practitioners to perform their activities, though it is believed that PR section has a major role for success for the overall objective, no attention due given for its structural organization and human resources; activities of PR are not well organized, some PR activities are done as education activities; some directorate organize events with knowledge of PR section; instability of the Commission and declining public attention for the Commission have also led to the weakening of PR activities; focuses on protocols than pay attention for careers; lack of manpower, organization and operational problems; lack of training and recognition while practitioner attends training on their own.

Data from both group discussions indicate that similar problems are conferred in different ways. The major problem that repeatedly addressed is the lack of proper attention for PR section.

4) Concerning the question stated; - How do you evaluate the roles of PR practitioners in carrying out their activities in FEACC?

FGD 1: - PR practitioners are working on repetitive and common activities than focusing on organizational issues. In any means, however, it is not up to the expected level in the commission as there are different challenges facing this unit. PR practitioners are not fully exercising their roles in the Commission.

FGD 2: - PR section has to be free from any influences to carry out its roles and responsibility properly. This has not been seen in FEACC. Practitioners are, therefore, carried out their roles as per the professional standard because of different factors discussed as challenges. PR have a role in collecting, organizing, photographing and producing production and disseminating in various channels, this is not seen in the commission because of skill limitation.

As shown from the discussion of both groups, PR section of the Commission had to play its role to the level of its capacity and current circumstances. Currently, PR section mainly focuses on routine and common PR activities to play its role. However, because of the low attention from different bodies and other problems, the PR section is not focusing on organizational issues. Therefore, from both discussions it is probable to say that the PR section is not playing its role to the expected level, particularly, PR is not playing a strategic role in the Commission.

4.2.3. Document Analysis

These secondary data sources contain major activities of Media Education and Communication Affair Directorate (MECAD). In this section activities for the print and electronic media including website, social media and others are reviewed. In this document analysis approach, the researcher attempted to closely look at the plan of the MECAD to identify the exact activities of the PR in the Commission.

In this way, it is recognized that MECAD has its own annual plan. But the directorate does not have its own PR or communication strategic plan. It simply relies on the strategic plan of the

Commission to prepare its annual plan. The department evaluates its accomplishment every three months by simply comparing performances with planned activities.

Based on its plan, MECAD of FEACC has carried out various internal and external activities. The followings are some of these major activities the researcher looks through.

A) Publications

Producing publication is one of the major PR activities done in MECAD every year. This activity has currently done by PR and Communications Team (PRCT). Some of this publication type includes magazine, annual report, brochure, flyers, poster, billboard, newsletter, sticker and insertion.

❖ Magazines

Magazine is the main publication of the Commission that serves as an organizational voice. It contains about 11 columns of which six are objective oriented. One of the major columns is a guest column. It is a column that interviews scholars, authorities, or individuals who believed to teach ethics and anti-corruption issues are made accessible to the community. The focus column has been addressing issues that the government, the public, institutions and other bodies need to emphasize. It also covers major activities of core functional units in the Commission and focuses on informing and educating the public. The magazine usually has 44 pages and is published quarterly and about 32,000 copies are published and distributed per year. The contents and layout of the magazine are attractive as they cover hard issues of corruption. Some articles on the magazine are more attractive because the writing styles are featured approach.

❖ Annual Reports

Two types of annual reports are prepared in the Commission. The first one is the annual report of FEACC and the second one is a national anti-corruption report that includes reports of the REACC. National anti-corruption report contains major activities and achievements of REACC and FEACC. It is also indicated in this report that FEACC and REACC have regular conferences every six months on which they discuss performance regarding anti-corruption struggle and the way forwards in the struggle against corruption at national level. Both reports are covering major and detailed activities achieved during the fiscal year.

❖ **Brochures**

Brochures are also the major tools of communication by which the Commission can reach the public to inform and educate on ethics and anti-corruption issues. It also produced based on special events like the IACD celebration every year. The brochure produced in the commission with different sizes at an average about four different types of brochures with a quantity of about 240,000 copies, good content and layout design has been published every year.

❖ **Flyers**

Similarly, flyers are intensively produced in the Commission to inform and aware different public on ethics and corruption issues. It also produced when there are big events. For example, two different size flyers are published for graduate students every year to congratulate them and there to inform that as they have to ethically serve people and their country while they are joining the world of career. About five different types of flyers have published every year with an average copy of more than 200,000.

❖ **Posters, Insertion and Billboard**

FEACC produces posters and insertion every year. The Commission produces two types of posters. Textual and graphical or pictorial posters are published. There is a message on the pictorial poster. Message and pictures are made to be aligned and make the poster more powerful to properly convey the intended messages. Insertions are published in a similar fashion. All posters are published with similar size and about six different types of posters have published with an average number of 40,000 copies per year and two different types of insertion are published with 50,000 copies. Billboard is also used to inform and educate the public on specific issues. Billboard messages are limited in their length and well-aligned with a message supporting pictures. The Commission has published about twenty billboards every year and displayed them in different parts of the country including some universities.

❖ **Newsletters**

About two types of newsletters are published by PRCT of the Commission. One of the two newsletters is produced for international organizations and stakeholders, the rest is for internal communication. The content of both newsletters is more of covering major organization

achievement just in the form of news. Newsletter for the external public also covers issues that need an immediate response from concerned bodies. However, both newsletters have limited content to address the public on various issues.

❖ **Sticker**

Different stickers that promote ethics and anti-corruption issues have been published and distributed mainly around schools. The contents of stickers are more focusing on promoting ethics among children.

In addition to these, website and social media administration, press conference and event coordination, media monitoring and analysis, protocol service, writing articles and press release are run by Public Relations and Communication Team in the Commission (FEACC, 2017-2019).

B) Electronics Media Activity

Activities that have done through electronic media in the Commission are carried out by Media Education Team (MET). Some of these major activities include: -

❖ **Spots, Documentary film, Dram and Plays**

Spots that aims to educate the public are produced in cooperation with external relevant bodies by Media MET. At an average about 19 different types of television and radio spots have aired per year. The roles of Media Team in relation to spot production are crafting appropriate content and evaluate whether the spot conveys the intended message. Documentary film has rarely done in the Commission. Drama and plays are, however, produced and aired through television and radio more frequently than a documentary film. MET in this regard has been working in commenting and editing contents of different drama and plays provided from different vendors.

Radio Program and Teleconference

MET also provides content for a weekly radio program that aired for about 30 minutes. At least one teleconference organized and lively aired per year. Particularly, teleconference has done when major events like International Anti-Corruption Day (IACD) organized.

In general, there are many activities undertaking in MECAD. As stated in various ways, activities in MECAD are focusing on informing, educating and initiating the public so as to

participate in the anti-corruption movement. These activities are based on three key areas of focus that the Commission has identified in its five-year strategic plan. The first one is grand corruption-prone area including land administration, tax and revenue collection, justice sector, procurement in major infrastructural projects and finance administration. The second focus area is mission-oriented cooperation and partnership. The third key area of focus is nurturing the youth and children ethically.

However, both the PR and communication team (PRCT) and media education teams (MET) are working on those key focal areas in their own ways. This is beyond the consistency principle. To be consistent, both teams should rely on the same key focus area with similar messages; but that is not the case in the Commission.

Moreover, the website of the Commission [www.feac.gov.et] does not properly work. The researcher tried to search for additional information on the website and find out that the website is developed in 2013. This shows that the website has been serving for about more than seven years. Whereas the literature indicated that the maximum lifespan for a website cannot be more than two years and seven months (Crestodina, 2019). The researcher also tried to visit Facebook of the Commission. When the researcher visited [www.facebook.com/feac.et], the uploaded information is no up to dated.

Furthermore, there are challenges observed in the annual reports of the Commission which show that there is an information management problem in the Commission (FEACC, 2017-2019). The existence of employee turnover in the Commission is also repeatedly indicated in various reports and this reinforces the idea that public relations workers frequently resign from the Commission.

The existence of two types of structure under MECAD is also observed in Job Classification and Labeling Guide (FEACC, 2017). As noted in this document, PRCT is organized into a supportive unit whereas MET organized into core activity of the Commission.

Professional standards and positions in both teams within the same directorate also vary accordingly; that is an expert working in a Media Team is one step higher in professional rank and salary than similar experts working in PR and Communications Team in the Commission. This can be one of the reasons why PR practitioners look for other alternatives. Given this discrepancy, it is clear that the focus on public relations is indeed low in the Commission.

4.3. Discussion

4.3.1. Public Relations Activities Implementation

One of the objectives of this study is to identify the extent to which activities of Public relations are implemented in the Federal Ethics and Anti-Corruption Commission (FEACC). In relation to this, various findings can be drawn from the results of data collected using quantitative and qualitative research methods. Results of data collected using questionnaire, in-depth interview, focus group discussion and document analysis are triangulated and showed that PR activity has a variety of aspects in FEACC, including producing various publications as a major activity, writing news, supporting events, organizing press conferences, working on the website and social media, providing information and media monitoring; but the highest number of questionnaire respondents and all in-depth interview and FGD informants believed that current PR activities are not satisfactory.

There are also outcomes associated with planning, executing and evaluating of PR activities in FEACC. Finding revealed that PR activities are cascaded from organizational plan and not grounded on PR objectives and communication strategy in the Commission. If the activity of PR has relied on objective and strategy, it could help the Commission to identify the key publics from a PR perspective for effective communication and coordination around the fight against corruption. Because strategic communication helps an organization to enhance its goal through analyzing situations and establishing solutions (Theaker, 2012).

The results of the study also indicated that in the Commission, PR activities do not begin with need assessments for both internal and external publics. PR section of FEACC has not been improving its activities through feedback or opinion from the public; no feedback mechanism for both internal and external publics; PR messages are not pretested before reaching the public and there are no mechanisms in which PR messages are pretested before dissemination.

Need assessment or analysis is one of the significant parts of the PR process that help to identify the attitude and opinion of the public about an organization before the formal PR planning stage (Seitel, 2017). Beginning PR activities with need assessment is therefore an important approach to determine public interest and the extents of PR activities to be implemented. This PR process is, therefore, includes such crucial elements of feedback through which an organization

strengthens its activities so as to adjust its plan to interact with both internal and external publics. Message testing before distribution has also paramount returns to know the audience's reaction towards the message so as to reconstruct the messages as per their need. The existence of such a mechanism in an organization is, therefore, beneficial for PR practitioners to know whether the audience understood or accepted, the idea or message before publication or broadcasting (C-Change, 2012).

Concerning internal relations, the results of the study illustrated that PR activities are not to the expected level to initiate employees towards the success of the Commission. Internal activities are not strong enough to properly support the Commission. It is clear from the study result that internal and external PR activities can complement with objectives of the Commission, but internal activities alone are not adequate in supporting mission success and complementation may not imply effectiveness. Moreover, only a single monthly newsletter and rarely face to face communication (meeting) used to communicate with the internal public.

Though there have been attempts to communicate with the internal public, results of data showed that internal communication in the Commission needs further investigation and improvements. Some improvements may include improving the contents of the message, knowledge and skill of communicators and alternative tools of communication. Therefore, improving internal communication in FEACC is clearly predictable.

❖ **Tools to Communicate PR Activities**

In all qualitative findings, respondents reflected a high need for the betterment of PR tools in a similar voice. The quantitative response also implicated similar findings. Thus, the overall results revealed that PR section has to extend media usage to exhaustively using the website and social media.

However, in today's competitive digital world, it sensible to think of the simplest and user-friendly ways to reach the public. Theses more accessible way, as finding indicated are web site and social media. This does not mean that other media will be neglected. All media outlets are important for the Commission as finding revealed, but the Commission ought to prioritize in using them. According to study results, therefore, it is advisable to more engage on web site and social media to address various public at a time and moderately using both electronic and print

media. But the current website of the Commission is almost obsolete; it needs appropriate maintenance and upgrading or completely changing with new and more interactive web site.

❖ **Activity implementation from PR conceptual perspective**

According to the finding of the study, greater percentages of respondents believed that PR activities in the Commission are theoretical reflections of its respective occupation; activities are based on knowledge and professional skill; formal and informal communication are practicing in the Commission, which is one indication of human resource theory (Miller, 2012). Regarding activities of PR practiced based on knowledge and professional skill, finding from in-depth interviews indicates that PR activities are not based on professional skills in the Commission. To claim that jobs are truly based on professional skills, there should be specialized expertise knowledge, the pursuit of commitment and independence from any pressure (Lattimore, et al., 2012). Data collected from respondents do not implicate the existence of these criteria in the PR section of the Commission. However, activities are carried out based on knowledge as usual because knowledge is a predefined concept to carry out activities.

• **Theories perspective**

Excellence theory principles are also considered to explore activities of PR in FEACC. As the findings indicated, activities of PR in the Commission are not integrated. They have been practicing in the education sector of the Commission too; they are not combined to a unified functional unit; practitioners have playing technician roles whereas excellence theory suggests manager, senior advisor, and technician and media relations roles of the practitioner (Grunig, et al., 2002). Moreover, as finding from the qualitative source indicated, PR activities are evaluated by simply comparing implemented and planned activities than evaluating based on excellence approach at the program, functional, organizational and societal levels (Heath, et al., 2009).

According to findings, however, PR practitioners are attempting to address the interests of both the Commission and the public. This finding directly related to one pillar of excellence theory. This theory puts the values of PR at the center of both an organization and the public interests. It is also moral value to balance the relationship between the organization and the public through two-way symmetrical communication (Grunig, et al., 2002), but findings do not imply a two-way symmetrical relationship between FEACC and the public.

Similarly, system theory is used in this study to explore activities of PR in the Commission. In system theory, organizations can be termed as an open or closed system. In a closed system organization, there is no feedback, PR is reactive and not management member, less probable to respond to change in the environment (Tench & Yeoman, 2017). The closed system organization concept is therefore pertinent to activities of PR in the Commission. In this regard, findings specified that there is no feedback mechanism for PR activities in FEACC, no need assessment conducted for both internal and external publics, though Media Education and Communication Affaire Directorate (MECAD) Director is management member, no opinion collected from the public and provided to management and no strategical reaction to the environment. Moreover, there is no PR strategy and objectives; practitioners are fully engaged in a technician role.

The result indicated as PR activities are a reflection of the PR concept; but the researcher could not find an articulated theoretical framework used to carry out PR activities in the Commission. However, somehow, findings pointed towards closed system organization from system theory and moral value to balance relationships in excellence theory as practitioners attempting to balance the interests of both sides.

- **Model of PR Perspectives**

As findings showed, PR of the Commission produces and distributes various publications, news and provide information for the public. On the other hand, PR of the Commission has no feedback mechanism to collect opinions from the public. Information flow is one way, from PR of the Commission to various publics through available media outlets whether to inform or educate on ethics and anti-corruption issues. This suggests that the public information model of PR has used in the Commission and this model can be used in government organization.

Though the informational model helps to provide accurate and truthful information to the public, it is too old to use this model in today's vibrant environment to ensure public participation. In addition, the major objective of the Commission is educating the public on ethics and anti-corruption issues. These subjects need interaction from the public as well. It is, therefore, clearly defined two-way communication that helps PR of the Commission to ensure participation of society in the fight against corruption so as to confirm organizational objectives; because by

doing public relations activities frequently, it is possible to ensure public participation in the fight against corruption (Kohn, 2019).

❖ **Consistency and Integration of PR Activities**

Study results indicated that electronic and print media activities are not communicating the same messages and mutually support to meet the intended objective in Commission. This shows the inconsistency of PR and educational activities in the Commission. There is no clear demarcation between communication and education activities in the Commission.

In relations to consistency and integration, finding from qualitative data also showed that there is almost no consistency in PR activities. All respondents believed that consistency, particularly messages consistency, which is much more significant for PR activities has not been realized. In addition, there is no integration of activities in the Commission in general and in the PR and education sectors in particular. Here every activity has been doing separately, with no harmonization, consistency and integration of activities between PR and media education sections whereas all such activities have similar nature. Response result also indicated that issue of consistency, coordination, integration and continuity is affected by factors like absence of PR policy, strategy, branding and editorial guidelines.

Therefore, activities of PR in FEACC need strong consistency and integration within themselves and with education activities, particularly media education and this can be done through establishing well-articulated guidelines. It is then better to combine similar activities from both sides to be effective in both communicating and educating ethics and anti-corruption issues.

4.3.2. Practitioners' Role

As a result of the study displayed, PR practitioners are playing their role to the level of their capacity and current circumstances. Currently, PR section mainly focuses on routine and common PR activities to play its role in the Commission. However, because of different challenges, PR section is not focusing on strategic issues.

Therefore, PR section is not playing its role to the expected level in the Commission while practitioners are playing technician roles without dealing with a strategic role in the Commission. However, practitioners have to strive to advance their role in FEACC. Nowadays they have to

bring to their extended role to understand problems, to strategically plan PR activities, to produce effective messages using both the new social media as well as the print and broadcast media, and attempts to assess the effectiveness of these activities (Lattimore, et al., 2012).

4.3.3. Challenges Facing PR

In relation to challenges facing PR activity in the Commission, study findings illustrated various interconnected challenges. Some of the major challenges the study revealed with the existence of budget include lack of information management system for promptly informing PR from departments of the Commission; political influence and pressure from top management; lack of proper attention for PR activities from government and top management of the Commission; capacity and skill gap on the side of practitioners, lack of capacity building training; employee turnover; lack of proper career structure and job rank; unproportioned workload; lack of demarcation or established interface between activities PR and media education; absence of PR policy, strategy, branding and editorial guidelines to properly carry out PR activities in FEACC.

Regarding the status of PR in the Commission, findings pointed out that PR of the Commission has involvement in the management decision making process. However, all findings from quantitative and qualitative data specified that the PR section has no proper structure, not given proper attention in the Commission and designed as a supportive functional team.

For these reasons, practitioners are doing activities randomly, simply by relying on the plan, without going through any PR process. In the existence of budge, PR of the Commission has to be given proper attention so as to functioning to its full fledge in promoting ethics and anti-corruption information and education.

Regarding Regional and Federal Anti-Corruption struggles, finding showed that PR REACC knows major activities of PR in FEACC, information exchanges between both Commissions, effectiveness of messages developed by PR of FEACC, but there is no integration between FEACC and REACC to harmonize national anti-corruption struggles. As finding from FEACC & REACC indicated, there are attempts to harmonize national anti-corruption struggle.

CHAPTER FIVE

5. Summary, Conclusion and Recommendation

This final chapter provides a brief summary, conclusion and recommendation of the study. The summary part encompasses the objective, literature, methodology and major result of the study. Conclusions part comprises research finding and limitation whereas the recommendation section includes activities, role of practitioners and challenges revealed throughout the study.

5.1. Summary

The objective of this study was to promote the utilization of conceptual aids for public relations activities by assessing activities and challenges of PR at the Federal Ethics and Anti-Corruption Commission. The study specifically dealt with identifying the extent to which PR activities are implementing in relation to PR theoretical concepts, roles PR practitioners and challenges facing in the course of implementing PR activities in FEACC.

With these intentions, research questions related to identifying PR activities, practitioners' roles and challenges facing in the course of implementing PR activities are developed and literature related to PR are reviewed to refine research questions into different facts.

Regarding methodology, descriptive research design and convergent mixed research methods of data collection and analysis approaches have used for the study. Data were collected using questionnaires, in-depth interviews, FGD and document analysis methods. Data collection involves a purposeful selection of respondents from various functional units of the Commission.

The reliability and validity of quantitatively collected data were tested using face and content analysis and SPSS software and adjustment was made on the data collection tool. Quantitative data have then analyzed using SPSS and combined with qualitatively analyzed data and arrived at the following major findings:

- ❖ PR activity has a variety of aspects in FEACC, but current PR activities are not satisfactory. Activities need improvement with exhaustive use of social media, in addition to both print and electronic media

- ❖ PR activities are not based on need assessments for internal and external publics; PR messages are not pretested before reaching the public and there are no feedback and message testing system.
- ❖ PR activities in the Commission are theoretical reflections of its respective occupation; public information model and closed system organization concepts (system theory) are practicing in the Commission.
- ❖ There is almost no consistency and integration in PR activities as well as PR and education activities in the Commission; because of the absence of PR policy, strategy, branding and editorial guidelines.
- ❖ In the Commission PR practitioners are focusing on routine activities and not playing their role to the expected level; they are playing technician roles without dealing with a strategic role in the Commission.
- ❖ Some of the major challenges revealed through this study include lack of proper attention; lack of demarcation or interface between activities of PR and media education section.

5.2. Conclusions

The purpose of this study was to promote the utilization of conceptual aids for PR activities by assessing PR activities, challenges and practitioners' role at FEACC. Proper methodology also implemented to reach at the findings.

With this framework and findings, therefore, it can be concluded that activities of PR in the Commission have various aspects though they are not satisfactory. They need improvement. PR activities require close attention and commitment from top management of the Commission. It needs coordinating and organizing PR activities in a unified functional unit, adjusting the structure, developing key policy, strategy and related guidelines, monitoring and closely supporting this section. Moreover, improvement of PR activities requires solutions for prevalent problems in PR section of the Commission.

Internal PR activities are also needed to be reformed. According to the study, about 98% of the internal PR activities need reform on either additional means of communication, content and quality of messages, more qualified communicator, or change in all of these points.

It is also very significant for the Commission to establish information collecting, storage, retrieval and properly managing system. This helps not only to be accessible timely information but also to help the Commission for the knowledge management system.

While PR professionals are doing their level best to focus on routine and technician activities, they did not carry out their responsibility for large institutional or strategic issues. The tasks of strategic PR activity in FEACC are critical to create awareness, mobilize and organize society towards the anti-corruption agenda. This activity demands competent and professionally skilled practitioners who committed to the pursuit of organizational success.

Although PR activities of the Commission have practiced based on professional knowledge, they are not accompanied by clearly defined, articulated and documented PR theoretical frameworks like theory and model. This request to be clearly indicated as theories help to visualize the way activities can operate. In addition, basic need assessment procedure, message testing and feedback collecting mechanisms need to be established in the Commission for effectiveness of PR activities and overall organizational success as well.

The next activities of PR in the Commission need to be grounded on the new media landscape. Time needs extensive usage of digital media as many people engaged in such media for timely information or others. The Commission then has to extend media usage to exhaustively using social media. Therefore, activities currently being done on electronic media should continue at a similar pace whereas jobs in print media should be reduced by half percentage and focus have to be given to social media as per the findings.

PR activities are also needed to be consistent. Consistency, however, requires policy guidelines. If there is a guideline, it is possible to handle the issue of consistency, continuity and integration. The availability of such guidelines, therefore, possibly identifies where consistency comes, how integration made and how to develop interface among PR and education activities in the Commission.

Harmonizing the struggle against corruption at the national level needs a strong relationship and coordination between the Federal and Regional Ethics and Anti-Corruption Commissions. Such harmonization needs effective PR activities on both sides to establish common understanding,

exchange information pertinent to ethics and anti-corruption so as to create a common understanding on struggle about the corruption through the country.

Overall PR section of FEACC thus needs genuine and detailed reform based on research. Looking for the betterment of PR in an organization is to be heard aloud; to be seen magnificent and to be accessed more. Looking for the advancement of PR in an organization like FEACC is looking for a clear image of organizational vision among the public!

Moreover, future research may consider, the strategy, policy and other related guidelines important for the improvement of PR activities in the Commission. This study identifies only the existence of such guidelines and not address what kinds of strategy and policy documents should be designed for PR section of the Commission. Future research might also extend to find out solutions for the major problems like overlapping of the PR and education sector in the Commission and other problems identified in this study.

5.3. Recommendation

The study was explored and come up with findings related to the extent of PR activities in FEACC, the role of practitioners and challenges facing the activities in the Commission. Based on findings related to three pillars of the study, the following points are forwarded as recommendations: -

- ❖ Management members of the Commission should be made aware of PR activities. This helps management members to understand the significance of PR in supporting each functional unit in particular and for organizational success in general.
- ❖ PR section should be reformed. In this regard, reforming PR structure and job rank, hiring competent practitioners, facilitating training opportunities and empowering the PR sector, in general, need to be implemented.
- ❖ Managerial and strategic PR activities should be designed in the Commission. Such higher-level activities are beneficial for consulting management on various opinions and anticipate accordingly in an inclusive approach.

- ❖ PR activities should be clearly grounded in pertinent PR models and theories. The model helps the Commission to define the communication nature that makes it accessible while theory supports to clearly know the way PR activities can be worked.
- ❖ PR activities should be based on need assessments and message testing activities. These will help together with the strategy to identify clearly the initial and final results of PR activities.
- ❖ Internal PR should be strengthened. Strengthening internal communication helps to initiate internal publics towards the success of organizational objectives. So, this issue needs to provide adequate information using various means of communication, creating a sense of ownership on the objectives of the Commission and harmonization on the way to organizational goal.
- ❖ Activities of PR and education should be consistent and integrated. Consistency helps PR to reach at the various public through different media outlets with the same message in a diverse format. Integration also supports to combine similar activities to perform in a single harmony and both consistency and integration make PR activity more effective.
- ❖ A strong relationship should be established between the Federal and Regional Anti-Corruption Commission's PR section. This helps to create a common understanding of anti-corruption issues and strengthen cooperation in the fight against corruption at national level.
- ❖ PR section of the Commission should be making exhaustive use of website and social media to reach the various public in addition to traditional media.
- ❖ There should be an information management system in the Commission. Information management system supports to deal with timely information, retaining different knowledge, easily make information accessible.
- ❖ Based on this study, scholars can be conducted further research for more improvement of the PR section in FEACC, particularly in the area of strategic guidelines, overlapping of PR and educational activities and internal communication.

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Appendix A

Questionnaires for FEACC Staffs

These questionnaires are intended to collect data from FEACC employees. The data will support to study activities and challenges of public relations at the Federal Ethics and Anti-Corruption Commission (FEACC). The study offers valued insight to the public relations field and helps for partial fulfilment of MA thesis in Public Relations and Strategic Communication (PRSC) at Addis Ababa University. Researcher believed that the honest response you will provide help as the professional advices for accomplishment of the study! The answer you will provide also confidentially used for this study purpose only. Thanks in advance!

I. Demographic Information

A) Please circle one of the following?

1. Sex: A) male B) female
2. Age: A) 20-30 B) 31-40 C) 41-50 D) 51 and above
3. Marital status: A) Single B) Married C) Divorced E) widowed
4. Educational level: A) BA/BSC B) MA/MSC C) PhD

B) Please fill out the following blank spaces?

5. Field of Study/Profession_____
6. Current position_____
7. Job Experience_____

II. Basic Questionnaires for respondent

1. What do you think are the current major activities of public relations in the Commission?
 - A) activities for print media B) activities for electronics media C) activities for website & social media D) Other specify_____
2. What do you think must be major activities of PR in FEACC?
 - A) Print media activities like magazine, brochure, poster ...etc.

B) Electronics media activities like spot, dram, plays, programs...etc.

C) Activities for website and Social media

D) Other specify_____

3. From where do you think is the PR activity start in your organization?

A) From Research/analysis B) from Organizational Plan C) from PR plan

D) Other Specify_____

4. What do you think is/are the main focuses of PR activities in FEACC?

A) Promoting ethics and anti-corruption education B) Organizational image building

C) Promoting organizational achievement D) Providing information

E) Other specify_____

5. How do you rate media coverage for FEACC activities and related information?

A) Very high B) high C) regular/moderate D) low E) Very low F) I don't know

6. Are public relations activities evaluated before communicating through different media outlets? A) Yes B) No C) I don't know

7. If your answer for question number '5' is 'yes', how evaluation has been doing?

A) based on evaluation guideline C) based on decision B) based on expert comments

D) Other specify_____

8. Do you think that both electronics and print media activities are communicating the same messages and mutually support to meet the intended objective?

A) Yes B) No C) I don't know

9. How do you see the ethical responsibility of PR practitioners to balance the interests of both FEACC and the publics?

A) PR practitioners try to meet the interests of FACC only;

B) PR practitioners strive to meet the interests of society too;

C) Other specify _____

10. Do you think that PR of FEACC communicates with internal public/employees?

A) Yes B) No C) I don't know

11. If your answer for question number '10' is 'Yes', what is the means of communication?

A) Print media (brochure, flyer newsletter...etc.) B) Face to face (meeting...etc.)

C) Other specify _____

12. Do you think that internal communication by PR of FEACC is strong enough to meet information/communication demand for employees? A) Yes B) No C) I don't know

13. If your answer for question '12' is 'No', where do you think is the gap to meet the demand of internal communication?

A) Content of message B) knowledge & skill of communicators

C) Other specify _____

14. What measure do you think will be taken to strengthen internal communication in FEACC?

A) Additional means of internal communication should be implemented,

B) Public relations expert should be professional communicator

C) Content & quality of the message should be improved

D) All mentioned issues should be addressed

E) Other specify _____

15. Any opinion/idea you want to say about public relations of FEACC?

III. Major Questions

Please answer the following questions by writing the **tick symbol (√)** as per your choice.

<i>No</i>	<i>Description</i>	<i>Strongl y agree</i>	<i>Agr ee</i>	<i>Neutral</i>	<i>Disag ree</i>	<i>Strongly disagree</i>
1.	Questions intended to assess public relations (PR) Position in FEACC					
1.1	PR have adequate saying in management decision making process					
1.2	PR has an appropriate structure in FEACC					
1.3	PR assumed as low value input profession in the commission					
1.4	PR has given proper consideration in FEACC					
1.5	PR understood as mediator between FEACC and its public					
1.6	PR section designed as one of the core functions in FEACC					
1.7	PR considered as part of protocol service in FEACC					
1.8	PR assumed as one of supportive processes in FEACC					
2.	Questions planned to assess Public relations activities in FEACC					
2.1	PR activity begins with need of both internal and external public assessments					
2.2	Activities of PR are properly planned in FEACC					
2.3	Activities of PR in FEACC are practical implication of PR's theoretical concepts					
2.4	PR activities are based on PR objective & communication strategy in FEACC					
2.5	PR activities are complementary with over all objectives of the Commission					
2.6	Both internal & external PR activities have feedback mechanisms					
2.7	PR activity should be one of the mandatory activities of FEACC					
2.8	PR activities are based on Knowledge and Professional skill in the Commission					
2.9	PR activity attempts to harmonize national anti-corruption struggle					

<i>No</i>	<i>Description</i>	<i>Strongl y agree</i>	<i>Agr ee</i>	<i>Neutral</i>	<i>Disag ree</i>	<i>Strongly disagree</i>
2.10	PR messages are designed based on different public segment/interest					
2.11	PR messages help society to get awareness on ethics and the evils of corruption					
2.12	Internal PR works on harmonizing FEACC's staffs towards achieving organizational goal					
2.13	Internal PR activities are strong enough to support organizational mission					
2.14	PR activities support improvements of FEACC					
2.15	Print media products will make PR of the Commission more effective.					
2.16	Activities for electronics media will make PR of the Commission more effective.					
2.17	Web site & social media activities will make PR of the commission more effective					
2.18	PR activities are as effective as expected in FEACC					
2.19	PR activities are participatory in FEACC					
2.20	PR messages are pretested before dissemination					
2.21	PR messages are clear, credible & memorable					
2.22	There are mechanisms in which PR messages are pretested before dissemination					
2.23	There are both formal and informal communication in FEACC					
2.24	PR section of FEACC improves its activities through feedback/opinion from the publics					
2.25	Protocol is one of PR activities in FEACC					
2.26	PR activities are supported with information/data storage and retrieval system in FEACC					
2.27	Current PR activities are satisfactory					
3	Public relations professionalism in					
3.1	Practitioners assigned in FEACC based on their profession					
3.2	Practitioners of PR have competent knowledge and skill in FEACC					
3.3	Practitioners' skill has improved by training					

<i>No</i>	<i>Description</i>	<i>Strongly agree</i>	<i>Agree</i>	<i>Neutral</i>	<i>Disagree</i>	<i>Strongly disagree</i>
3.4	PR practitioners play strategic role in FEACC (e.g. communicate for collective ambition, problem solving facilitator etc.)					
3.5	PR practitioners plays technician role in FEACC (e.g. produce publications, events etc.)					
3.6	PR section plays an advisor role in the commission					
3.7	There exist practitioners' ethical problems in FEACC					
3.8	PR practitioners attempt to contributes values to the interests of both FEACC & society					
3.9	Practitioners strive to defends for interests of FEACC employees					
4	Challenges facing PR in FEACC					
4.1	PR has proper structure to carry out its activities in FEACC					
4.2	PR has adequate resource in FEACC					
4.3	PR activities have imposition from top management in FEACC					
4.4	There is no clear demarcation between communication & education activities in FEACC					
4.5	There is no established system to access information from different departments of the Commission					
4.6	There are ethical challenges for practitioners in FEACC					
4.7	PR section is not free from political influence in FEACC					

Appendix B

Interview Questions

Please provide brief explanation for the following questions.

1. What are the current major internal and external PR activities you know in FEACC?
2. What do you think must be major PR activities in FEACC?

3. Do you think that PR activities are based on knowledge and Professional skill? Explain?
4. How do you see the consistency and integration of PR activities?
5. Do you think that PR practitioners are playing their role up to the expected level in FEACC? Please elaborate?
6. What challenges you know so far that PR section of FEACC is facing? And what do you think are the cause for those challenges?
7. What do you think should be done to improve over all activities of PR in FEACC?

Appendix C

Questions for Focus Group Discussion (FGD)

1. How do you explain current internal and external PR activities in FEACC?
2. What do you think should be the major activities of PR in FEACC?
3. How do you see communication and education activities in the Commission?
4. What do you think are the challenges that PR section of the Commission is facing and their causes?
5. How do you evaluate the roles of PR practitioners in carrying out their activities in FEACC?

Appendix D

Questionnaire for REACC Public Relations Practitioners

These questionnaires are intended to collect data from PR practitioners of Regional Ethics and Anti-Corruption Commission (REACC). The data helps to study activities and challenges of public relations at the Federal Ethics and Anti-Corruption Commission (FEACC). The study offers valued insight to the public relations field and helps for partial fulfilment of MA thesis in Public Relations and Strategic Communication (PRSC) at Addis Ababa University. Researcher believed that the honest response you will provide help as the professional advices for

accomplishment of the study! The answer you will provide also confidentially used for this study purpose only. Thanks in advance!

I. Demographic Information

A. Please enclose one of the following?

1. Sex: A) male B) female
2. Age: A) 20-30 B) 31-40 D) 41-50 E) 51 and above
3. Marital status: A) Single B) Married C) Divorced E) widowed
4. Educational level: A) Grade 12/10 complete B) Diploma C) BA/BSC
D) MA/MSc E) PhD

B. Fill out the following blank spaces?

5. Field of Study/Profession _____
6. Current position _____
7. Job Experience _____

II. Basic questioners for respondents

1. Which one of the following do you think is major activity of PR in FEACC?
A) Activities for print media B) Activities for electronics media C) activities for website & social media D) activities of both print & electronics media F) I don't know
2. How do you get messages from PR of FEACC?
A) Through Publications B) through TV & Radio C) through website & social media
D) Other specify _____
3. Do you agree whether messages disseminated from PR section of FEACC help society to understand ethics and evils of corruption? A) Yes B) No
4. Is there integration and relationships of PR section of FEACC with Regional Anti-Corruption commission's PR? A) Yes B) No C) I don't know

5. If your answer for question number ‘4’ is ‘yes’, what do you think is/are the focus of integration and relationship?
- A) Exchange of information & PR messages B) capacity building/training
- C) Other specify _____
6. Do you think that PR section of FEACC and Regional Anti-Corruption Commission work together to harmonize national anti-corruption struggle?
- A) Yes B) No C) I don’t know D) Other specify _____
7. Do you think that PR practitioners of FEACC play their role in producing and promoting ethics and anti-Corruption messages?
- A) Yes B) No C) I don’t know
8. What do you think are the challenges facing PR section of FEACC in cooperating with Regional Anti-Corruption Commissions? _____

Appendix E: Backgrounds of Interview respondents

No	Name	Occupation	Educ. level	Field of study	Gender	Interview Day
1	Mesfin Belayneh	Asset Disclosure and registration Director	MA	Social work	Male	13/4/2020
2	Wondatir Denek	Media Education and Communication Director	MA	Pedagogy	Male	14/4/2020
3	Ferda Gameda	Ethics liaison Coordination team leader	BA	Language and Literature	Male	15/4/2020
4	Wonderad Seyfu	Corruption prevention Team leader	BSC	Engineering	Male	4/5/2020
5	Yehalashet Desilegn	Education material production Expert	MA	pedagogy	Male	5/5/2020
6	Fikadu Hailu	Training Expert	MA	Literature	Male	5/5/2020

Appendix F: Backgrounds FGD respondents

No	Name	Occupation	Educ. level	Field of study	Gender	discussion Day
FGD1						
1	Alemayehu Gezehagn	Educational material production expert	MA	Language	Male	7/4/2020
2	Belete Mekonnen	Media Education expert	BA	Language	Male	
3	Bililign	Education material production expert	BA	Language and Literature	Male	
4	Teketel paulos	PR and Communication Expert	MA	Business administration	Male	
FGD 2						
1	Abiyot Belete	PR and Communication expert	BA	Language and literature	Male	11/5/2020
2	Mekdelawit Mitku	PR and Communication expert	BA	Language & literature	Female	
3	Tederos Tezera	Audiovisual expert	Dip	Vediography	Male	
4	Belete Birhanu	Ethics infrastructure coordination expert	BA	Language and Literature	Male	