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THE FUNCTION, PRACTICE AND CHALLENGES OF PUBLIC RELATION IN HEALTH ORGANIZATIONS; THE CASE OF BLACK LION HOSPITAL

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**The Function, Practice and Challenges of Public Relation in Health
Organizations; Focused On Black Lion Hospital**

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**A thesis submitted to Addis Ababa University, Graduate School of Journalism
and Communication in Partial Fulfillment of the Requirements for the Degree
of Master of Arts in Journalism and communication: specialty in Public
Relations and Strategic Communication.**

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May, 2022

DECLARATION

I, Mengistab Girma, the under signed, declare that this study entitled “*The function, practice and challenges of public relation in health organizations; focused on black lion hospital.*” is my original work. I have undertaken the research work independently with the guidance and support of the research advisor. This study has not been submitted for any degree or diploma program in this or any other institutions and that all sources of materials used for the thesis has been duly acknowledged.

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Name: **Mengistab Girma**

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CERTIFICATION

This is to certify that the thesis prepared by Mengistab Girma entitled “*The function, practice and challenges of public relation in health organizations; focused on black lion hospital*” And submitted in partial fulfillment of the requirements for the degree Masters of Arts in Public Relation and strategic communication complies with the regulations of the University and meets the accepted standards with respect to originality and quality.

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Abstract

This study aimed at exploring the function, practice and challenges of public relation in health organizations; focused on black lion hospital. In order to be able to answer the questions, quantitative and qualitative research designs were used. For the questionnaire of quantitative design, a total of 128 individuals from management members, employers and clients of the Back Lion Hospital were selected with purposive sampling method and filled by them. For the in-depth interview of qualitative design, from Black Lion Hospital, One PR director, three department heads and three senior experts had been interviewed. Frequency and percentage statistical techniques were used for quantitative data analysis by using SPSS statistical software; while, the qualitative data was analyzed thematically. The outcome of the data analysis revealed that the practices of public relation in Black lion Hospital are limited to some activities of PR; there is shortage of man power and budget in the PR department. There is also lack of organized, appropriate PR activities and developing strategies and implement appropriate communication tools that can be accessible to all Hospital Community and clients as quickly as possible. The research shows that Black Lion Hospital Mangers and experts provided that there are critical challenges like Insufficient budget allocation, the PR organizational structure permits Low number of professionals, on the Side of Hospital Managers The importance of PR is underestimated, There is no PR code of conduct and PR does not play management function and advisory role in Black Lion Hospital on the other hand the practitioners are assigned according to their skills and knowledge of public relation, this is the good part of the finding. Finally, the researcher forwarded recommendations to conduct and establish the organizational PR strategies and Implement diversified and appropriate PR activities that create opportunities to raise awareness and mobilize the public toward the issues wanted to be communicated and enables the PR practitioners to perform as per the planned activities and to implement diversified and appropriate PR activities and to overcome challenge.

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Abbreviations and Acronyms

PR	Public Relation
PRSA	The Public Relation Society of America development agency
CSA	central statics agency
COC	Certificate of conformity / compliance
SPSS	statistical package for social science
EPRDF	Ethiopian People's Revolutionary Democratic Front
HSTP	Health System Transformation Plan
BPR	Business Processing Reengineering

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CHAPTER ONE

1. INTRODUCTION

1.1 Background of the Study

PR in the Ethiopian healthcare system is in its emerging stage. The fledgling public relations in the Ethiopian health sector is a direct derivative of the budding public relations industry in the country. Zeray, a journalist contributing to a range of local and regional newspapers, in one of his articles, *PR and Media Works: The Most Misguided Profession in Ethiopia*, contributed to *Horn Affairs*, has stated that public relations is a recent phenomenon. He also mentioned that “it [public relations] is still in its low level when measured objectively from scientific point of view.” (Hailemariam, 2016, p 2)

Health organizations are in constant contact with various public: the government, the community at large, suppliers, clients, patients and their visitors, mass media, and employees. They therefore require a comprehensive and well integrated public relations strategy to reach out to these public. PR, when planned strategically and executed well can add value to a health organization by helping it better employ people, which would provide a good return to shareholders and deliver products and service value to customers. (Black, 1972)

Health organizations, though classified as social services providers rather than strictly business entities, have a responsibility of fostering health consciousness through health education by providing opportunities for participation of people in the health organizations. This, according to (Basavanthappa, 2005) makes health institutions not to be considered in isolation from other socio-economic factors. Health service providers work directly with the community and hence provide a direct service to people at the grassroots level. Health providers utilize community resources and should encourage community participation in self-help organizations at local level.

Health organizations in the developed world long recognized the importance of public relations as an important management function. In Ethiopia, the Ministry of Health headquarters has a PR department and so are hospitals like Yekatit 12 Hospital, Minilik Hospital, Tirunesh Beijing Hospital, St.Poul Hospital, and health services providers

Hospital public relations is straight forwardly affected by unavailability of trained human resource in the area, absence of professional bodies and nonexistence of independent PR firms responsible for the development of public relations industry, and disputable press freedom which are major factors for a low communication index of the country. Researcher has conducted a brief feasibility study to three Governmental hospitals. He should look in to and to which he could, as a result of his research, shade light and provide new insights.

During a pre-study visit to various health facilities, the researcher has witnessed the availability of public relation sections and communication staff in all three government hospitals. In these three governmental Hospital public relations is in place and assumed only by setting up a public relations/communication department and employing practitioners from journalism and adjacent disciplines like literature, language, information technology, and from other fields.

Nevertheless, public relations and practices related to it are not entirely strange and unknown to Hospitals and health service administrative bodies across these visited organizations. But do they really define what they are doing, how they are doing it, and why they are doing it. These constitute fundamental inquiries for the researcher to answer the following question: what are the function PR? How they are practicing PR? And what are the challenges in practicing PR activity? Based on these inquiries, the researcher has formulated statement of the problem that mainly focusing on considerations given in major working documents.

1.2 Statement of the problem

The Health policy of the Transitional Government of Ethiopia, issued in September 1993, has laid a solid foundational ground for public relations profession to be applied in the health sector. “Promoting and strengthening the inter sector activities, promotion of attitudes and practices conducive to the strengthening of national self-reliance in health development by mobilizing and maximally utilizing internal and external resources.” (Health policy of the transitional government of Ethiopia, 1993, 4)

However, that is not seen steadily replicated further in this same policy and to other guiding documents. Legal documents including the health policy accentuate health education than public

relations “health education Information, Education and Communication of health shall be given appropriate prominence to enhance health awareness and to propagate the important concepts and practices of self-responsibility in health.” (p. 5) In the general strategies section of the policy it says “health education shall be strengthened generally and for specific target populations through the mass media, community leaders, religious and cultural leaders, professional associations, schools and other social organizations” (p. 7)

At present the Ethiopian health Organization like Hospitals steered by a policy level document dubbed as the Health Organization. Transformation Plan (HSTP), a five-year (2015-2020) strategic plan and a latest continuation of a series of four strategic documents implemented since 1997. The business process reengineering (BPR), a national reform tool for comprehensive analysis, redesign and revamping the public service, was also introduced Public relation in Hospitals in 2005 since there it was starting to practicing in Hospitals specially in government one.

Public relations and practices related to it are not entirely strange and unknown to Hospitals and health service administrative bodies across researcher visited Hospitals. But do they really define what they are doing, how they are doing it, and why they are doing it. These constitute fundamental inquiries for the researcher to answer the following question: what are the function PR? How they are practicing PR? And what are the challenges in practicing PR activity? Based on these inquiries, the researcher has formulated statement of the problem that mainly focusing on to find out the function, practice and challenges of public relation in health Organizations in focus of Black Lion Hospital. Therefor the purpose of this study is to examine roles and functions of public relations, the major challenges of PR activates and the place and position of PR in the management of Black Lion Hospital.

1.3 Objective

1.3.1 General objective

General objective of the study is to examine the Function, practice and challenges of public relation in the management of Black Lion hospital.

1.3.2 Specific objective

The specific objectives are:

1. To examine how public relations practices are being performed in the Black lion Hospital
2. To examine how the Black Lion Hospital management and employees view the significance of internal communication and practices of PR in their organization.
3. To analyze tools/channels of communication being used in Black Lion Hospital for internal communication purposes.
4. To find out the major challenges of Practicing PR activity in Black Lion Hospital structure

1.4 Research Questions

The study will address the following research questions.

1. What are the roles, functions and practices of public relations in the management of Black lion Hospital?
2. How Black lion Hospital employees View the significance of internal communication and practices of PR in their organization?
3. What place and position has PR been given by Black Lion Hospital?
4. What are the major challenges of practicing PR activities in Black Lion Hospital?

1.5 Significance of the Study

The application of public relations to healthcare service is a new phenomenon. Interestingly, readers will find that public relations are not an activity to be left to a particular group of people called public relations practitioners. It is an activity to be embraced by everybody working in any

healthcare institution for the achievement of the organization's objectives. It should also be noted that without good public relations, activities in the health care services area might fail an organization (Joseph & Chukwuemeka, 2016). Accordingly, understanding Function, practice and challenges of public relations in any organization is imperative for management and workers.

The purpose of this research is to examine the Function, practice and challenges of PR departments in Addis Ababa Black Lion Hospital. So this study will hope to provide insight to the Function, practice and challenges of public relation of the Black Lion Hospital. Additionally, it is hope that findings of this research will be beneficial to other health institutions who have not embraced public relations or who have not understood how it works as they will realize that their competitiveness is because of their poor PR. We also hope this study will ginger the federal ministry of health to take steps and urge all medical institutions in the region by far to the country to establish public relations departments in their respective organizations, it Contribute to PR practitioner the existing body of knowledge on PR management function in health organizations. The study will also benefit the health sector consultants by widening both their experience and the breadth of their clientele through making foray into this specialized area.

1.6 Scope of the study

This research will focus on examining the functions, practices and challenges of public relations in the management of health organizations. The study targeted in Addis Ababa Black Lion Hospital as study area. It didn't cover the other private and government hospitals in Addis Ababa. It also didn't include other PR practices of City Government. The population of the study is the management hierarchy at the hospital, employees and clients of the hospital. Data from July 2020 to June of the year 2021 and concentrates only in Addis Ababa. Also due to time and financial restraints, methodologically the study applied two methods of gathering data from the primary sources. These are questioners and key-informant interviews.

1.7 Limitation of the study

Ideally, the researcher would have wished to carry out a study in government and private hospitals in Addis Ababa besides the Black Lion Hospital which is a Government hospital. But given the time, budget and resources constraints, it is not possible to extend the scope. The

researcher also appreciate that there are still other sources that could have offered valuable information regarding the purpose of this research. Whereas an interview schedule with key informant group will have yield in-depth data, questionnaires will use for data collection. These limitations, however, will not make the study less important. It only implies that though the findings of the study may hold true of other places.

1.8 Organization of the Study

This thesis has five chapters. The first chapter gives an introduction which incorporates the background of the research, statement of the problem objectives of the study, major research questions and scope of the study. Limitations encountered to conduct the study also incorporated in this chapter and the second chapter deals with the review of literature, which focuses on the theoretical frame work of health sector public relations, strategy, theories and models Suitable for the health sector public relations. This is followed by chapters three and four which deal with the research methodology and data presentation and analysis respectively. Conclusion and recommendations constitute the last part of the thesis

CHAPTER TWO

2. REVIEW OF RELATED LITERATURE

2.1 History of Public Relations

2.1.1 Public Relations Defined

Various Public Relations Professional Organizations and public relations practitioners have made efforts over the years to develop a succinct yet thorough definition of public relations. Vos, M., & Schoemaker, H., 2011, defined public relations as “the management function within an organization which is responsible for communication processes which are initiated from within the organization and thus try to promote a sustainable interaction between organization and groups of the public in the internal and external environment.” (p.20).

(Black, 1972) Defines public relations as the establishment of two-way communication to resolve conflicts of interest by seeking common ground or area of mutual interest and establishment of understanding based on truth, knowledge and full information.

Public relations are a managerial function supplying the achievement of organizational aims, the identification of organization mission and vision, facilitating the organizational change. Public relations department develops the connection between the external environment and the staff of the organization by bringing the expectations of community and the aims of the organization into consonance and developing positive relations (Geçikli, Humanities and Technology Vol. 4 No. 1, January 2014, p. 53).

According to Betteke van Ruler & Dejan Verčič (2012), PR refers to managing communication by direct or indirect relationships, in order to gain the trust of public groups and to monitor their trust and the consequences it has for the organization. At the same time, PR is the management of information about what is going on inside and outside organizations, with the goal of anticipating future situations or to solve already established problems in a proper and less harmful way to the organization as cited in (Sileshi, 2019, p. 24) they also described why relationship established:

- A professional management function that initiates or maintains relationships between an organization and its publics

- The communication activities by which an organization can create and maintain long-term relationships with its stakeholders
- A management functions to gain public trust and social consensus about the goals of the organization
- A philosophy of strategic management not being market oriented but society oriented
- A tool of marketing to gain a favorable basis for relationships with stakeholders
- A promotional activity to clarify certain goals or conduct of an organization / individual
- A promotional activity to gain public support for the corporate body as a whole
- An informational activity to keep the internal and external society informed (p.182).

On the debate of PRs as theory based expert occupation, Bereiter and Scardamalia (1993) deal with expert knowledge consists of skills, formal knowledge and tactic knowledge. Both experts and non-experts have these forms of knowledge but there are differences in amount of the various forms of knowledge, and in how well they function together and how efficiently the knowledge is transferred to the performance (as cited in Asunta, Laura 2016, p.276).

(Pieccka, 2002, p. 302) Explained that public relations expertise is defined as a body of practical knowledge which makes it possible for public relations practice to exist. Practice is to be understood both as what an individual public relations worker does and, perhaps more emphatically, as tasks and techniques shared by the occupational group

Another is that the definition of the British Institute of Public Relations (BIPR). In line with BIPR public relations means “a deliberate, planned and sustained effort to establish and maintain mutual understanding between an organization and its publics”.

Another thing to keep in mind is many organizations do not pay attention to the role of public relations for a variety of reasons. The term public relations have not been properly defined. As a result, different institutions have different meanings and use it in different ways. However, when they use it with that understanding and do not get as much benefit as they want, they will criticize public relations. Secondly; many organizations place public relations under the Department of Marketing according to their structure. This has its own impact. Thirdly; So far, many organizations are not recognizing the value of public relations. As a result, it was considered insignificant. (Monga G., 2003)

The Public Relation Society of America (PRSA) also highly tried to select a clear and modern definition from a huge numbers of definitions in 2012. “Public Relation is a strategic communication process that builds mutually beneficial relationships between organizations and their publics.” (Eric, 2016)

According to (Stellah I. Onyiego, 2014, p. 1) an internationally recognized definition was developed by the 1975 foundation for Public Relations Research and Education. More than sixty public relations leaders attended the forum. About 472 or 500 different definitions have been provided for study and consultation. Based on this, American academic Harlow was able to produce the first all-encompassing definition.

“Public relations is a distinctive management function which helps establish and maintain mutual lines of communication, understanding, acceptance and cooperation between an organization and its publics; involves the management of problems or issues; helps management to keep informed on and responsive to public opinions; defines and emphasizes the responsibility of management to serve the public interest; helps management keep abreast of and effectively utilize change; serving as an early warning system to help anticipate trends; and uses research and ethical communication techniques as its principal tools” (Harlow, 1976, p. 36)

Rex Harlow defined public relations as a distinctive function of management that supports the development of communication, interaction, maintenance, acceptance and understanding of an organization and its publics. Management of the organizations is able to understand and identify the key issues and problems by keeping intact with the public and respond through certain changes in the business. (Public relation in our life, 2016)

As the Harlow’s definition suggests, the communication is between organization and its public and the communication is utilized to form public opinion, to tackle with problems and to provide desired behavioral change. In result, all mentioned definitions demonstrate that public relations are definitely the management function. By means of required tasks and qualifications of the profession, communication process is carried out strategically and in a planned way. (Gaye, September 2016, p. 4) Let’s discuss number of components that make them a useful one.

I. Public relations is a unique management function (Gaye, September 2016, p. 4)

- Public relations practitioners need to be part of the total organization, in surveying the environment and in helping to define the mission, goals, and objectives of the organization.
- Participation of the head of the public relation department in the dominant coalition, for defining the mission and planning the present and future strategy of the organization.
- The boundary role: they function as a liaison between the organization and its external and internal publics. To put it in different words, public relation managers have one foot inside the organization and the other outside.
- Public relations departments help organizations maintaining mutual lines of communications, understanding, acceptance, and cooperation with their public(s);
- The first step of strategic management of public relations is to - make a list of the people or organizations who are linked to or have a stake in the organization
- after thoroughly researching their public(s) ranking them according their impact on the organization or the extent to which the organization believes it should moderate its consequences on them;
- Plan ongoing communication programs with the most important public(s). The communication activities between organization and public(s), need to be based on the principle of symmetrical communication.

As a result communications, understanding, acceptance, and cooperation with their public(s) occur.

II. Public relations departments help organizations to manage problems or issues

Organizations in which the public relations department is part of their decision management level, will have resolved most of the problems with publics before they become issues. (Gaye, September 2016, p. 4)

- Excellent public relations departments make sure that they scan the environment around the organization and balance their organization mission with external and internal demands
- On the one hand, they must interpret the philosophies, policies, programs, and practices of their management to the public(s); and on the other hand, they must translate the

attitudes and reactions of the public(s) to their management.

- Even when they are not represented in the dominant coalition, as environmental scanners, public relations practitioners are sensitive to changes taking place in the large environment surrounding the organization that may influence the public opinion.

III. Public relations serves not only the organization but most importantly the public(s)' Interest

Public relations practitioners must constantly communicate with many different publics, each having its own special needs and requiring different types of communications. (Gaye, September 2016, p. 4)

- Public relations practitioners' role is to identify with critical publics with whom the organization must communicate on a frequent and direct basis.
- Under the efforts of public relations, organizations learn how to get more sensitive to the self-interests, desires, and concerns of each public.
- They understand that self interest groups themselves more complex and with more power than ever before.
- They harmonize actions necessary to win and maintain support among each group by emphasizing and achieving a win- win arrangement.

IV. Excellent public relations departments must use research techniques as its principal tools for developing decisions

If communicators and public relations practitioners are decision makers, then operations research can contribute to public relations management by helping to provide decisions that produce efficient and/or effective courses of action in a rigorous and demonstrable manner. Operations research can be used to help develop well formulated objectives (Gaye, September 2016, p. 4), that is,

- Assist in goal setting;
- Discover states of nature (situation analysis);
- Identify possible strategies,
- Competitive strategies;
- Handle excessive numbers of strategies and states of nature;
- Determine outcome;

- Evaluate outcomes, that is quantifying the outcome's desirability; and
- select a specific strategy that is the best or the most efficient or both

As a result helps management to stay familiar with environmental changes; to predict trends.

V. Organizations with good public relations departments are always using two ways symmetrical systems of communication

Under an asymmetrical communication system, organizations are striving to convince their practitioners that the organization knows best and those publics benefit from cooperating with the organizations decisions. Thus, the role of the practitioners to persuade public is to follow decisions made by the organization. (Gaye, September 2016,)

On the other hand, organizations basing their communication system on symmetrical model recognize that they cannot isolate themselves from their environment. Acknowledging that publics and other organizations operating in the same external and/or internal environment are:

- interrelated with the organization, and freely exchanging information with those organizations and publics,
- Establishing an equilibrium state that constantly moves as the environment changes.

Usually Symmetrical models of communication are considered as conflict resolution oriented rather than persuasion. Conflicts are resolved through negotiation, communication, and compromise and not through force, manipulation, coercion, or violence.

Generally speaking, leading scholars of the discipline believe that any definition of the profession should include references to

- A planned,
- Management-oriented,
- Process-centered program,
- Characterized by ongoing dialogue with internal and external publics, and
- Contributing to and participating in responsible decision-making by top organizational leaders

2.1.2 Objectives of public relations

According to (Belch and Belch A., 2003), public relation has its own goals and objectives. The aim is to build a positive image of the organization among the publics. Public relations also designed to create a conducive work environment for the companies and their activities.

On the other hand public relation develops and implements program to meet organization objective by maintaining suitable image bridging, Customer loyalty and other relevant public including employees, suppliers, Stakeholders government labor groups citizen action groups and the general public (Belch and Belch A., 2003)

2.1.3 Functions of public relations

Public relations function is directly related to Trust and credibility. So their function is designed to build institutional credibility (Belch and Belch, 2004: 95). Their function can promote successful public relations activity in organizations. It can also protect organization's name from negative information and misunderstandings during crisis. (Kotler P., 2006) Lists the following functions that the Department of Public Relations can operate on.

The first one is Press relations or press Agency function which Creating and disseminating newsworthy information is one of the functions of public relations professionals. This will help them gain the acceptance and attraction of their organization's products and services. Without this public relations function, it will be difficult for the organizations to get the acceptance of public and the media. The other one is Product publicity function of public relations. It is expected to make publicize their organizations product or services. Then that will help them to maximize the number of users. The third function Public affairs which maintain relationship with the community in which organizations are established as well as with international bodies is another function of public relations; it plays a vital role in their survival. So facilitating this is another function of public relations. The fourth one is lobbying in which Laws and regulations issued in a country are directly and indirectly related to organizations. So building good relationships with lawmakers who make these laws and regulations is another function of public relations. The fifth Function is Investor relations: Communicating with shareholders is a function of public relations. It also applies to other financial institutions and the final one is Development in which public relations with donors or members of not for profit organizations to again financial or volunteer support.

2.1.4 Public Relations and its Publics

It is important to note that public relations, in spite of its capacity, works closely with the public and other organizations. Working in coordination with them can also identify what is needed to

achieve the goals of their organization. Public relations can only achieve their organization's dreams and visions when they can identify the public around them. (Grunig & Hunt , 1984) Analyzed PRs publics in four categories. **The first one is Non publics:** such kinds of publics do not play an influential role in the organization. They do not hurt the organization with a negative perspective, nor do they profit the organization with a positive perspective. In any case, their influence and activity are very small. As well as the organization has little place in these publics. (Grunig & Hunt , 1984).the other one is Latent public these people do not know with whom they should communicate. They do not know what to do. The organization engages such people in specific activities. (Grunig & Hunt , 1984) Suggest that public relations should control such people and prevent accidents. The third one is Aware Public. These publics are supposed to get information about the problems that arise. Because they are thought to be in contact with those who have suffered in the past. But instead of passing the information about the problem to others, they try to talk to the right person. The role of public relations with these publics is to speak out and create awareness about the problem and the final one is Active Publics these publics are like human rights activists. Even if they are not supported, they can always come up with their own solutions without having to communicate from public relations. They are aware of all activities.

According to Baran (2004) Public relations practitioners interact with seven different categories of publics these are:

1. **Employees;** good PR begins at home with this group. Newsletters, social events, internal and external recognition of superior performance makes employees feel at ease and motivated to work.
2. **Stockholders;** they own an organization. Their goodwill is necessary for the business to operate.
3. **Communities;** an organization has community where it operates. Courtesy requires that an organization's community be treated with friendship and support. A health organization can hold information meetings, offer free clinics to community once in a while, subsidize some services to strengthen ties between the organization and its community.

4. **Media;** trust and goodwill of professionals within the mass media will help the organization communicate with its various publics. For example, the annual Mater Hospital Heart Run receives good media coverage in Kenya since the organizers have built trust and goodwill with the media.
5. **Government;** it is the “voice of the people.” It deserves the attention of any organization that deals with the public. Organizations must earn and maintain the goodwill and trust of the government. Health organizations, be they government, private or public must work closely with the government in disseminating the government’s health policy
6. **Investment community;** organizations are under constant scrutiny of those who invest their own money, invest other people’s money or make recommendations of investments. An organization must earn respect and trust in these people. PR efforts build an organization’s good image with that community.
7. **Customers;** they pay the bills for health organizations through purchase of products or services. Their goodwill is of paramount importance.

2.1.5 Public Relations Activities

The organizations use several public relations activities and tools to promote a positive message about the organization and its product and services. (Business Jargons, 2022) The major public relations activities are:



Figure 2.2.5: Public Relations Activities

1. **Media Relations:** The press coverage is the most widely used public relations activity that helps to reach a large group of customers. The PR experts use print or broadcasting media to spread information about the organization and its offerings. The experts design the story line and gather all the relevant facts about the organization and market these to various media sources such as TV, radio, newspapers, magazines, the internet, etc.
The organizations use several media relations tools such as, press kits, audio recordings, video recordings, website press rooms, matte releases, newsletters, corporate social responsibility, etc. to manage the flow of information between the organization and its public.
2. **Counseling:** The PR expert practices the advisory role wherein he guides the senior management of the organization in special communication programs. They give suggestions and recommendation on the policies of the organization as well as help in making the decisions particular to the communication. This helps the management to efficiently manage their flow of information to its public.
3. **Research:** The organizations adopt the two-way communication models of public relations to facilitate a free flow of information between the organization and its public. This helps in making the extensive use of research and survey techniques to better understand the public and influence their behavior
4. **Publicity:** The publicity means supplying the factual, meaningful and interesting information to the media on which the organization has no control. The purpose of publicity is to encourage prospective customers to make purchases and provide all the necessary information about the company and its products with which the customers can associate their needs, wants and desires. The PR experts can use either of the following publicity tools:
5. **Press Releases:** It is the basic form of publicity tool wherein the story about the organization and its products is placed with the media. Here, all the important and factual details of the organization are summarized that catches the media attention. (Rubel, Gina F. , 2007)
6. **Fact Sheets:** The fact sheets include the detailed information of the product, its origin, and its features. These sheets help the media to create a story about the product and clear all the misconceptions associated with it.

7. **Employee Relation:** For an organization, its employees are its important internal public. And therefore, corporate public relations people create several employee communication programs, including internet postings, newsletters, bulletin boards, etc. In service organizations, corporate uses the newsletters at regular intervals to remind employees about the necessity of the prompt and courteous customer service.

Thus, these are some of the Public relations activities that PR experts use to maintain and shape the favorable image of the organization and its offerings in the minds of the potential customers.

2.1.6 Public relations as a management function

Organizations usually have several management functions to help them operate at their maximum capacity: research and development, finance, legal, human resources, marketing, and operations. Each of these functions is focused on its own contribution to the success of the organization. Public relations' unique function is to help the organization develop and maintain relationships with all of its key publics and stakeholders by effectively communicating with these groups. Communication is key in maintaining satisfactory, long-term, trusting relationships with publics and stakeholders. (Davis, 2007)

As Davis (2007), public relations provide the greatest value to an organization when it is used strategically. But what does this really mean? Think of it this way: In an effective organization, all the major functions are linked together by a common set of strategies that tie in to an overall vision of the future and an underlying set of values. Perhaps a computer company has as its vision, "To become the low cost provider of computing power to the developing world." From this vision, senior management develops a set of strategies that address areas like sourcing, the manufacturing footprint, marketing, design, human resource development, and product distribution. When all the elements are in sync, the company grows in a steady, profitable manner.

Robinson (1966) States that public relations practitioner is a part of management function of the organization. There is close relationship between public relations and the success of the organization's goals and mission. As a member of the organization team, the public relations practitioner's role is to Measure, evaluate and interpret the attitudes of various relevant publics, to assist the management in defining objectives for increasing public understanding and

acceptance of the organization's products and services, to equate these objectives with interests, needs, and goals of the various relevant publics and develop, execute and evaluate a program to earn public understanding and acceptance.

There is a public relations angle to every aspect of management. PR is a distinctive management function that helps establish and maintain mutual lines of communication, understanding, acceptance and cooperation between an organization and its publics. (Black, 1972) (Seitel , 1987)

It is an inevitable conclusion that the management of an organization needs to be aware of values and attitudes of its various publics for the organization to achieve its goals. Public relations as a management function will encompass anticipating, analyzing and interpreting public opinion, attitudes and issues that might impact on the organization, for good or for bad.

According to Basavanthappa, (2005) the key to public relations as a management function is:

- **Planning;** working out a broad outline of things to be done and methods of doing them to accomplish the purpose set for the enterprise.
- **Organizing;** establishing formal structures of authority through which work of subdivisions are arranged, defined and coordinated for the defined objectives.
- **Staffing;** the whole personnel function of bringing and training the staff and maintaining favorable conditions of work.
- **Directing;** continuous task of making decisions and embodying them for the guidance of staff.
- **Co-coordinating;** interrelating the various parts of the work and eliminating conflicts.
- **Reporting;** keeping those to whom the executive is responsible informed as to what is going on through records, research and inspection.
- **Budgeting;** fiscal planning, accounting and control.

Any organizations Management need to understand the attitudes and values of their publics to achieve institutional goals. A public relations practitioner will act as a mediator, helping to translate private aims into reasonable, publicly acceptable policy and action. (Black, 1972)

According to Black (1972), the management team has a corporate responsibility, but special tasks or responsibilities are normally assigned by the managing director to the various members of his team. Production, sales, and financial control are essential parts of management, but public

relations tend to flow over the whole gamut of business and management. In theory, Black says that each director is capable of handling elements of PR applicable to his specialized field. This is however unlikely true in practice. It is more efficient to leave public relations to the professional expert, thus permitting the other directors to concentrate on their own spheres of work.

The above presupposes that the board or executive committee will include a public relations member. This is highly desirable since communications and other public relations considerations are vital aspects of successful management.

Company cannot decide whether or not it will have public relations since it is omnipresent and ubiquitous, but it is desirable to take all necessary steps to achieve “good” public relations throughout the company’s organization and activities. (Black, 1972)

2.1.7 Public relations activities in health organizations

There is a lot of competition in health care provision. For a hospital to succeed in its objectives and plans, it has to be properly “positioned” through PR efforts. These efforts will include educating hospital publics through such services as “open houses” that demonstrate and explain services, sponsorship of health and medical events and seminars. (Seitel , 1987) A hospital can also increase its community interaction and improve its relation with the community which is a key aspect in hospital PR.

Commonly PR in the public health sector can take a wide range of “managerial” and “operational” roles. The managerial functions include programming and planning with other managers, determining needs, prioritizing, defining publics, setting goals, and objectives, developing strategy and tactics, administering personal budgets and managing programs, Cutlip & colleagues as cited in (Tench & Yeomans , 2006). Media relations, internal communication, communication technology (intranet and internet), crisis communication, (pp. 540). Writing and editing, research, special events, production, training, contact/ liaising, counseling,” (pp. 31).

The effective practice of public relations is integrally bound to the health of an organization or institution. As such, it provides the path for the organization to effectively monitor, interact, and react with other key groups within the organizational environment. Public relations is thought of here as the communication and action on the part of an organization that supports the

development and maintenance of mutually beneficial relationships between the organization and the groups with which it is interdependent, (Lamb & Kathy, 2005)

Another function that a health sector public relations section should allot ample space to exercise is public relations research. Effective public relations are a process, and the essential first step in the process is research. Today, research is widely accepted by public relations professionals as an integral part of planning, program development, and evaluation process, (Wilcox , 2009, p. 125). As research solves practitioner's problems, the practice of public relations should become more effective, (Heath , 2005, p. 695) PR research can be conducted to achieve credibility with management, to define audience and segment publics, to formulate strategy, to test messages, to prevent crisis, to monitor the competition, and to sway public opinion. (Wilcox , 2009, p. 129)

On the other hand Social accountability is emerging as a new variety in public relations, which the health sector PR has to take on. As Van Ruler puts it every choice therefore needs not only a theoretical and an empirical, but also a moral underpinning. Scholars call that social accountability. (Ruler, 2014)

The national health promotion and communication strategy that steers the unit responsible for public relations activities at the ministry of health, through its course from 2016 to 2020, is entirely governed by conceptions of health education than notions of public relations. In the document brochure, the then state minister of health wrote, in his foreword, all health programs need to be guided with comprehensive and holistic health promotion and communication interventions, (Federal Ministry of Health, 2016).

Here, it will be vital to look in to various explanations and meanings interchangeably behind these two practices 'health education/communication' and 'public relations.'

Health Communication is informing, influencing, and motivating audiences about important health issues. Health communication is the crafting and delivery of messages and strategies, based on consumer research, to promote the health of individuals and communities. Aimed at influencing individual behavior and reducing health risks, health communication involves a series of successive stages, such as examining background information to see what exists in the community, setting communication objectives, analyzing and segmenting target audiences, developing and pretesting messages to be communicated to consumers, selecting channels of

communication, developing a plan for communication, activities, implementing the communication strategy, evaluating the effectiveness of the activities, and providing feedback for improvement and more effective planning. (Modest & Tamayose , 2004)

Health Education is an educational process concerned with providing a combination of approaches to lifestyle change that can assist individuals, families, and communities in making informed decisions on matters that affect the restoration, achievement, and maintenance of health. Health education is also a deliberately structured discipline or profession that provides learning opportunities about health through interactions between educators and learners using a variety of learning experiences. This process of learning can enable people to voluntarily change conditions or modify behavior for health enhancement. Health education is much more than factual information. It includes all those experiences and skills that affect the way people think and feel about their health, and it motivates them to put information into practice (Modest & Tamayose , 2004)

Health communication is the study and use of communication strategies to inform and influence individual and community decisions that enhance health. (Parvanta, 2011) Public relations is the art and social science of analyzing trends, predicting their consequences, counseling organization leaders and implementing planned programs of action which will serve both the organization's and the public interest (Theaker, 2004) Public Relations is the planned and sustained effort to establish and maintain goodwill and understanding between an organization and its publics (p. 4).

Another area of disparity between the two is target audience. Public relations, however, has a broader scope that includes management responsibilities for long-term planning, distribution of resources, and evaluation while health educators must strive for objectivity, public relations specialists function as advocates for the organizations they represent.

Health education focuses on citizens and citizen groups while public relations' publics include employees, government agencies, community opinion leaders, trade and technical media, local government officials, the business community, and other publics whom health communicators seldom target. Finding an appropriate way and engaging with these audiences is public relations in action.

2.1.8 Public relation in Ethiopia

Public relation practice in Ethiopia has a long history, because the country passed through ancient civilization in the world history and also plays its roles in diplomacy both in the continent and global level .All those activities need effective public relations practices. Task of the spokesman at the top level representatives in villages and the King's message dissemination way is very similar to that of a PR practitioner. Those interactions and communication was channeled through a spokesperson, or an interpreter. These individuals are known to be well skilled in the custom and traditional practices of the society and are highly respected by the people.

According to Solomon (2006), cited in the study of Tesfaye Bezabih 2018 , p.28 a practice more or less resembles modern public relations is believed to have been started in 1960's in Ethiopia. In fact, the emergence of the practice of modern public relations in the country came as a result of the establishment of the Ministry of Pen in 1940's. Then media organizations such as Radio, News Agency and Television services were organized and administered under the ministry of Pen. Later under the Ministry of Information and then under the Government Information and Communication Affairs Office (during EPRDF period) then now under Government communication Service, Public Relations departments are operating employing PR practitioners.

Dealing with modern public relations in Ethiopia, government practice has a wide coverage and more emphasis on public relations, because government prepared a job specification in its offices. The major problem seen both in Government and private health institution seems that the practice is functioning by different departments and persons as additional practice, not as a separate Self-governed sub organizational practice. The reason behind this may trace not only the organizations leaders and owners, but also PR academicians too.

Mekonnen (2001), asserted that public relations in Ethiopia are less significant in the eyes of top level managements in an organization. As a result, the consistency of the public relations practices may not be on the right track. In spite of significant changes in the focus and practice of public relations during the last decade in Ethiopia, the term is still misused and misunderstood in many organizations as cited in the study of (Geremew, 2017, p. 137) .

According to Geremew (2017), although the name public relations is expanding and growing rapidly in many organizations in Ethiopia, the profession is still suffering from many problems emanating from misunderstanding of the clear roles and functions of the public relations, low understanding of the difference between public relations as a discipline on its own, as a management tool, as marketing expert and as a communication process in an organization. (p.138). He continued to explain that the issue of public relations practices in different countries including Ethiopia has been controversial within in the field of communication. The possible reason for this could be attributed to the lack of understanding of the role of public relations. At the same time, very few people know what public relation encompasses, what it aims to achieve and how it works.

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When Van (2004) explains on page 12 the practice of PR in Africa, he concluded that PR practitioners are individuals who currently occupy senior positions, mostly in the public sector. These positions were, however, not achieved through professional/educational merit but through mobility, therefore practicing what they have seen and not learned. These individuals experience a lack of knowledge and experience in the area of corporate strategy.

2.1.9 The Importance of Public Relations Department at Hospitals

The field of Public Relations and Organizations Services is a significant need for the institutions and organizations. With the changes in worldview, public relations becomes sine qua non for every institution. This condition results in the increase in the number of public relations departments or brings out a need for the establishment of public relations departments in the institutions. In recent years, the major focus of Ministry of health and media on health issues and the rising public awareness, and accordingly, the increasing importance of human health have resulted in an increase in the demand of health services more than ever. Additionally, expectations on the services supplied by hospitals have also increased. (Geçikli, January 2014)

Hospitals are institutions where ones doubtful about any disease or those demanding check-up, are examined, treated, put under psychiatric observation, rehabilitated, diagnosed either by being hospitalized or not (Özgen, 1995:73). The main function of hospitals is to treat the diseases which are the basic reasons for patients in applying to hospitals. The diseases occur in different organs because of several reasons in human body. The services to treat the diseases are the treatment plans and determined by the physicians and carried out by the doctors and the other staff of the hospital (Alpagun, 1981). This process is called as patient care. Hospitals are leading institutions among the public utilities giving service to public. Today, as it is in all the sectors, there is a competition between institutions in health sector. Therefore, the impressions and the effects the hospitals will have on their target communities are significant for hospitals to survive. Developing positive impressions and effects can be accomplished through effective public relations services.

Promotional activities in many practices such as to inform the community about the services of non-profit organizations, to attract customers' and promoters' attention, and to bankroll must be consciously carried. Such institutions utilize communication tools in their promotional activities (Akgemci, 2007:470).

Today, in attaining to the targets of public or private hospitals, to have dynamic systems on the basis of clear intelligible-reliable-dual-communication and to sustain these systems are of importance. Furthermore, all the contacts with the patients must be coordinated by the department of public relations (Colorado Hospitals Guide, 2003:2). In the marketing of health services, the department of public relations has a very active role to develop a positive image on public opinion. The marketing of health services aims at organizing communication programs to develop a positive perception about the services supplied by the hospital through an effective reputation management (Gümüş, 2005:105). The publicity of the hospital, effects positively the efficiency and performance of the hospital, the satisfaction of the patient, the easier supplement of services, and the patient's hospital adoption (Acuner et al., 2006). Whatever the problem is, patients must be benignantly treated and, if necessary, must be pardoned since patients and their problems are the main reason for the existence of medical profession (Oğuz, 1996:42). The implementation of these tasks demands the establishment of public relations departments and coordinator ships and the employment of qualified personnel at hospitals.

There are various research studies for eliciting information on public relations departments at hospitals. These studies cover searching the individual attitudes and perceptions on hospitals; motivation studies based on learning how to motivate the target community and to increase the satisfaction level; research studies based on market research to stabilize the social, economic, and cultural trends which may affect the program of public relations for hospitals and to study the status of competitors in marketing; research studies based on revealing the reasons of the hospital preferences and the conditions causing these preferences; research studies leading the department of public relations in terms of assignation of the effect of messages through different publicity techniques such as newspapers, magazines, television, brochure etc. and the design of effective messages; researches covering the study how these messages are perceived and lead to positive tendency, what influence the messages sent have on target community and whether the messages are perceived or not; evaluation studies involving the stabilization of the success of public relations project by changing the positive ideas into attitudes and behaviors in the direction off the planned aims (Bateman,1998: 11; cited in Yurdakul et al., 2007:31-46).

According to a study, the main factors bringing forth the need of the establishment of public relation departments are listed below (Tengilimoğlu, 2001:29-34):

- The systematical changes in health sector
- The complex structure of hospitals,
- The remarkable specialization in many fields,
- Language problem and bureaucracy,
- Public unconsciousness and the power of the specialist,
- The changes in the conditions of the patient,
- Professionalization of hospital management,
- Restrictions on public monetary sources and financial need,

Besides these, there are other factors such as the improvements in the patient rights, information demand, the improvement of mass media, intensifying competition and the increase in the number of private hospitals as well as the number of public ones, the fact of the need for public approval and communication with public for each institution.

2.1.10 PR practice in Health institution

According to Black Lion Hospital I2020 Annual Report the PR activities the hospital has been engaged in are: HIV/AIDS Relief Program and public education on various health issues. The hospital is also involved in production of teaching videos in deferent issues for patients and caregiver , produce deferent types of printing materials like newsletter, Brochure, flyer. Posters, Bill boards etc. At various places are suggestion boxes tracts are also made available. In one of the boxes is a questionnaire for a service delivery survey the hospital is conducting. On the Other hand the hospital has no distinct corporate colors. All its vehicles however spot white color, the PR department is not the member of management, and also it has only 2 (two) public relation practitioners. (Black Lion Hospital-2020 Annual Report)

2.2 Theoretical Framework.

2.2.1 Systems Theory

This research explored some central concepts and principles of public relations as a management function and adopted the Systems Theory by (Cole, 1996). This theory sees an organization as a system. A system is a collection of interrelated parts which from some whole. There are closed and open systems. Closed systems are those which are completely self-supporting and do not interact with their environment. Open systems do interact with their environment on which they rely for obtaining essential inputs and for discharging system outputs, hence the need for PR as the epicenter upon which every other aspect of the organization revolves. Socials systems like health organizations are always open systems.

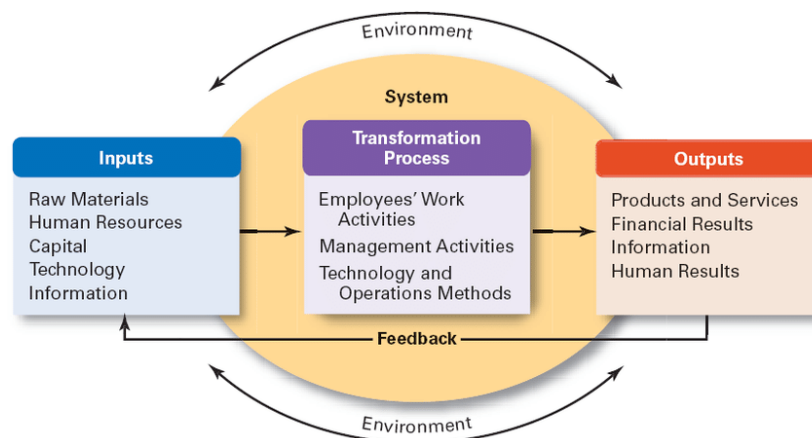


Figure 2.1.2: system Theory

2.2.2 Characteristics of an Open System

An open system is one that continuously interacts with its environment for taking inputs and giving outputs. An open system has the following characteristics (Katz and Kahn , 1978)

1. **Importation of Energy:** An open system takes energy — various types of inputs — from the environment. Without these inputs, no open system can survive.
2. **Throughput:** An open system converts the inputs into some kind of outputs. This process is known as throughput or transformation process. A business organization may convert inputs like materials, energy, information into goods and services through the transformation process.
3. **Outputs:** An open system exports some outputs to the environment. Organizations export goods and services. The manner in which they export outputs determines their viability and existence.
4. **System as Cycles of Events:** The pattern of activities — inflow of inputs, throughput, outflow of outputs — has a cyclic character. The outputs exported to the environment furnish sources of inputs for the repetition of cycle of activities.
5. **Negative Entropy:** Entropy is the law of nature which suggests that all organized forms move towards disorganization and demise. In order to survive, open systems must move to arrest the entropic process; they must acquire negative entropy. This is possible by importing more energy from the environment than what a system spends. For example, a business organization must earn profit in order to survive on long-term basis.
6. **Feedback Mechanism:** An open system has feedback mechanism through which it imports information from the environment. The simplest type of information input is in the form of negative feedback. Information feedback of negative type enables the system to correct its deviations from the desired course of actions.
7. **Steady State:** The importation of energy from the environment to maintain negative entropy has some constancy in energy exchange so that the system has steady state. However, this steady state is not motionless or a true equilibrium. Since energy import and export is a continuous process, a new equilibrium may be formed.

8. **Differentiation:** An open system moves in the direction of differentiation and elaboration. Old patterns are changed by new specialized functions. Organizations, like other open systems, move towards well-differentiation and specialization of roles and functions. As the conditions permit, organizations bring more specialists and create specialized departments to have better control over the environment.
9. **Integration and Coordination:** As differentiation progresses, the system must provide some mechanisms for integrating and coordinating various parts. In the case of an organization, this is done through devising various processes and procedures.
10. **Equifinality:** An open system is characterized by the principle of equifinality which suggests that a system can reach the same final state from differing initial conditions and by a variety of paths. It implies that not all organizations may choose the same course of actions and strategies to be successful.

In an organization, inputs include: people, materials, information, and finance. These inputs are organized and activated so as to convert human skills and raw materials into products, services and other outputs which are discharged into the environment as shown in figure 2.1.3



Figure 2.1.3: Characteristics of an Open System

Open systems are interdependent with the environment which may or may not be stable. Systems are further subdivided into subsystems. These are called interfaces in an organization. Boundaries of subsystems in organization are not visible and they are based in relationships. (Cole, 1996) Says that in an organization, some employees work at the external boundary. They deal with inputs and outputs directly, for example, raising capital, purchasing from suppliers,

identifying customer requirements, those responsible for sales, distributions etc. PR comes in handy for this group of employees dealing with external publics.

Other employees work on internal boundaries i.e. interfaces between various subsystems of the organization for example, accountants, personnel, office managers etc. to this group of employees, PR will be invaluable in dealing with these internal publics.

CHAPTER THREE

3. RESEARCH METHODOLOGY

3.1 Research Design

Research design is primarily concerned with ‘aims, uses, purposes, intentions and plans within the practical constraint of location, time, money’ and the availability of the researcher (Hakim, 2000)

Brink and Wood (1998) state that the purpose of a research design is to provide a plan for answering the research question and “is a blueprint” for action. It is the overall plan that spells out the strategies that the researcher uses to develop precise, objective and interpretative information. Research design offers the ‘glue’ that embraces the research project together (p.20). A research design is used to structure the research, to show how all of the major parts of the research project the samples or groups, measures, treatments or programs, and methods of assignment work together to try to address the central research questions. Creswell (2014) mentioned that researchers must question themselves about the knowledge claims and theoretical perspectives that they are bringing to any research, they must reflect upon the strategies they intend to use within their study which will in turn inform their methods, and have questioned how they will collect and analyze information. (P.8.) This must be done in order that researchers are cognizant of any bias that they might bring to any research investigation, how it will affect the choice of approach that they utilize and the tools with which they choose to collect their data (Vogt et al., 2012). Generally there are three distinct approaches to connecting research quantitative, qualitative and mixed methods (P.25)

Crotty (1998) suggested that in designing research proposal, we consider four important Questions which are: What epistemology theory of knowledge embedded in the theoretical perspective informs the research, what theoretical perspective-philosophical stance-lies behind the methodology in questions, what methodology-strategy or plan of action that links methods to outcome governs our choice and use of methods and what methods-techniques and procedures-do we propose to use (P.19-20).

The above mentioned explanations show the entire related levels of decisions that go into the process of designing research. They also help us to choose better approaches throughout the research processes.

This study used mixed method, using explanatory approach where the quantitative phase is followed by the qualitative phase. As (Creswell, Plano-Clark, Gutmann and Hanson, 2003) the qualitative findings are used to contextualize the quantitative data (p.209-240).

Mixed methods, as Plano Clark, 2008, are a research design with philosophical assumptions as well as methods of inquiry. As a methodology, it involves philosophical assumptions that guide the direction of the collection and analysis of data and the mixture of qualitative and quantitative approaches (p.1545-1546)

3.2 Data Collection Tools

The data that used in this study consist of both primary and secondary data. The primary data collected through questionnaire and interview guide questions. Survey researchers most commonly collect data using questionnaires and interviews that vary in forms (e.g., mailed questionnaires, Web-based questionnaires, one-on-one interviews, telephone interviews, and focus group interviews). (Creswell, 2012, p. 406)

3.2.1 Questionnaire

Questionnaires are forms used in a survey design that participants in a study 128 complete and return to the researcher. Participants mark answers to questions and supply basic, personal, or demographic information about themselves (Creswell, 2012) the demographics of the respondents firstly established in the questionnaire. The questionnaire contained of both closed and open-ended questions. Closed ended questions are quicker and easier both for respondents and researcher. Most of the closed ended questions designed on an ordinal level of measurement basis, and others designed as ‘yes’ or ‘no’ questions, so that the variables can be ranked to measure the degree of their strength or the agreement or the disagreement of the respondents with the variables can be elicited Adding open ended questions allows respondents to offer an answer that the researcher didn’t include in the questions. The replies of open-ended questions analyzed by content under different categories.

3.2.2 Interview

Interviews occur when researchers ask one or more participants general, open-ended questions and record their answers. Interview surveys are forms on which the researcher records answers supplied by the participant in the study (Creswell, 2012). The researcher asked question from an interview guide listens for answers or observes behavior, and records responses on the survey. The 3 heads, 3 senior expertise of the selected sectors and 1 PR Director of the Hospital selected as interviewee for the study. The interview session serves as the supplementary to the questionnaire that can serve as justifying the reasons for the cases. Thus, the interviewees introduced about the objectives of the study and forwarded the interview guide questions both orally and in written form. Documentation of the interview session held with both in memo writing and audio recording.

3.3 Sources of Data

In order to undertake this research and address the main objectives of the study, both primary and secondary data collected. The main part of the information for the study obtained from primary source of data from questionnaires and interview; as well as the secondary data from reports.

3.4 Primary data sources

In this research basically, primary sources used for firsthand information to achieve the objectives of the research. The primary data sources obtained through distributing questionnaires (both open and closed-ended questions) for respondents such as the hospital management, employees and hospital Clients, personal observation conducted for the study.

3.4.1 Secondary Data Sources

Secondary data were collected from Hospital organizational structure document or its BPR study proclamations, regulations procedures, directives and manuals, journals, annual reports, internet and other related published and unpublished written documents, thesis and reports.

3.5 Sample Technique

Respondents selected using non-probability or deliberate sampling techniques. Non-probability sampling is also known by different names such as deliberate sampling, purposive sampling and judgment sampling. In this type of sampling, items for the sample are selected deliberately by the

researcher. Deliberate sampling is also known as purposive or non-probability sampling. This sampling method involves purposive or deliberate selection of particular units of the universe for constituting a sample which represents the universe (Kothari, 2004). The topic under study functions, practices and challenges of public relations in health organizations: focused on black lion hospital requires managers, expertise and clients directly concerned with the issues to get mature, reliable and valid data. In addition, to obtain sufficient data professionals or expertise required. Thus, sectors and expertise were selected with purposive sampling technique. Again (Kothari, 2004) also states that purposive sampling is considered desirable when the universe happens to be small and a known characteristic of it is to be studied intensively. The instrument used to collect data were structured and unstructured questionnaires that contained both open and closed end questions. because it helps to the study to apply relevant judgment to select or pick only those who best meet the purpose of the study to get deep information

3.5.1 Sample size

According to Kothari (2004), non-probability sampling procedure does not afford any basis for estimating that each items in the population has being included in the sample. Therefore, I involve the following sample size from the sample frame, as indicated in the table.

Table 1: Population, sample, sample size and sampling techniques

	Sectors	Population	Sample	Sampling techniques
1	Hospital management	32	14	Purposive ST
2	Public relation practitioners	3	1	Purposive ST
3	Employees	1380	69	Purposive ST
4	Hospital Clients	-	50	Purposive ST
	Total sample size		134	

Table 3.7.1: Sample size

3.6 Methods of Data Analysis

It is the most important component of this study. The responses of the respondent's collected using the above methods presented, organized, analyzed, and interpreted in a sensible way. Data analysis included examination and organization of both quantitative and qualitative data collected from both primary (questionnaire) and secondary sources (document). The quantitative data was analyzed using descriptive statistics (frequencies and percentages) in tabular form. Qualitative data was presented in a discussion form.

CHAPTER FOUR

4. DATA PRESENTATION, INTERPRETATION, AND ANALYSIS

4.1 Introduction

This chapter is fully devoted for data presentation, analysis and interpretation followed by summary of research findings. It organized in the following manner First, the general information about respondents were presented and analyzed. Second, data collected through questionnaires and interviews were analyzed concurrently.

The study conducted based on explanatory and descriptive method in order to describe behaviors and gather respondents' opinions, perceptions and beliefs using quantified numbers or percentage of respondents' response it requires high response rates from participants. Accordingly, Creswell (2012) states that survey researchers seek high response rates from participants in a study so that they can have confidence in generalizing the results to the population under study. 134 questionnaires were distributed, out of which 128 were completed and retrieved successfully, representing 95.5% response rate. Out of the 134 questionnaires administered 14 Hospital management, 1 for Public relation practitioners, 69 for Employees, 50 for Hospital Clients were distributed. The numbers of questionnaires retrieved from Hospital management 13, Public relation practitioners 1, Employees 67 and Hospital Clients 47. This represents a response rate of 92.8%, 100%, 97.1% and 91% for Hospital management, Public relation practitioners, Employees and Hospital Clients respectively.

4.2 Data from the questionnaire and analysis

4.2.1 Demography of the Respondents

Demographic questions assess the personal characteristics of respondents. Accordingly, the demographic, characteristics and descriptive.

4.2.2 Gender of the respondents

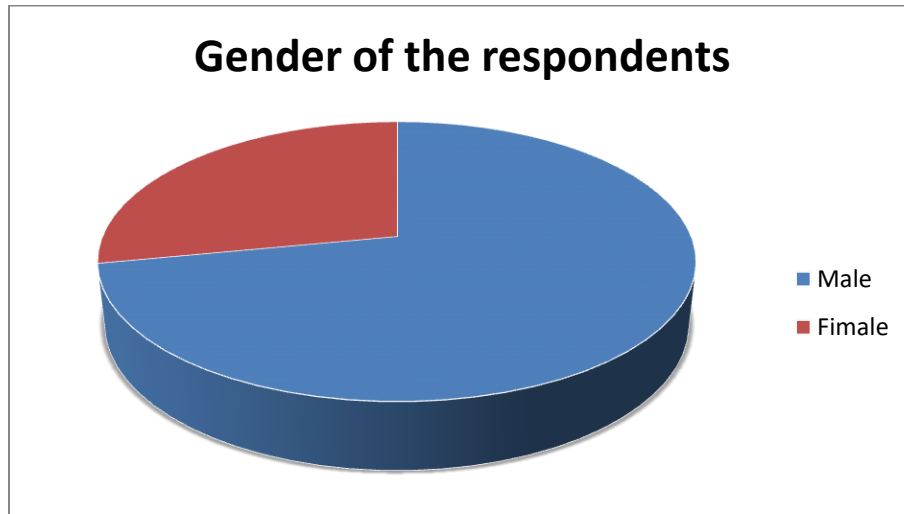


Figure 4.2.2: Respondent's gender

The figure 2.2.5 above indicates that 53.1% and 46.9% of the respondents were male and female respectively. From this it was possible to say that the participation of female in this study is some- what small.

4.2.3 Age profile of respondents

Table: Age profile of the respondents

Age of the respondents				
Age range in years	Frequency	Percent	Valid Percent	Cumulative Percent
20-30	49	38.3	38.3	38.3
31-40	61	47.7	47.7	85.9
41-50	11	8.6	8.6	94.5
>50	7	5.5	5.5	100.0
Total	128	100.0	100.0	

Table: 4.2.3 Age profile of the respondents

The table above shows ages of respondents. As its indication 47.7 % of the respondents are 31-40 years old. Those aged 20-30 are on the second level; their number is 49 in size. 11 were 41-50

and 7 were over the age of 50. The statistics on the table above show that most respondents are on the productive age level between the ages of 20 to 40.

4.2.4 Educational level of respondents

Education level of respondents				
	Frequency	Percent	Valid Percent	Cumulative Percent
High school	23	18.0	18.0	18.0
Diploma	10	7.8	7.8	25.8
BA/BSC	56	43.8	43.8	69.5
Masters	39	30.5	30.5	100.0
Total	128	100.0	100.0	

Table: 4.2.4 Educational level of respondents

Table 4 shows most 43.8% of respondents were BA/BSC degree holder, about 30.5% of respondents were Masters, 18% of respondents high school level and only 7.8% are Diploma holder, it indicates that most of the respondents BA and above.

4.3 Basic Questions

4.3.1 Major activity of public relation department

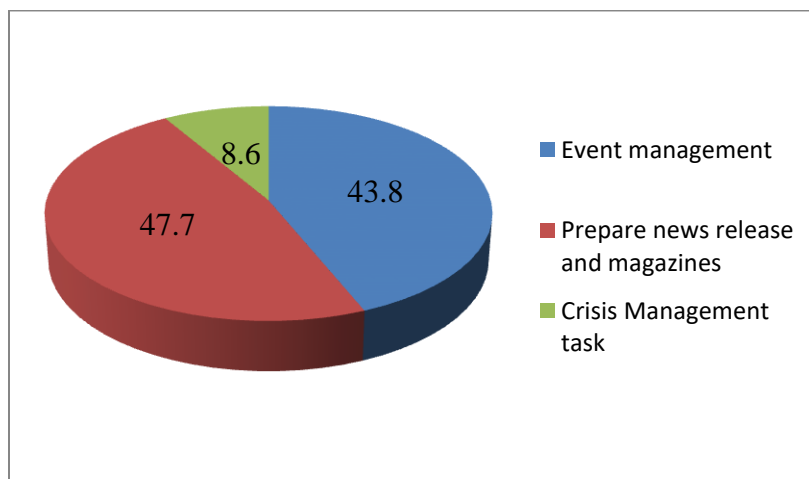


Figure: 4.3.1 Major activity of public relation department

The questioner respondents were asked to indicate the major activity of public relation department / Directorate of Black Lion Hospital. According to the figure 4.3.1 it states that which public relation functions are the most common activities of the PR department in Black Lion Hospital. As it showed in the chart 47.7% of the respondents replied that, preparing news release and magazines are the most common activities that are practiced by the PR department. 43.8 % of the respondents described that, event management is the second practiced activity by the PR department. Crisis management task is less practiced PR activity in the Black Lion Hospital PR department. This result indicates that in Black Lion Hospital high emphasis are given to preparing news release, magazines and cries management task whereas advisory and management functions are not those much significant activities of the PR department. According to the data it is clear that all public relation activities of the PR department are not used equally. Major emphasis is given to preparing news release and magazines, and event management activities this will minimize the effectiveness of the PR activity. Advisory and management function activities should also be given emphasis.

4.3.2 Importance of PR department in Black Lion Hospital

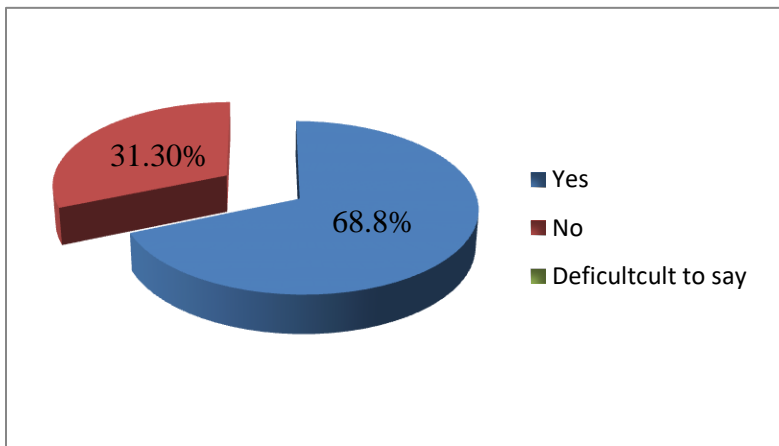


Figure: 4.3.2 Importance of PR department in Black Lion Hospital

According to the chart ... From the total of 128 respondents (68.8%) responded that PR department is important, 31.3%) respondents described it is not important. In indicate that the majority believed that the PR department is important for the Hospital; 40 respondents do not believe and agree with it

4.3.3 PR tools to disseminate information and policies

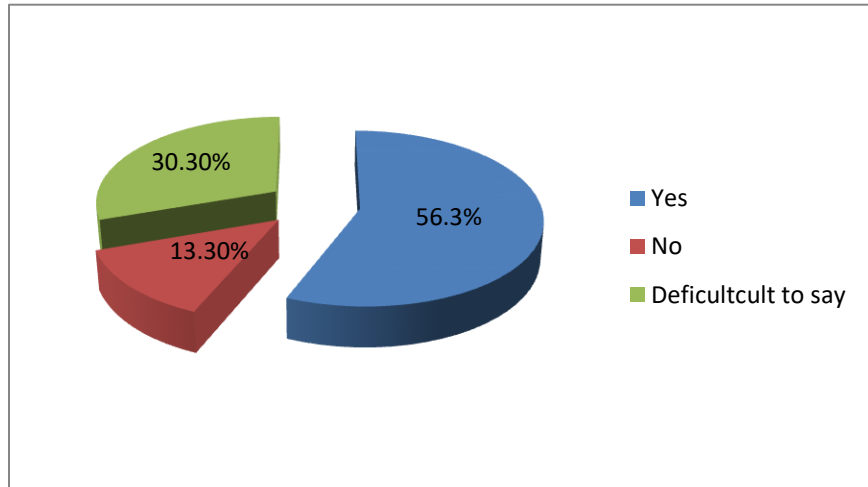


Figure 4.3.3 PR tools to disseminate information and policies

This question asked for employees according to their response the accessibility of PR tools used to disseminate information and policies in Black Lion Hospital PR department shows that 56.3% the respondent agree with its accessibility, 13.3% of respondents described the PR tools used by the PR department are not accessible to the audiences while a 30.3% of respondents are unable or unwilling to describe whether it is accessible or not. According to the data it is possible to conclude information are disseminated for employees properly.

4.3.4 Attention given to internal and external communication

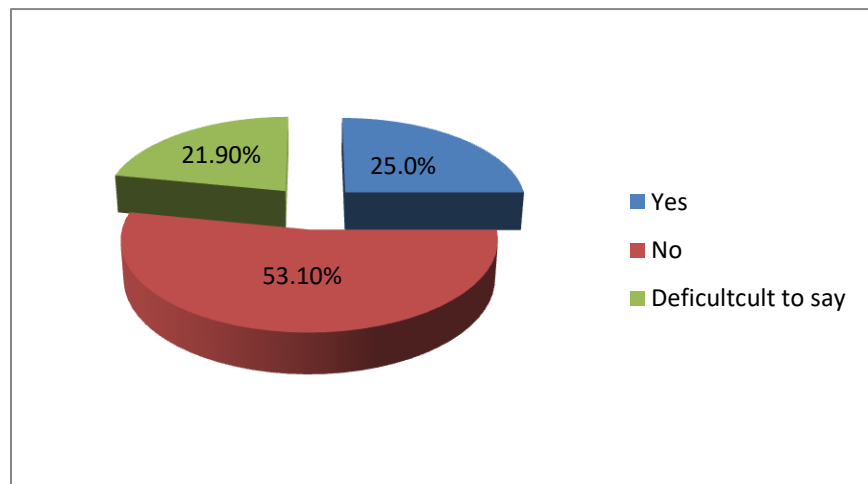


Figure: 4.3.4 Attention given to internal and external communication

Figure 4.3.5 presents employees opinion about Attention given to internal and external communication in black Lion Hospital. 68(53.1%) respondents say both Internal and External communication doesn't give attention equally 32 (25%) responds that both are given equal attention while 28 of the respondents (21.9 %) don't decided or unwilling to describe whether internal and external communications have given equal attention or not.

According to the Interview conducts with Black Lion Hospital Managers they think that the PR department mostly focuses on external relation even the name of the department states as 'public relation and external relation' this indicate that Black Lion Hospital PR department delegate to work External Relation in addition to Public relation activity.

4.3.5 Most commonly used communications tools

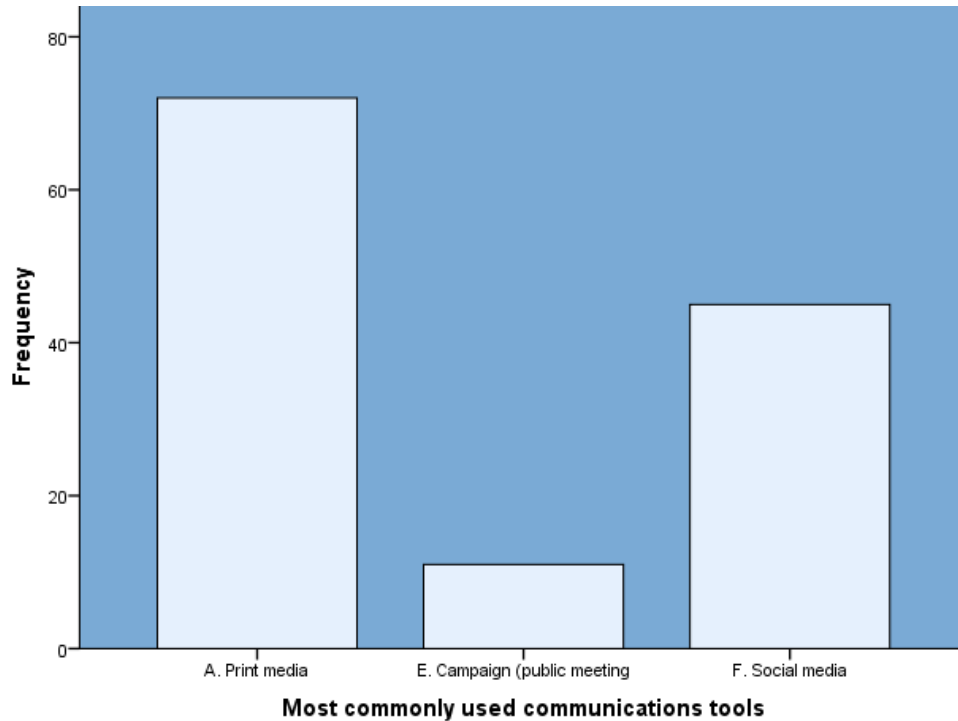


Figure: 4.3.5 most commonly used communications tools

The respondents were asked to identify most commonly used communications tools In Black Lion Hospital. According to the respondents on the above Bar chart..., the communication tools that are mostly used in the Hospital is Print Media the leading on 72 respondents (56.3%) among the other. social media 45(35.2%) is the second most used communication tools in the Black Lion Hospital whereas campaign 11 (38.5%) are third level used communication tools.

4.4 Major Questions

4.4.1 Public relation Professionalism

Public relation Professionalism	SDA	DA	M	A	SA	Total
	1	2	3	4	5	
PR practitioners are assigned based on profession and skill	0	11	34	73	10	128
PR professionals have knowledge and skill of PR	0	56	0	62	10	128
PR Professions and skills are not priority	26	51			51	128
Total	26	118	34	135	71	384
Percentage	6.8	30.7	8.9	35.2	18.5	100
	37.5		8.9	53.6		

Table: 4.4.1 Public relation Professionalism

Table 4.4.1 presents respondents opinion about the Public relation Professionalism. Accordingly, 26 (16.8%) strongly disagree, 118(30.7%) disagree, 34(8.9%) moderate, 135(35.2%) agree and 71(18.5%) strongly agree about the Public relation Professionalism in black lion hospital.

Thus, 37.5% of the respondents negatively react that Public relation Professionalism in black lion hospital. And 53.6% majority of the respondents reacted positively that public relation expert in Black lion hospital are more of professional they are signed based on their professional skill. Whereas, 8.9% of the respondents site in the middle. It indicates that majority of the respondents agree in Black Lion Hospital public relation department consider PR professionalism.

In which possible to conclude public relation practitioners are assigned based on their profession and skill, they have knowledge and skill of PR and PR Professions and skills are given priority in the management of the Hospital

4.4.2 Public Relation roles and practices.

4.4.2.1 PR activities are more of procedure?

No	Rank	Frequency	Percent
1	Strongly agree	12	9.4
2	Agree	16	12.5
3	Neutral	6	4.7
4	Disagree	66	51.6
5	Strongly disagree	28	21.9
	Total	128	100.0

Table 4.4.2.1 PR Procedure activities

For the questions that PR activities are more of protocol, 73.4% respondents (disagree and strongly disagree) stated that PR are not more of protocol in Black Lion Hospital. On other hand 21.9% of respondents reported it is more of protocol whereas 4.7% of respondents reported neither more of protocol nor are not by selecting neutral.

4.4.2.2 PR activities are more of promotion and publicity

No	Rank	Frequency	Percent
1	strongly agree	61	47.7
2	agree	39	30.5
3	Neutral	11	8.6
4	Disagree	17	13.3
	Total	128	100.0

Table 4.4.2.2 PR Promotional activities

According to the results shown in Table 4.4.2.2, PR activities are more of promotion and publicity in the Black Lion Hospital that are described by 78.1% of the respondents (strongly agree and agree); Whereas, 20% of the respondents didn't decide by being neutral to the question. And 13.3% of the respondents decide as public relation activities are not focus on promotional and publicity.

4.4.2.3 PR activities are more of preparing newsletter or magazines?

No		Frequency	Percent
1	strongly agree	67	52.3
2	agree	39	30.5
3	Neutral	6	4.7
4	Disagree	16	12.5
	Total	128	100.0

Table 4.4.2.3 PR newsletter or magazines activities

From the above table we understand that 82.8% of the respondents reply by strongly agree and agree that PR department activities of in black Lion Hospital associations more of in preparing newsletter or magazines; 12.5% of the respondents (strongly disagree and disagree) described PR activities in Black Lion Hospital are not more of preparing newsletter or magazines. 4.7% of the respondents haven't decided or unwilling to describe about the issue by answering neutral.

4.4.2.4 Public relation department working to build goodwill or Building Image?

No	Rank	Frequency	Percent
1	strongly agree	33	25.8
2	agree	79	61.7
3	Neutral	6	4.7
4	Disagree	10	7.8
	Total	128	100.0

TABLE: 4.4.2.4 PR department working for image building

According to table 4.4.2.4, the data shows PR is working for image building, in which is 87.5 % respondents (strongly agree and agree), on other hand 7.8% of the respondents answered that they don't believe that the PR is very important for image building. While 4.7% of the respondents haven't decided or unwilling to describe whether the PR is very important in image building or not.

4.4.2.5 Public relation is a management function

No	Rank	Frequency	Percent
1	strongly agree	10	7.8
2	agree	10	7.8
3	Neutral	6	4.7
4	Disagree	22	17.2
5	strongly disagree	80	62.5
	Total	128	100

Table 4.4.2.5 Public relation is a management function

As it can be seen in the table 4.4.2.5, 15.6% of the respondents confirm that public relation is a management function in the PR department. 4.7% of the respondents haven't decided or unwilling to describe the question, whereas 79.7% of the respondents (disagree and strongly disagree) described PR is not management function in the Black Lion Hospital.

4.4.2.6 Public relation is advisory function

No	Rank	Frequency	Percent
1	strongly agree	25	19.5
2	Disagree	57	44.5
3	strongly disagree	46	35.9
	Total	128	100

Table: 4.4.2.6 Public relation is advisory function

For the question public relation is advisory function, the result shows that, PR is not advisory function in the PR department of the Black Lion Hospital and its associations as it can be seen the majority 80.5% of the respondents (strongly disagree and disagree) reported. On other hand 19.5% of Respondents agree on Public relation is advisory function in Black Lion Hospital.

4.4.2.7 Roles and practices.

Public Relation roles and practices	Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree	
	F	%	F	%	F	%	F	%	F	%
Public relation is very important for reputation management	16	12.5	40	31.3			62	48.4	10	7.5
Public relation practices are more of propaganda			12	9.4	26	20.3	57	44.5	33	25.8
PRs has given better job structures in the organization	51	39.8	51	39.8	5	3.9	16	12.5	5	3.9
PRs do activities based on the vision and mission of the organization.	21	16.4	69	53.9	12	9.4	5	3.9	21	16.4
Organizational managers and employees believe in the importance of PRs and its practice	46	35.9	44	34.4	11	8.6	11	8.6	16	12.5
PRs use the right PR channels and tools			85	66.4	17	13.3	15	11.7	11	8.6
Public relation is a bridge between organization and public	5	3.9	31	24.2	18	14.1	52	40.6	22	17.2

Table: 4.4.2.7 PR Roles and practices.

The majority of the respondents 72(55.9%) Public relation is very important for reputation management. 56 (43.8% of the respondents replied that they disagree with the question in which PR is not very important for reputation management in Black Lion Hospital. It implies that most of Black Lion Hospital managers, employees and clans are didn't believe the importance of public relation in reputation

According to the data in Figure 24, 90(70.3%) of respondents replied that public relation practices are not more of propaganda in the Black Lion Hospital which are described by disagree and strongly disagree. 12(9.4%) of the respondents (strongly agree and agree) reported public

relation practices are more of propaganda However 26(20.3%) of the respondents haven't decided or unwilling to describe whether the PR practices are more of propaganda or not in the Black Lion Hospital.

For the question PRs has given better job structures in the organization, 102(79.6%) of the respondents didn't agreed that PRs has given better job structures in the organization, 21(16.4) respondents are agreed in better job structures in the organization in the Hospital whereas 5(3.9%) of the respondents have not decided or unwilling to describe the question by stating neutral. The interview conducted with managers and PR professionals confirms that the PR department organization is very narrow in structure it permits only two public relation professional.

For the question Organizational managers and employees believe in the importance of PRs and its practice the result shows that, the importance of PR is underestimated in the Black Lion Hospital according to the Data in Table: 4.4.2.7 Described that the majority of the respondents 90(70.3%) of respondents disagree and strongly disagree. On the other hand some of the respondents 27(21.1%) Believe that the importance of PR and its practice is while some of the respondents 11(8.6%) haven't decided or unwilling to describe it.

According to the data gathered in the question PRs use the right PR channels and tools majority 85(66.4%) of the respondent doesn't believe the public relation department use the right PR channels and tools on the other hand 26(20.3%) respondents believe PRs of Black Lion Hospital use the right PR channels and tools while some of respondent 17(13.3%) un willing or didn't decide to describe it.

As it can be seen in the above figure for the question Public relation is a bridge between organization and public, 74(57.8%) of the respondents agreed that PR is a bridge between organization and public, whereas 36 (28.1) of respondents didn't agree an Idea of Public relation is a bridge between organization and public on the other hand 18(14.1) of the respondents have not decided or unwilling to describe the question by stating neutral.

4.4.3 Public relation challenges in your organization

Public Relation roles and practices	Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree	
	F	%	F	%	F	%	F	%	F	%
Insufficient budget allocation for PR department	17	13.3	21	16.4			57	44.5	33	25.8
The number of professionals are low			6	4.7	11	8.6	44	34.4	67	52.3
PR employees are not professionally assigned	26	20.3	56	43.8	6	4.7	34	26.6	6	4.7
The importance of PR is underestimated	5	3.9	6	4.7	17	13.3	84	65.6	16	12.5
There is no PR code of conduct			5	3.9	17	13.3	23	18	83	64.8
PR does not play management function and advisory role	5	3.9	15	11.7	6	4.7	24	18.8	78	60.9
PR practices are politicized	50	39.1	45	35.2	11	8.6	11	8.6	11	8.6

Table 4.4.3 Public relation challenges in your organization

Table 4.4.3 presents Public relation challenges in your organization. Accordingly, challenges associate to budget allocation most respondents 90 (70.3%) agreed that Insufficient budget allocation for PR department, 38(29.7) Saied sufficient budget allocate.

On the second question For the question that the number of PR professionals are low, the result shows that, the number of professionals are low in Black Lion Hospital that are described the majority 111(86.7%) of the respondents (strongly agree and agree). On other hand 6(4.7%) of the respondents (disagree) described that, there are sufficient number of PR professionals; while, 11(8.6%) of respondents are not sure or unwilling to described it by replying neutral for the question.

For the question PR experts are not professionally assigned the result shows that, 82(64.1%) of respondents agree with PR experts are assigned professionally that was described by the majority of the respondents (strongly disagree and disagree). Whereas some 40(31.3%) of the respondents

(Strongly agree and agree) are reported PR experts are not professionally assigned in the Hospital while 6(4.7%) majority of the respondents are don't decided or unwilling to describe it.

For the question that the importance of the PR department/directorate is underestimated in the Black Hospital the result shows that, the importance of PR is underestimated is described by the majority 100(78.1%) of the respondents (agree and strongly agree). On the other hand some of the respondents 11(8.6%) agreed that the importance of PR is not underestimated in the Black Lion Hospital while 17(13.3%) of the respondents haven't decided or unwilling to describe it.

On the topic of the PR code of conduct in the Black Lion Hospital, the data shows that, 106(82.8) of respondents agree with no PR code of conduct, 5(3.9%) of respondents agreed no code of conduct and 17(13.3%) of the respondents haven't decided or unwilling that there is PR code of conduct in the Black Lion Hospital or not.

On the topic of PR does not play management function and advisory role in Black Lion Hospital, the data shows that, majority respondents 102(79.7%) say that PR doesn't plays management function and advisory role in the Hospital On the other hand some of the respondents 20(15.6%) agreed that PR does not play management function and advisory role while Very few 6(4.7%) of the respondents are haven't decided or unwilling to describe it.

On the last the Researcher asked to the respondent wither the black Lion Hospital's PR practice are polite sized or not majority of the respondent which are 95(74.3%) states that It is not politicized, 22(17.2%) of respondent states Black Lion Hospital PR activity is politicized and few respondents 11(8.6%) are haven't decided or unwilling rather they stayed on Neutral.

The interview conducted with Black Lion Hospital Mangers and experts provided that there are critical challenges faces in the Hospital Management which are: Insufficient budget allocation, the PR organizational structure permits Low number of professionals, on the Side of Hospital Managers The importance of PR is underestimated, There is no PR code of conduct and PR does not play management function and advisory role in It Black Lion Hospital.

4.5 Data from key informant's interview

In this part of interview of data collection seven key informants are selected deliberately from Black Lion Hospital and interviewed by an unstructured interview questions. Those are three department heads, three senior expertise of the selected sectors and 1 PR Director of the Hospital, Here the interview is presented and analyzed as follows:

For the question indicated, what are the major activities of PR in your organization please explain?

Interviewees 1, 3 and 4 stated that the major activities of PR are:

➤ **Publication**

Thee interviewees replied that one of the roles of PR in our Hospital is Publication like brochure, flayer, poster, banner...etc. Which makes the information available for both internal and external customers.

➤ **Institutional image building.**

The three interviewees replied that one of the roles of PR in our federation is institutional image building. When they do institutional image building, they tried to promote the image of it. Then when they express and publicize the tasks and works that are done by the Hospital. Here good image will be create.

➤ **Media relation**

Black Lion Hospital use different media accordingly to PR department to deliver different messages and reach the publics with new information and institutional polices. Those Medias are broadcast media TV and radio: they simply produce and send the messages that they broadcast. Print media is also one of the mostly used in their department they print different announcement, awareness creation and mobilization messages on different brochures and leaflets however we are not actively using magazines and newspaper. One of them said “we have Web site and social media is one of the major media we are using actively in daily basis specifically the face book”. Generally preparing news release and magazines are the most common activities that are practiced by the PR department.

Interviewee 5 (manager of PR) stated that additional to the above major activities of PR: "The major activities of public relations are mostly corporate Communications, Media Relations, Events management and Social Media practice. Event management is organized to create awareness and understanding on the community. We also conducting different events; such as world malaria day, world health day... etc. and awareness creation meetings and conferences collaborating with Ministry of Health, Ethiopian Public Health Institute, NGO's ...Etc.

Respondent 2 stated: Event management to promote and create social awareness in terms of all issues in Black Lion Hospital.

Interviewees 6, described that: the major activities of PR are passing information on social Medias, documenting information based on image and videos, news release and event organizing.

According to the **Interviewee 7** the different major activities of PR are practicing; such as organizing campaigns and mobilizing awareness creation tools.

For the question stated, what are the administrative challenges and problems of public relation department in In Black Lion Hospital?

Interviewees 1, 6 and 7 stated that the administrative challenges and problems of PR in Black Lion Hospital are as follows: "Budget allocation is one of the great administrative challenges in the PR department. From its structure PR departments is not established as core work department. Therefore the department does not have its own budget allocations. Insufficient man power, the structural adjustment doesn't have organized supportive form, insufficient video and photo cameras and computers"

Interviewees 2 and 5 additionally described the challenges of PR in their organizational are: Lack of audiovisual equipment, advanced communication technologies the information and messages from the organization are not equally reaching the whole public equally and at the same time.

According to the opinion of **Interviewee 3 and 4,** the PR challenges in the organization are that of the department announce information or deliver their messages on different Medias rather they do by themselves.

For the questions stated, do you think the Public relation department needs to restructure? Explain why?

Interviewees 1 stated that: *"Rearrangement of PR department or structural adjustment is very important in the Black Lion Hospital. It has to be established as a core work department to be independent from other departments that enables to be strengthened to accomplish PR tasks or activities in better ways. Restructuring also helps to get separate budget allocation and to equip the department with necessary materials."*

Interviewee 5 and 7 added their opinion as follows: *"I think it is well organized. But there must be a way that will make maintain its professional right. There must be appropriate or moderate situation that helps increase PR professionals communication with mass media and other media"*.

Interviewees 3, and 2 stated their opinion regarding restructuring of PR department as follows: The public relation department/directorate doesn't need to be restructured it needs strengthening as it is and assigning more professionals.

Interviewee 4, and 6 similarly stated their opinion that the PR departments in their organization need to be restructured and professionals have to be assigned based on their profession and experience.

For the question indicated, what should be done for improving public relation practices in Black Lion Hospital?

Interviewee 1 , 3 and 7 stated what should be done for improving PR activities are as follows: *"Restructuring the PR department, empowering the practitioners by providing trainings, increase awareness creation on the concept of PR, assigning PR professionals and experienced practitioners in the area."*

Interviewees 4, 5 and 6 additionally stated: *"Getting relevant training, strengthening media relation, equipping the department with necessary tools and materials and promoting professional freedom of PR department"*

Interviewee 2 also described similar opinion on the issues of improving the PR practices in Black Lion Hospital as follows: *“The PR department activities can be improved if there are more PR professionals assigned and necessary materials fulfilled collaboration and building relationship among different departments.”*

From the above data The missing activities and tasks which could be seen as crucial roles of public relations like counseling, public relations research, corporate social responsibility tracking, and health care public relations are not well accomplished the same as the list of principal duties carried out by the department of PR in Black Lion Hospital. Activities like internal communication, external stakeholder’s communication and training and PR capacity building programs are being implemented in a traditional manner. So it should be getting into account when PR is practiced in Black Lion Hospital.

CHAPTER FIVE

5. Conclusions and Recommendations

This chapter deals with the brief summary, findings, conclusions and recommendations of study based on data presented and analyzed that are described throughout the study.

5.1. Summary

The objective of this study is to examine the Function, practice and challenges of public relation in the management of Black Lion hospital.

The researcher employed more of qualitative and quantitative (mixed) method research design that was believed appropriate to address the listed research questions and to investigate the statements of the problem. In this regard different data collection tools are conducted. Questionnaires and unstructured in-depth interview were conducted in the study. The study involved the purposefully selected Managers, employees and Clint's of the Black Lion Hospital.

The quantitative data were computed by using SPSS and the qualitative data were interpreted by the researcher. The PR practices were discussed briefly in order to solve the research problems and answer the basic research questions by conducting review of related literature and empirical studies. In the study, attempts have been made to provide answers to the following basic research questions:

- ✓ What are the roles, functions and practices of public relations in the management of Black lion Hospital?
- ✓ Haw Black lion Hospital employees View the significance of internal communication and practices of PR in there organization?
- ✓ What place and position has PR been given by Black Lion Hospital?
- ✓ What are the major challenges of practicing PR activates in Black Lion Hospital?

Thus, by conducting and implementing the above research methods the assessment of the Function, practice and challenges of public relation in the management of Black Lion hospital were conducted and the following major findings, conclusion and recommendations are provided.

Based on the analysis, the following major findings were obtained:

- The results of the study show that, public relations are less likely to function according to the organization's vision and mission. Not only this but also public relations activities, are often not clear to other staff.
- Organization pays little attention to public relations. Although the management and staff of the organization don't have a positive view of the importance of public relations, as can be seen from the responses, the organization's focus on public relations is not satisfactory. According to public relations experts, the organization established public relations as a group not as Directorate. Public relation is also denied the opportunity to communicate directly with the management. The number of public relations professionals is also very small there are only two professionals working in it.
- The PR department/directorates in the Black Lion Hospital doesn't have organizational PR strategies that helps the PR practitioners contributes to organizational effectiveness and helps to reconcile the organization's goals with the expectations of its strategic constituencies.
- The PR activities implemented in the Black Lion Hospital are very limited to some PR activities and the tools used to disseminate information are very limited and not accessible by the whole Employee and clines.
- The budget allocated for the PR department/directorate is insufficient and the department is not established as a core work in Black Lion Hospital
- The practices of PR in Black Lion Hospital are mostly determined by the free will of the top management and the PR practitioners are dependent on other departments for budget and facilities.

5.2. Conclusions

Finally, it may be concluded that the Function and practice of public relation in the management of Black Lion hospital. Can be improved. However, it will require sufficient budget and combined effort by the PR department and top management of the Hospital. Organized, appropriate PR activities such as; image building and reputation; event management, press release, organized campaign, newspaper and magazines activities; organized crises and issues management activities by developing strategies and implementing appropriate communication tools that can be accessible to all public in different location as much as possible and quickly getting ahead of the problems and justifying its effect is a vital function performed by the PR

department; conducting employees relationship activities that helps to build internal communication within the Hospital to have common understanding on the issues of the major activities accomplished by the PR department; strengthening the external stakeholder by exerting continuous effort and execute external communication policy; developed strong media relation procedure that will helps the PR practitioner to easily disseminates the information wanted to be communicated. The key tasks in this area include answering questions, disseminating press releases, arranging interviews and placing the right news reports or the right publication at the right time. Conducting formal organizational PR monitoring and evaluation activities then it is possible to identify the problems and understand how the internal and external communication look like to set the way of improvement.

Professional Public Relations practice in Black Lion Hospital is in difficult condition as the role and purpose of the practice of public relations is not professionally and structurally organized. The PR practitioners have not well realized the concept of Public relations especially its management function to create mutual understanding with the internal and external publics.

Lack of sufficient budget allocation, low number of professionals assigned for the PR department, underestimating the importance of PR, Absence of formal PR code of conduct and absence of paving management function and advisory role are Black Lion Hospital's public relation Directorate major challenges which discovered through the conducted study.

5.3. Recommendations

Based on the findings of the study, the following recommendations are provided:

- Of course, public relations are related to the focus and structure, but they are not working according to the organization's vision and mission, so they must focus on this. They need to inspire and motivate other employees to go in line with the organization's vision and mission.
- The management and staff of the organization believe in the importance and role of public relations, but they need to change their perspective on support and place. Ideas should be supported by action. Thinking or talking about the importance of Public relation is not enough, but it is also important to save public relations with the support of human resources and the necessary knowledge and skills.

- Conduct and establish the organizational PR strategies in the Black Lion Hospital that enables the PR practitioners to perform as per the planned activities.
- Implement diversified and appropriate PR activities that create opportunities to raise awareness and mobilize the public toward the issues wanted to be communicated.
- Conduct public opinion research in order to investigate the outreach of information or messages and the accessibility of PR tools that are implemented to address the public.
- Establish strong media relation procedures in the PR department that harmonize the relationship and creates attractive environment to disseminate information.
- Conduct long and short term strategic plan for PR practices in the Black Lion Hospital and allocate annual budget.

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APPENDIX A

Addis Ababa University

School of Journalism and Communication

Questionnaires for Employees and Managers

Dear Respondents,

The main purpose of this questionnaire is to collect data for a research work entitled " A critical study on the functions, practices and challenges of public relations in health organizations: focused on black lion hospital." Your feedback is a great contribution to this study. I also humbly ask you to provide appropriate answers to the questions listed below. Thank you so much for your time and attention.

I would like to assure you that your response to the questionnaire would be kept confidential and it has no intention except for academic purpose. If you would like to be clarified or have additional comments, you can contact me at gmengistab@gmail.com.

Part I-Personal information

A. Please encircle for the following questions

1. Sex

A. Male

B. Female

2. Age

A. 20-30

B. 31-40

C. 41-50

D. >50

3. Educational Level

A. High school

B. Diploma

C. BA/BSc/Bed

D. MA/MSc

E. other

Part II- Basic Questions

4. Which one of the following public relation function is major activity of public relation department/directorate in your organization?
- A. Event management
 - B. Prepare news release and magazines
 - C. Advisory function
 - D. Management function
 - E. Crisis Management task
5. Which one of the following public relation activity is mostly practiced by public relation department/directorate in your organization?
- A. Promotion and Advertising
 - B. Event management
 - C. Publicity
 - D. Image building
 - E. Crisis management
6. Do you think that public relation directorate/department is important for in health organizations especially on black lion hospital?
- A. Yes
 - B. No
 - C. Difficult to say
7. Do you think the public relation department/directorate uses PR tools to disseminate information's and policies?
- A. Yes
 - B. No
 - C. Difficult to say
8. Do you think that both internal and external communications in your organization get high attention?
- A. Yes
 - B. No
 - C. Difficult to say
13. Which one of the communication tools is mostly used in your organization?
- A. Print media (newspaper, brochures ... etc.)
 - B. Broadcast media (TV and radio)
 - C. Websites/Internet
 - D. Teleconference
 - E. Campaign (public meeting)
 - F. Social media
9. What are the major activities of public relation directorate/department in your organization which are not mentioned above?
-
-

Part III Major Questions

Please give your answers by ticking on the space provided in front of each question according to the following numbered choices.

1 = strongly agree 2 = Agree 3 = Neutral 4 = Disagree 5 = strongly disagree

S/No	Items	1	2	3	4	5
I	Public relation Professionalism in your organization					
1	PR practitioners are assigned based on profession and skill					
2	PR professionals have knowledge and skill of PR					
3	PR Professions and skills are not priority					
II	Public Relation roles and practices in your organization					
4	PR activities are more of protocol					
5	PR activities are more of promotion and publicity					
6	PR activities are more of preparing newsletter or magazines					
7	Public relation department working to build goodwill or Building Image?					
8	Public relation is a management function					
9	Public relation is advisory function					
10	Public relation is very important for reputation management					
11	Public relation practices are more of propaganda					
12	PRs has given better job structures in the organization					

S/No	Items	1	2	3	4	5
13	PRs do activities based on the vision and mission of the organization.					
14	Organizational managers and employees believe in the importance of PRs and its practice					
15	PRs use the right PR channels and tools					
16	Public relation is a bridge between organization and public					
III	Public relation challenges in your organization					
17	Insufficient budget allocation for PR department					
18	The number of professionals are low					
19	PR employees are not professionally assigned					
20	The importance of PR is underestimated					
21	There is no PR code of conduct					
22	PR does not play management function and advisory role					
23	PR practices are politicized					

APPENDIX B

Addis Ababa University

School of Journalism and Communication

Questionnaires for Clients

Dear Respondents,

The main purpose of this questionnaire is to collect data for a research work entitled " A critical study on the functions, practices and challenges of public relations in health organizations: focused on black lion hospital." Your feedback is a great contribution to this study. I also humbly ask you to provide appropriate answers to the questions listed below. Thank you so much for your time and attention.

I would like to assure you that your response to the questionnaire would be kept confidential and it has no intention except for academic purpose. If you would like to be clarified or have additional comments, you can contact me at gmengistab@gmail.com.

Part I-Personal information

A. Please encircle for the following questions

1. Sex

A. Male

B. Female

2. Age

A. 20-30

B. 31-40

C. 41-50

D. >50

3. Educational Level

A. High school

B. Diploma

C. BA/BSc/Bed

D. MA/MSc

E. other

Part II- Basic Questions

4. Which one of the following public relation function is major activity of public relation department/directorate in your organization?
 - A. Event management
 - B. Prepare news release and magazines
 - C. Advisory function
 - D. Management function
 - E. Crisis Management task
5. Which one of the following public relation activity is mostly practiced by public relation department/directorate in your organization?
 - A. Promotion and Advertising
 - B. Event management
 - C. Publicity
 - D. Image building
 - E. Crisis management
6. Do you think that public relation directorate/department is important for in health organizations especially on black lion hospital?
 - A. Yes
 - B. No
 - C. Difficult to say
7. Do you think the public relation department/directorate uses PR tools to disseminate information's and policies?
 - A. Yes
 - B. No
 - C. Difficult to say
8. Which one of the communication tools is mostly used in your organization?
 - A. Print media (newspaper, brochures ... etc.)
 - B. Broadcast media (TV and radio)
 - C. Websites/Internet
 - D. Teleconference
 - E. Campaign (public meeting)
 - F. Social media

Part III Major Questions

Please give your answers by ticking on the space provided in front of each question according to the following numbered choices.

1 = strongly agree 2 = Agree 3 = Neutral 4 = Disagree 5 = strongly disagree

S/No	Items	1	2	3	4	5
I	Public relation Professionalism in your organization					
1	PR practitioners are assigned based on profession and skill					
2	PR professionals have knowledge and skill of PR					
3	PR Professions and skills are not priority					
II	Public Relation roles and practices in your organization					
4	PR activities are more of promotion and publicity					
5	PR activities are more of preparing newsletter or magazines					
6	Public relation department working to build goodwill or Building Image?					
7	Public relation is a management function					
8	Public relation is advisory function					
9	Public relation is very important for reputation management					
10	Public relation practices are more of propaganda					
11	PRs has given better job structures in the organization					

S/No	Items	1	2	3	4	5
12	PRs do activities based on the vision and mission of the organization.					
13	Organizational managers and employees believe in the importance of PRs and its practice					
14	PRs use the right PR channels and tools					
15	Public relation is a bridge between organization and public					
III	Public relation challenges in your organization					
16	Insufficient budget allocation for PR department					
17	The number of professionals are low					
18	PR employees are not professionally assigned					
19	The importance of PR is underestimated					
20	There is no PR code of conduct					
21	PR does not play management function and advisory role					
22	PR practices are politicized					

APPENDIX C

Addis Ababa University

School of Journalism and Communication

Interview Questionnaires for Public relation practitioners

Dear Respondents,

The main purpose of this questionnaire is to collect data for a research work entitled " A critical study on the functions, practices and challenges of public relations in health organizations: focused on black lion hospital." Your feedback is a great contribution to this study. I also humbly ask you to provide appropriate answers to the questions listed below. Thank you so much for your time and attention.

I would like to assure you that your response to the questionnaire would be kept confidential and it has no intention except for academic purpose. If you would like to be clarified or have additional comments, you can contact me at gmengistab@gmail.com.

Interview Questionnaires

1. What are the major activities of PR in your organization please explain?
2. What are the administrative challenges and problems of public relation department in In Black Lion Hospital?
3. Do you think the Public relation department needs to restructure? Explain why?
4. What should be done for improving public relation practices in Black Lion Hospital?

APPENDIX D

አዲስ አበባ ዩኒቨርሲቲ

የጋዜጠኝነት እና ኮሙኒኬሽን ትምህርት ቤት

ለሆስፒታሉ ስራተኞች እና የስራ ሃላፊዎች የተዘጋጁ መጠይቆች

ውድ ምላሽ ሰጪዎች፤

የዚህ መጠይቅ ዋና ዓላማ በጥቁር አንበሳ ሆስፒታል ውስጥ ያሉ የህዝብ ግንኙነት ተግባራት እና ተግዳሮቶች አስመልክቶ ለሚደረገው የምርምር ስራ መረጃ መሰብሰብ ነው። የእርስዎ አስተያየት ለዚህ ጥናት ትልቅ አስተዋፅኦ አለው። ከዚህ በታች ለተዘረዘሩት ጥያቄዎች ተገቢውን መልስ እንድትሰጡኝ በትህትና እጠይቃለሁ። ስለ ጊዜዎ እና ትኩረትዎ በጣም እናመሰግናለን።

ለጥያቄው የሰጡት ምላሽ በሚስጥር እንደሚጠበቅ እና ከዚህ ምርምር ዓላማ ውጭ ለሌላ ዓላማ እንደማይውል ላረጋግጥላችሁ እወዳለሁ። ማብራሪያ ከፈለጉ ወይም ተጨማሪ አስተያየት ካሎት በኢሜል አድራሻዬ gmengistab@gmail.com ሊያገኙኝ ይችላሉ።

ክፍል I- የግል መረጃ

ሀ. እባክዎን ለሚከተሉት ጥያቄዎች ያክብቡ

1. ጾታ	ሀ. ወንድ	ለ. ሴት		
2. ዕድሜ	ሀ. 20-30	ለ. 31-40	ሐ. 41-50	መ. >50
3. የትምህርት ደረጃ				
ሀ. ሁለተኛ ደረጃ ትምህርት ቤት	ለ. ዲፕሎማ	ሐ. BA/BSc/Bed	መ.	
MA/MSc	ሠ.	ሌላ		

ክፍል II- መሰረታዊ ጥያቄዎች

4. ከሚከተሉት ውስጥ የሆስፒታሉ የህዝብ ግንኙነት ዳይሬክቶሬት ዋና ተግባር የሆነው የትኛው ነው?

- ሀ. ሁነት ዝግጅት
- ለ. ዜና እና ህትመቶች ዝግጅት
- ሐ. የማማከር
- መ. የመረጃ አስተዳደር ተግባራት
- ሠ. የቀውስ አስተዳደር ተግባር

5. ከሚከተሉት የህዝብ ግንኙነት ተግባራት ውስጥ በሆስፒታሉ የህዝብ ግንኙነት ዳይሬክቶሬት በአብዛኛው የሚተገበረው የትኛው ነው?

ሀ. ማስተዋወቅ

መ. የገፅታ ግንባታ

ለ. የሁነት አስተዳደር

ሠ. የቀውስ ጊዜ አስተዳደር

ሐ. የህትመት ስራዎች

ረ. የሚዲያ ግንኙነት

6. የህዝብ ግንኙነት ዳይሬክቶሬት/ዲፓርትመንት በጤና ድርጅቶች በተለይም በጥቁር አንበሳ ሆስፒታል ውስጥ ጠቃሚ ነው ብለው ያስባሉ?

ሀ. አዎ

ለ. አይ

ሐ. መልስ መስጠት ያስቸግራል

7. የህዝብ ግንኙነት ዳይሬክቶሬት የመረጃ እና ፖሊሲዎችን ለማሰራጨት የኮሙኒኬሽን መሳሪያዎችን ይጠቀማል ብለው ያስባሉ?

ሀ. አዎ

ለ. አይ

ሐ. መልስ መስጠት ያስቸግራል

8. በሆስፒታሉ ውስጥ ሁለቱም ውስጣዊ እና ውጫዊ ግንኙነቶች ከፍተኛ ትኩረት ያገኛሉ ብለው ያስባሉ?

D. ሀ. አዎ

ለ. አይ

ሐ. መልስ መስጠት

ያስቸግራል

9. በሆስፒታሉ ውስጥ በአብዛኛው ጥቅም ላይ የሚውሉት የኮሙኒኬሽን መሳሪያ የትኛው ነው?

ሀ. የህትመት ሚዲያ (ጋዜጣ፣ ብሮሽሎች እና የማስታወቂያ ሰሌዳ ወዘተ)

ለ. የብሮድካስት ሚዲያ (ቴሌቪዥን እና ሬዲዮ)

ሐ. ዌብሳይት / ኢንተርኔት

መ. ቴሌ ኮንፈረንስ

ሠ. ዘመቻ (ህዝባዊ ስብሰባ)

ረ. ማህበራዊ ሚዲያ (ፌስቡክ፣ ዩቲዩብ፣ ቴሌግራም፣ ...ወዘተ)

ሰ. ሌሎች ካሉ ይግለጹ _____

ክፍል III ዋና ጥያቄዎች

እባክትን በሚከተለው ቁጥር በተቀመጡት አማራጮች መሰረት በእያንዳንዱ ጥያቄ ፊት ለፊት ባለው ቦታ ላይ ምልክት በማድረግ መልስዎን ይስጡ።

1 = በጣም እስማማለሁ 2 = እስማማለሁ 3 = ገለልተኛ ነኝ 4 = አልስማማም
5 = በጣም አልስማማም

ተ.ቁ	መልስ መስጫ ሃሳቦች	1	2	3	4	5
I	በድርጅት ውስጥ የህዝብ ግንኙነት ሙያዊነት					
1	የህዝብ ግንኙነት ባለሙያዎች በሙያ እና በክህሎት ላይ ተመስርተው ይመደባሉ					
2	የህዝብ ግንኙነት ባለሙያዎች የህዝብ ግንኙነት እውቀት እና ክህሎት አላቸው።					
3	በሆስፒታሉ ውስጥ የህዝብ ግንኙነት ሙያ እና ክህሎቶች እንደ ሙያ አይታዩም					
II	በሆስፒታሉ ውስጥ የህዝብ ግንኙነት ሚናዎች እና ልምዶች					
4	የህዝብ ግንኙነት ተግባራት የራሳቸው ፕሮቶኮል አላቸው።					
5	የህዝብ ግንኙነት ተግባራት ማስታወቂያ ላይ ትኩረት ያደርጋል					
6	የህዝብ ግንኙነት ተግባራት ጋዜጣን ወይም የተለያዩ ህትመቶች ዝግጅት ላይ ትኩረት ያደርጋል።					
7	የህዝብ ግንኙነት ለገጽታ ግንባታ በጣም አስፈላጊ ነው።					
8	የህዝብ ግንኙነት አንዱ የአስተዳደር ተግባር ነው።					
9	የህዝብ ግንኙነት የማማከር ተግባር ነው።					
10	የህዝብ ግንኙነት የሆስፒታሉን ዝና ለማሳደግ በጣም አስፈላጊ ነው።					

ተ.ቁ	መልስ መስጫ ሃሳቦች	1	2	3	4	5
11	የህዝብ ግንኙነት ተግባራት የፕሮፓጋንዳ ይዘት አላቸው።					
12	ሆስፒታሉ ተሸለ የሚባል የህዝብ ግንኙነት መዋቅር አለው።					
13	የሆስፒታሉ የህዝብ ግንኙነቶች ተግባራቸው በሆስፒታሉ ራዕይና ተልዕኮ ላይ የተመሰረተ ነው።					
14	የሆስፒታሉ ሀላፊዎች እና ሰራተኞች በህዝብ ግንኙነት ስራዎች አስፈላጊነት ያምናሉ					
15	የህዝብ ግንኙነት መዋቅሩ ትክክለኛ የኮሙኒኬሽን ቻናሎችን እና መሳሪያዎችን ይጠቀማል					
16	የህዝብ ግንኙነት ሆስፒታሉን እና ተገልጋዩን የሚያገናኝ ድልድይ ነው።					
III	በሆስፒታሉ ውስጥ ያሉ የህዝብ ግንኙነት ተግዳሮቶች					
17	ለህዝብ ግንኙነት ክፍል በቂ የሆነ የበጀት ድልድል አይደረግም					
18	የህዝብ ግንኙነት ባለሙያዎች ቁጥር ዝቅተኛ ነው					
19	የህዝብ ግንኙነት ሰራተኞች በሙያ አልተመደቡም።					
20	የህዝብ ግንኙነት አስፈላጊነት ላይ አመለካከቱ ዝቅተኛ ነው።					
21	የህዝብ ግንኙነት ክፍሉ የሥነ ምግባር ደንብ የለውም።					
22	የህዝብ ግንኙነት ዲፓርትመንት በሆስፒታሉ ውስጥ የአስተዳደር እና የአማካሪነት ሚና አይጫወትም።					
23	የህዝብ ግንኙነት ትግበራው ፖለቲካዊ ተደርጓል።					

APPENDIX F

አዲስ አበባ ዩኒቨርሲቲ

የጋዜጠኝነት እና ኮሙኒኬሽን ትምህርት ቤት

ለሆስፒታሉ ደንቦች የተዘጋጁ መጠይቆች

ውድ ምላሽ ሰጪዎች፣

የዚህ መጠይቅ ዋና ዓላማ በጥቁር አንበሳ ሆስፒታል ውስጥ ያሉ የህዝብ ግንኙነት ተግባራት እና ተግዳሮቶች አስመልክቶ ለሚደረገው የምርምር ስራ መረጃ መሰብሰብ ነው። የእርስዎ አስተያየት ለዚህ ጥናት ትልቅ አስተዋፅኦ አለው። ከዚህ በታች ለተዘረዘሩት ጥያቄዎች ተገቢውን መልስ እንድትሰጡኝ በትህትና እጠይቃለሁ። ስለ ጊዜዎ እና ትኩረትዎ በጣም እናመሰግናለን።

ለጥያቄው የሰጡት ምላሽ በሚስጥር እንደሚጠበቅ እና ከዚህ ምርምር ዓላማ ውጭ ለሌላ ዓላማ እንደማይውል ላረጋግጥላችሁ እወዳለሁ። ማብራሪያ ከፈለጉ ወይም ተጨማሪ አስተያየት ካሎት በኢሜል አድራሻዬ gmengistab@gmail.com ሊያገኙኝ ይችላሉ።

ክፍል I- የግል መረጃ

ሀ. እባክዎን ለሚከተሉት ጥያቄዎች ያክብቡ

- 1. ጾታ ሀ. ወንድ ለ. ሴት
- 2. ዕድሜ ሀ. 20-30 ለ. 31-40 ሐ. 41-50 መ. >50
- 3. የትምህርት ደረጃ

ሀ. ሁለተኛ ደረጃ ትምህርት ቤት ለ. ዲፕሎማ ሐ. BA/BSc/Bed መ.
 MA/MSc ሰ. ሌላ

ክፍል II- መሰረታዊ ጥያቄዎች

4. ከሚከተሉት ውስጥ የሆስፒታሉ የህዝብ ግንኙነት ዳይሬክቶሬት ዋና ተግባር የሆነው የትኛው ነው?

ሀ. ሁነት ዝግጅት

ለ. ዜና እና ህትመቶች ዝግጅት መ. የመረጃ አስተዳደር ተግባራት

ሐ. የማማከር ሰ. የቀውስ አስተዳደር ተግባር

5. ከሚከተሉት የህዝብ ግንኙነት ተግባራት ውስጥ በሆስፒታሉ የህዝብ ግንኙነት ዳይሬክቶሬት በአብዛኛው የሚተገበረው የትኛው ነው?

ሀ. ማስተዋወቅ

መ. የገፅታ ግንባታ

ለ. የሁነት አስተዳደር

ሠ. የቀውስ ጊዜ አስተዳደር

ሐ. የህትመት ስራዎች

ረ. የሚዲያ ግንኙነት

6. የህዝብ ግንኙነት ዳይሬክቶሬት/ዲፓርትመንት በጤና ድርጅቶች በተለይም በጥቁር አንበሳ ሆስፒታል ውስጥ ጠቃሚ ነው ብለው ያስባሉ?

ሀ. አዎ

ለ. አይ

ሐ. መልስ መስጠት ያስቸግራል

7. የህዝብ ግንኙነት ዳይሬክቶሬት የመረጃ እና ፖሊሲዎችን ለማሰራጨት የኮሙኒኬሽን መሳሪያዎችን ይጠቀማል ብለው ያስባሉ?

ሀ. አዎ

ለ. አይ

ሐ. መልስ መስጠት ያስቸግራል

8. በሆስፒታሉ ውስጥ በአብዛኛው ጥቅም ላይ የሚውሉት የኮሙኒኬሽን መሳሪያ የትኛው ነው?

ሀ. የህትመት ሚዲያ (ጋዜጣ፣ ብሮሽሎች እና የማስታወቂያ ሰሌዳ ወዘተ)

ለ. የብሮድካስት ሚዲያ (ቴሌቪዥን እና ሬዲዮ)

ሐ. ዌብሳይት / ኢንተርኔት

መ. ቴሌ ኮንፈረንስ

ሠ. ዘመቻ (ህዝባዊ ስብሰባ)

ረ. ማህበራዊ ሚዲያ (ፌስቡክ፣ ዩቲዩብ፣ ቴሌግራም፣ ...ወዘተ)

ሰ. ሌሎች ካሉ ይግለጹ _____

ክፍል III ዋና ጥያቄዎች

እባክትን በሚከተለው ቁጥር በተቀመጡት አማራጮች መሰረት በእያንዳንዱ ጥያቄ ፊት ለፊት ባለው ቦታ ላይ ምልክት በማድረግ መልስዎን ይስጡ።

1 = በጣም እስማማለሁ 2 = እስማማለሁ 3 = ገለልተኛ ነኝ 4 = አልስማማም
5 = በጣም አልስማማም

ተ.ቁ	መልስ መስጫ ሃሳቦች	1	2	3	4	5
I	በድርጅት ውስጥ የህዝብ ግንኙነት ሙያዊነት					
1	የህዝብ ግንኙነት ባለሙያዎች በሙያ እና በክህሎት ላይ ተመስርተው ይመደባሉ					
2	የህዝብ ግንኙነት ባለሙያዎች የህዝብ ግንኙነት እውቀት እና ክህሎት አላቸው።					
3	በሆስፒታሉ ውስጥ የህዝብ ግንኙነት ሙያ እና ክህሎቶች እንደ ሙያ አይታዩም					
II	በሆስፒታሉ ውስጥ የህዝብ ግንኙነት ሚናዎች እና ልምዶች					
4	የህዝብ ግንኙነት ተግባራት ማስታወቂያ ላይ ትኩረት ያደርጋል					
5	የህዝብ ግንኙነት ተግባራት ጋዜጣን ወይም የተለያዩ ህትመቶች ዝግጅት ላይ ትኩረት ያደርጋል።					
6	የህዝብ ግንኙነት ለገጽታ ግንባታ በጣም አስፈላጊ ነው።					
7	የህዝብ ግንኙነት አንዱ የአስተዳደር ተግባር ነው።					
8	የህዝብ ግንኙነት የማማከር ተግባር ነው።					
9	የህዝብ ግንኙነት የሆስፒታሉን ዝና ለማሳደግ በጣም አስፈላጊ ነው።					
10	የህዝብ ግንኙነት ተግባራት የፕሮፓጋንዳ ይዘት አላቸው።					

ተ.ቁ	መልስ መስጫ ሃሳቦች	1	2	3	4	5
11	ሆስፒታሉ ተሸለ የሚባል የህዝብ ግንኙነት መዋቅር አለው					
12	የሆስፒታሉ የህዝብ ግንኙነቶች ተግባራቸው በሆስፒታሉ ራዕይና ተልዕኮ ላይ የተመሰረተ ነው።					
13	የሆስፒታሉ ሀላፊዎች እና ሰራተኞች በህዝብ ግንኙነት ስራዎች አስፈላጊነት ያምናሉ					
14	የህዝብ ግንኙነት መዋቅሩ ትክክለኛ የኮሙኒኬሽን ቻናሎችን እና መሳሪያዎችን ይጠቀማል					
15	የህዝብ ግንኙነት ሆስፒታሉን እና ተገልጋዩን የሚያገናኝ ድልድይ ነው።					
III	በሆስፒታሉ ውስጥ ያሉ የህዝብ ግንኙነት ተግዳሮቶች					
16	ለህዝብ ግንኙነት ክፍል በቂ የሆነ የበጀት ድልድል አይደረግም					
17	የህዝብ ግንኙነት ባለሙያዎች ቁጥር ዝቅተኛ ነው					
18	የህዝብ ግንኙነት ሰራተኞች በሙያ አልተመደቡም።					
19	የህዝብ ግንኙነት አስፈላጊነት ላይ አመለካከቱ ዝቅተኛ ነው።					
20	የህዝብ ግንኙነት ክፍሉ የሥነ ምግባር ደንብ የለውም።					
21	የህዝብ ግንኙነት ዲፓርትመንት በሆስፒታሉ ውስጥ የአስተዳደር እና የአማካሪነት ሚና አይጫወትም።					
22	የህዝብ ግንኙነት ትግበራው ፖለቲካዊ ተደርጓል።					