



ADDIS ABABA UNIVERSITY

SCHOOL OF JOURNALISM AND COMMUNICATION

**Assessment on the Practice of Public Relations in Organizations: the
case of Ethiopian Football Federation**

By: Hawariyaw Petros

**Thesis Submitted to the Graduate School of Journalism and Communication;
for the Partial fulfillment of Master's Degree in Public Relations and Strategic
Communications**

Advisor: Yohannes Shiferaw (PhD)

January, 2022

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Graduate SCHOOL OF JOURNALISM AND COMMUNICATION

Specialized in Public Relation and Strategic Communication

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This is to certify that the thesis is prepared by Hawariyaw Petros Gechamo entitled “Assessment on the Practice and Challenges of Public Relations in Organizations; the case of Ethiopian Football Federation” and submitted for the partial fulfillment of Master’s degree in Public Relations and Strategic Communications. It complies with the regulations of the University and meets the accepted standards with respect to originality and quality.

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Abstract

The main objective of the research was to assess the public relations practices in the Ethiopian Football Federation. To attain the objective of the research, mixed research method were applied. The participants of the research were selected purposively. For the qualitative method, all four of the PR staffs were involved for in-depth interview. To get quantitative data for the research sixty questionnaires were distributed for other permanent staffs of EFF to collect quantitative data. The major findings were, media briefing and press release, dissemination of information about competition with different clubs within the country and national team competition with other international teams, bridging between different department within EFF, answering questions raised by the public and building positive image about EFF are the major practice of PR. On the other hand, shortage of staffs, insufficient budget, miss-representation of PR at the top management, perception of managers and other workers towards PR and unhealthy inter directorate relationship are the major challenges faced by PR directorate. Again, the study revealed that website, social media streaming like YouTube, TV, radio, printing medias are the major tools that the PR directorate. The study also identified that the PR is not directly represented at management level. In relation with professionalism respondent reported that staffs are professionals for the PR practice.

Declaration

I, Hawariyaw Petros Gechamo, hereby declare that this thesis is my original work and has neither been presented in any other University nor was published before and that all sources of material used for the thesis have been duly acknowledged.

Hawariyaw Petros Gechamo

Signature_____

Date_____

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Acronyms/abbreviation

CAF	Confederation of African Football
EFF	Ethiopian football federation
FGD	Focus group discussion
FIFA	Federation International de Football Association
PR	Public Relations
PRSA	Public Relations Society of America

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CHAPTER ONE

I. INTRODUCTION

1.1 Background of the Study

There is no universally agreed definition of public relation in the world and the difference in practices has a great impact on its definitions. Even though there is no consensus on PR definitions there are common features and common understanding on what public relation does. The institute of Public Relations, USA defines Public Relation as “*deliberate, planned and sustained effort to establish and maintain mutual understanding between an organization and its publics*”. Among the many competing definitions of public relations, Grunig and Hunt’s is the most widely cited definition of public relations. According to them Public relations is “*the management of communication between an organization and its publics* (Grunig and Hunt 1984).

Other authors have also provided extensive definitions to the profession. For instance, Theaker , as quoted by Harlow (2001) states that 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; it involves the management of problems or issues; helps management to keep informed on and responsive to public opinion; define 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 (ibid).

According to Smith, 2009 Public Relations is the strategic communication that different types of organizations use for establishing and maintaining symbiotic relationships with relevant publics many of whom are increasingly becoming culturally diverse. The purpose of public relation practice is to establish two-way communications to resolve conflict of interest by seeking common ground or areas of mutual interest, and to establish understanding based on truth, knowledge and full information (Black 2004).

Traditionally organization is seen as an intermediary for accomplishing goals and objectives. While this approach is well-designed, it tends to obscure the inner workings and internal aims of organization itself. Another fruitful way of behaving organization is as a mechanism having the ultimate aim of offsetting those forces which undermine human collaboration. In this approach, organization sloping towards minimizing conflict, and to lessen the meaning of individual behavior which deviates from values that the organization has established as worthwhile.

Public Relations within organizations work quality means providing help to organization's management to achieve organizational goals, to believe in transparency and accountability, to respect citizens' rights, and to identify duties and responsibilities of management. According to Cutlip, Center, and Broom (2013), public relations' essential role is to help organizations adjust and adapt to changes in an organization's environment. The PR practitioner in an organization plays a vital role in shaping the image of the organization. The scholars further explain that the practitioner build the brand, spread the organization message and works to minimize the effect of negative publicity. In small companies, the PR person may have all the roles to handle both internal and external relation. In large organizations like the Ethiopian Football Federation the PR practitioners can have further specialized role to handle different organizational needs.

The Ethiopian Football Federation has a public relations department with listed organizational public relation activities practiced in the organization. The Ethiopian Football Federation (EFF) is the governing body of football in Ethiopia. It was founded in 1943 and became affiliated with FIFA in 1952 and with CAF in 1957. The federation organizes the national football leagues and the national team (<https://theeff.org/>).

1.2 Statement of the problem

Despite the fact that development of football in Ethiopia has been clumsy and slow paced, it is a very serious matter. Historically, Ethiopia is a nation who laid the corner stone for the Africa football progress. As a founder of Africa football, Ethiopia was supposed to have glamorous result in the continental competitions but this never happened for decades. Despite the repeated disappointments in terms of results there are still millions of die-hard fans both at organizational and individual level who really loved to see the country win and achieve the glories.

Hence, it is possible to say that football is the most popular game in the country, even though there is no progress as a federation and in terms of results. Football has more popularity in our country than athletics which paradoxically has given the greatest satisfactions and glory to the nation.

Ethiopian football federation has its own public relation department which helps it to reach its goals and objectives. It is widely expected that the department helps the organization to utilize valuable information and communication system through implementing the strategic communication practice in the organization. However, informally obtained information indicates otherwise.

It is believed that organizational communication and particularly strategic organization communication have vital role in organizational management; nevertheless, very few studies were conducted by communication scholars in assessing its operational functioning and its importance in Ethiopia. For instance, Wondwossen, (2014), carried out an analysis of organizational communication practice of Ethiopian airlines, and found that the Ethiopian airlines underutilized communication as organizational tool to achieve its organizational objectives. In another study Asfaw, (2015) assessed internal organizational communication in case of Ethio-telecom, and the findings indicate that the overall satisfaction of employees concerning internal communication was below average.

Furthermore, Lensa (2019) who conducted a comparative study between the strategic communication practices of Ethio-Telecom and Ethiopian Electric Utility has found that the organizations communication function and its activity only presented a small proportion of communication focusing mainly on technician role except that the section manager of corporate communication is not part of the grand coalition of Ethio-Telecom whereas in Ethiopian Electric Utility the corporate communication director is part of the management, but less functional.

All those studies in the area that tried to give a scholarly explanation on organizational public relation practice in Ethiopia but they focus on public service providing organizations. Ethiopian Football Federation has a peculiar kind of role which is based on competition and sport business; thus, the researcher felt it deserves a different treatment. And there is no any study conducted in sports industry practice in Ethiopia and on Ethiopian Football Federation. Thus, it is in cognizant of these facts that researcher assessed the role and practice of public relation department in Ethiopian Football Federation.

1.3 Objectives of the study

1.3.1 General objective

The general objective of the study was to assess the public relations practices in the Ethiopian Football Federation.

1.3.2 Specific objectives

In order to achieve the stated objective, the study has the following specific objectives;

- To explore the practices of Public Relations within Ethiopia Football Federation,
- To identify major Public Relations tools used by the Public Relation Department at EFF.
- To investigate the use of strategies in the Public Relations practice in Ethiopian Football Federation
- To find out the challenges affecting the PR practice at the Ethiopian Football Federation.

1.4 Research questions

The study attempts to answer the following questions:

- What are the core practices of PR in Ethiopian Football Federation?
- What are the tools of PR in Ethiopian Football Federation?
- What are the challenges of PR in Ethiopian Football Federation?
- What are the strategies of PR in Ethiopian Football Federation?

1.5 Scope of the Study

The study focused on assessment of the current public relation practices in organizational sector particularly in Ethiopian Football Federation. The Ethiopian Football Federation (EFF) is the governing body of football in Ethiopia. As result, EFF have directorate level public relations department with lists of public relation activities to meet the objectives and goal of the federation. Thus, the researcher will focus on assessing the PR practice. Other departments of the Federation were not a part of the study.

1.6 Significance of the Study

The study assessed the current status of public relation practices in organizational level in line with suggestions from different theoretical models and prescriptions. The study would contribute to the development of the public relation profession in organizations. It provides information for the Ethiopian Football Federation, to understand what the current PR practice look like in their sector and the factors inhabiting PR practices.

Consequently, the study would be useful for Ethiopian football federation to look in to the importance of strategic communication towards organizational development and success. The study also helps to increase the knowledge of public relation practice in the organization by showing the current status of communication in Ethiopian football federation. Moreover, the study can also contribute for other researchers who can use this study as a reference for their further study on the importance of public relation in organizational communication.

1.7 Limitations of the study

Time and budget were the major constraint in doing this research. Insufficient related studies on this subject area and lack of published PR materials at the federation were other challenges of the study. The study focused on one organization; a generalizable result would have been produced if many more similar organizations were included. Getting resources on PR practices in sport industry was also another problem. However, the researcher tried filling the gap by searching different up to date books, journals, interviews, videos, audios and articles on the field of study.

1.8 Organization of the research

The research is organized into five chapters. Chapter one has many sub topics, these are statement of the problem, objectives of the study, significance of the study, the limitation and the scope of the study are dealt under chapter one. The next chapter is about review of literature relevant to the research. This is the topic that will be discussed under chapter two. Research methods and methodologies which are employed to do the research are stated under chapter three. And data presentation and analysis part are discussed in chapter four and the last section chapter five dealt with the summary, conclusion and recommendations part of the study.

CHAPTER TWO

REVIEW OF RELATED LITERATURE

2.1 Introduction

Here on this chapter of the study the researcher tried to provide some inessential literatures that are related to the study area. These would help to cross check some works of PR scholars and acquire the knowledge from their works. This chapter is organized in eight major sub chapters and many more sub topics that are directly related to the study.

2.2 Definitions of Public Relation

There is no universally agreed definition for public relations in the world and the difference in practices has a great impact on its definitions. Though there is no consensus on PR definitions, there are common features and common understanding on what PR does. 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)

A Public Relations is a leadership and management function that helps achieve organizational objectives, define philosophy, and facilitate organizational change. Public relations practitioners communicate with all relevant internal and external publics to develop positive relationships and to create consistency between organizational goals and societal expectation. Public relations practitioners develop, execute, and evaluate organizational programs that promote the exchange of influences and understanding among an organization's constituent parts and publics. (Freitag and Stokes 2009)

A Public Relations is social philosophy of management expressed in policies and practices, which, through sensitive interpretation of events based upon two-way communications with its publics, strives to secure mutual understanding and goodwill. (Moore and Kalupa 2002)

As stated above PR is defined in many different way by different scholars that implicates there is no universally agreed definition for the term. As to some scholars like that of Harlow (1976) PR is defined in perspective of management function and its main purpose for doing that are serving the public interest and helps management. Other scholars like that of Ihlen and Ruler (2009) define PR as a bridge between the organization and the public. However, we can conclude by saying most of the definition of PR focus on strategic communication techniques practiced in the organization to maintain its relationship with publics. The management function uses strategic communication to address issues by seeking information to serve public interest.

2.3 Definitions of organization

Many people have attempted to define what is meant by the word “organization.” There are a number of common definitions from dictionary to ones used by business, psychology, economics, and communication scholars. “Organization” contains a partial list of the different types of definitions seen across various academic disciplines.

Business dictionary defines organization as “A social unit of people systematically structured and managed to meet a need or to pursue collective goals on a continuing basis. All organizations have a management structure that determines relationships between functions and positions, and subdivides and delegates roles, responsibilities, and authority to carry out defined tasks. Organizations are open systems in that they affect and are affected by the environment beyond their boundaries.” (Business Dictionary, 2004)

An organization is an open social system which creates a dynamics as it develops and maintains interdependencies with both internal and external stakeholders. Internally, an organization is dynamic because employees move in and out of the organizational structure as they are promoted, hired, or fired. The relationships among employees can also differ based on which employees are promoted and which are scheduled for a particular shift or task. This is because the contingent of employees is not stable. An organization's is also a real and practical place and several streams of communication through multiple channels in multiple contexts continually constitute the organization (Keyton, 2005).

An organization is a complex system, which includes as subsystems: management, to interrelate and integrate through appropriate linking processes all the elements of the system in a manner

designed to achieve the organizational objectives and a sufficient number of people so that constant face-to-face interaction is impossible (Lundgren, 1974).

Organizations are networks of people who communicate with each other. In all organizations, communications flow vertically and horizontally, internally and externally, formally and informally, linking employees internally to each other, to various layers of management, and to the many external resource-holders of the organization. Not all of the communications in an organization are work related, nor are they necessarily relevant to fulfilling organizational objectives. All communications, however, influence to some extent the perceptions of participants and observers about the organization and its activities, and so affect the organization's image, brand, and reputation (Weick, 2001).

It is also defined as "Social collectives in which people develop ritualized patterns of interaction in an attempt to coordinate their activities and efforts in the ongoing accomplishment of personal and group goals." Kreps, G. L. (1986).

2.4 Public relations within Organization

Even though many organizations and establishments understand that a public relations is a great way to build their brandings, very few know much about what PR do. There are many ideas regarding what a PR is in an organization. Today's world is a world of communication and in every second, millions of information units are exchanged in the world. Since development of human life improves, thus increase need to information and communication every day increased and nowadays having accurate and up to date information for people is the important and people with more information will be more successful.

In terms of work quality, Public Relations in organizations assist organization management in achieving organizational goals, in assuring transparency and accountability, respect for citizens' rights, identification of duties and responsibilities of government. it also help to achieve the right control of people to the work and the right people in criticizing and evaluating programs and practices of the organization. (Arabian Journal of Business and Management Review, Vol. 1, No. 10, 2013).

In public organizations have reliable, accurate and timely information, and considering the purpose and structure is an organization's greatest asset. Survival of an organization depends on having a reciprocal relationship between internal and external publics of organization, and on getting up to date and useful information that appears necessity of the real public relations. In today's world where communication boundaries are broken, humans seek to discover the optimal solutions for the society. Scientific principles help to explore and focus on the interaction conditions involve. Undoubtedly, an organization, or an agency cannot be considered isolated in their island and detached from technology and its products (Laver, 1989).

Almost all large organizations either have a public relations department or outsource their public relations needs to a company. PR is seen as a vital part of maintaining the organization's image and of communicating its message to its customers, investors and the general public. A positive perception of a company or non-profit can increase its sales and improve its bottom line. (Winston, 2015)

2.5 Roles of PR practitioner in organization

Before discussing about the PR role in an organization it is sensible to give the proper definition of the word 'role.' Role can be defined as *“a function or part performed especially in a particular operation or process,”* (Webster Dictionary, 2004). According to Encarta Dictionary (2009) role can also be defined as *“the usual or expected function of somebody or something, the part somebody or something plays in an action or event”*.

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

Ruler and Vercic (2002) put the roles of PR's in four categories: reflective, managerial, operational and educational. The managerial role is more of

“developing plans and maintaining relationships with publics, reflective – analyzing standards in society to enable the organization to adjust its own standards, operational - carrying out communication plans, educational – helping the members of the organization to become effective communicators” (Freitag & Stokes, 2009).

Winston (2015) published an article on London Training for Excellence discussing the roles of PR in an organization. The functions and key tasks of a public relations specialist can be varied.

These are:

Public Image Strategy; Public relations strategists will work with top executives in the organization to craft an overview of how the company wants to be perceived, and how it is going to project a positive image. This can involve focusing on exactly the right message, and then deciding on the broad outlines of a campaign to disseminate that message.

Outreach Events Public relations professionals often arrange events to raise the profile of the organization or lend its brand and name to a charitable event that represents the philosophy of the company. Think of a corporation sponsoring a Special Olympics event, or a hospital organizing a health outreach day in its town.

Media Relations Talking with the media is a core function of public relations departments. Public relations professionals field questions from reporters, arrange for interviews with key individuals in the organization and write press releases to make the media aware of company events or achievements.

Social Media One emerging function of public relations is to maximize an organization's positive use of social media to build its image. Managing a Twitter feed, a Facebook page and a YouTube channel are all vital ways to connect with possible new customers or stakeholders. Monitoring public comment about the organization on the Internet can also give PR professional's early warning of any emerging trends or problems.

Handling Emergencies Sometimes a company or organization is struck by a disastrous event that ruins its public image. This might be an oil company that has to deal with a high profile spill, or a food company that has a contamination event. Public relations professionals decide how the organization will repair the damage to its image, communicate how it is dealing with the problem and regain control of its message.

2.6 Communications in Organization

In order to accomplish tasks and achieve the organizational goals, every individual of an organization communicates with others about the various types of work in the organization. It is important to identify the definition of organizational communication because there are many different definitions that scholars have used in the past. There are many different types of definitions given to organizational communications. Daniels and Spiker, (1991) stated Communication is the most fundamental activity occurring in any work setting. The need to study, understand and effectively use organizational communication has been, for many individuals, an after-the-fact enlightenment. As such, individuals in various occupations refer to the inability of others to communicate well, the lack of listening skills displayed by their colleagues, or the unwillingness of subordinates to follow instructions.

Organizational communication is a host of communication activities usually at a corporate level, not all of which will be necessarily located in the PR department, which include public affairs, environmental communication, investor relation, labor market communication, corporate advertising, internal communication (Ralph and Liz, 2009). Miller (2003) said that

“Organizational communication involves understanding how the context of the organization influences communication processes and how the symbolic nature of communication differentiates it from other forms of organizational behavior. It involves the fascinating intersection between the organizational context and the communication process”.

This shows organizational communications cannot be defined in a certain single way. However, the communication in an organization can take different approaches and directions.

Organizational communication is a combination of internal and external communications. Hence, internal communication refers to communication that takes place among employees of the organization; it includes formal, informal, vertical, horizontal and diagonal communications.

2.6.1 Internal and External Communication

Communications happens inside and outside the organizations whether it is managed or not. It is often observed that daily interactions between people are a necessary part of getting the job done. According to Ralph and Liz, (2009) as companies and organizations grow globally interactions

become increasingly complex. Employees may become disconnected by their place within the hierarchy, their office location, how the work is divided up or through psychological discomfort with management practices. As to them internal communication is the term used in the UK and elsewhere to describe an organizations managed communication system where employees are regarded as a public or stakeholder group. In addition, Stauss and Hoffmann, (2000) view internal communication as *“the planned use of communication actions to systematically influence the knowledge, attitudes and behaviors of current employees”*. With respect to communication that flows between the corporate organization and its environment, a distinction may be made between endogenous communication flows (from inside to outside) and exogenous communication flows (from outside to inside).

In mapping these flows, it is important to focus on patterns, not incidental cases. Moreover, it is possible to determine to what extent such patterns are interactive in nature; that is, whether they form part of a verbal or written communication feedback system, digital or otherwise (Gemert and Woudstra, 1999).

2.6.2 Formal and Informal Communication

In an organization there are two types of communication that occur, this are formal and informal communication. Formal communication is *“the sharing of messages regarding the official work of the organization”*, while informal communication is *“the sharing of unofficial messages that are unrelated to the organization’s formal activities”* (Greenberg and Baron, 2008). According to Bratton, et al. (2007), Formal communication in an organization follows an organization’s “chain of command”. It is impacted by the organizational formal structure, which indicates “the formally prescribed pattern of interrelationships existing between the various units of an organization” (Greenberg and Baron, 2008).

Therefore, the formal communication follows the prescribed rules about who is to communicate with whom. In this formal communication structure, it is settled who the authority in the organization is that is responsible for answering the subordinate, and who is responsible for answering the superior. Greenberg and Baron (ibid), state that these rules about who may communicate with who for the organization to operate properly are fixed and defined, That is to say, they do not change just because of personal reasons.

Informal communication in today's organizations is often used as a means of work-oriented communication. The informal connections between members in the organization build an informal communication network through which they share informal information. People in the network transmit information to others with whom they come into contact, so the informal communication breaks off the organizational boundaries.

Obviously, understanding how formal communication functions within an organization are very important, which is considerable amount of the early research on organizational communication examined formal communication. To help us further understand formal communication in the organization, we're going to look at it by examining the three directions communication happens within an organization: downward, upward, horizontal or lateral.

2.7 Directions of Communication in an Organization

Understanding the concept of how communication flow in the organization provides an understanding of how the organization operates. This is especially true if one considers that the direction of communication flow is a critical element that impact on all aspects of organizational communication. An organization communication flows both in upward or downward streams. According to Richmond, et al. (2005) "*communicational flow in the organization can develop into many different directions, it flows in different directions in the organization vertically, horizontally and sideward*".

2.7.1 Upward Communication

Upward communication in an organization flows from a lower-level employees to an upper-level employees. Upward communication is used to keep managers informed of what is going on in the work and what the subordinates are feeling. Specifically, it provides management with the information they need for doing their work, such as data for making decisions, the current status of projects, and information on new problems. Through upward communication, superiors also get to know their subordinates' feelings about their work, colleagues, and the organization, so that they can adjust for better individual and organizational performance. Moreover, as discussed earlier, superiors and the organization needs advice and opinions from employees as well. Managers rely on upward communication to collect suggestions for improvement and new ideas, (Robbins et al., 2010). Upward communication is initiated by those at the lower levels of the organization; it can be successful only if those at the higher levels are willing to allow the

communication to be effective (Richmond, et al., 2005). Furthermore, Tubbs and Moss, (2008) stated that upward communication is important in organizational management system. Failing to relay the necessary information upward, such as changes and problems in a project, or creative ideas to enhance the profits, may cause detrimental and even disastrous results. Therefore, an organization should encourage upward communication and undertake efforts to ensure that it is of a good quality. However, it is not uncommon that organizations lack in upward communication. Upward communication is not simply a reverse direction of downward communication, since when communication flows from lower-level employees there may be some problems due to the characteristics of job positions (Greenberg and Baron, 2008).

2.7.2 Downward Communication

Downward communication is the communication flows from an upper-level employee to a lower-level employee. It is *“initiated by the organizations upper management and then filters downward through the ‘chain of command’”* (Tubbs and Moss, 2008). Furthermore, there are some deficiencies of downward communication. Employees do not only expect to receive information about the organization and their tasks, and feedback from managers, but also want to participate in the communication. In the one-way communication, it is only the upper-level management that speaks and the lower-level employees listens, and the upper-level management rarely ask for the lower-level employees’ opinions and suggestions. However, people need to be respected and considered to be able to think and provide useful ideas. Therefore, in an organization with a good quality of communication, upward communication is regarded as important as downward communication (Robbins, et al., 2010).

2.8 Strategic Communication

According to Webster’s new collegiate dictionary (1984) the term strategic was first used in organization theory in the 1950s. Its purpose was just to describe how organizations compete in the marketplace, obtain competitive advantage, and gain market share. The above description of a modernist approach to strategic planning is indeed accurate when one considers the original aims of strategic planning as ones of controlling the environment and maintaining the organization’s autonomy. In its most negative context, the term strategic is understood as having originated in warfare and is in its strictest sense described as the art of war. The word strategy originates from the Greek word for “generalship” (Webster’s Dictionary, 1984). As a result, the

term often has negative associations, particularly in an era in which organizations are perceived as using their resources to manipulate their environments to their own benefit without consideration of stakeholders, other constituencies, and the concerns of society in general. Associating strategic as a war metaphor in connection with communication practice can thus strengthen the existing negative perceptions of the field (Van Ruler, et al 2007).

Strategic communications are important for the effectiveness of organizations goal. The search for a common definition has often hindered rather than helped strategic communications. Indeed, the ideally flexible and adaptive nature of strategic communications means no single definition will suffice. Joint Integrating Concept for Strategic Communication (JICSC)(2009) puts strategic communication is the alignment of multiple lines of operation (e.g., policy implementation, public affairs, force movement, information operations, etc.) that together generate effects to support national objectives. Strategic communication essentially means sharing meaning (i.e., communicating) in support of national objectives (i.e., strategically). This involves listening as much as transmitting, and applies not only to information, but also to physical communication action that conveys meaning. Strategic communication differs from integrated communication because its focus is how an organization communicates across organizational endeavors. The emphasis is on the strategic application of communication and how an organization functions as a social actor to advance its mission.

The purposeful nature of strategic communication is critical. Whereas academic research on organizational communications broadly examines the various Processes involved in how people interact in complex organizations (including interpersonal, group, and network communications), strategic communication focuses on how the organization itself presents and promotes itself through the intentional activities of its leaders, employees, and communication practitioners. Of course, this does not exclude their use of relationship building or networks in the strategic process (Van Ruler, et al., 2007). The other simple definition as Cornish, et al., (2011:108) for strategic communication is, *“that is a systematic series of sustained and coherent activities, conducted across strategic, operational and tactical levels, that enables understanding of target audiences and, identifies effective conduits to promote and sustain particular types of behavior”*. Strategic communications encompasses all communication that is substantial for the survival and sustainability of an entity. Specifically, Zerfass, (2018) says strategic communication is the

purposeful use of communication by an organization or other entity to engage in conversations of strategic significance to its goals.

2.9 Organizational Strategic Communication

In today's increasingly complex world, organizations vie for the attention, admiration, affinity, alignment, and allegiance of constituents of all sort customers, employees, investors and donors, government officials, special interest group leaders, and the public at large. In so doing, organizations make strategic decisions about the level and nature of resources they will devote to such efforts. It is important to stress that not only corporations, but also activist organizations and social and citizen movements, use strategic communication to reach their goals. Strategic communication examines organizational communication from an integrated, multidisciplinary perspective by extending ideas and issues grounded in various traditional communications disciplines. It is important to note that these disciplines were developed as specialty functions in the modernistic world of the 20th century.

Yet, at the beginning of the 21st century, these disciplines function in a postmodern environment that stresses more holistic approaches to examining organizational phenomena, while having to deal with increasingly fragmented audiences and delivery platform, (Van Ruler, et al., 2007) The emergence of strategic communication as a unifying paradigm for studying purposeful communications by organizations provides an important opportunity to rein vigor and refocus the study of organizational communications onto how organizations present and promote themselves and interact with their audiences (i.e., putting communication back into the study of communication by organizations.

CHAPTER THREE

Research Methodology

3.1 Introduction

Here on this chapter the researcher explained all the methods that are employed on the study. The researcher has discussed location of the study. The other sub topic of this chapter includes research design, source of data, sampling technique, sample size, tools of data collection and the methods of analysis in the study.

3.2 Research Design and Method

According to Kothari, research methodology is a way to systematically solve the research problem. It may be understood as a science of studying how research is done scientifically. In it, we study the various steps that are generally adopted by a researcher in studying the research problem along with the logic behind them. It is necessary for the researcher to know not only the research methods/techniques but also the methodology (2004).

As a result the research methodology of the study “Assessment on the role and practice of public relation practices in organization; the case of Ethiopian football federation” was designed to solve the research question by using the appropriate research approaches, data source, correct tools for data collection and methods of data analysis.

This section of the study intended to provide the right framework of the research. *‘Research designs are plans and the procedures for research that span the decision from broad assumption to detailed methods of data collection and analysis. It involves the intersection of philosophical assumptions, strategies of inquiry, and specific methods’* (Creswell, 2004). Research design helps to outlines the activities that are important to execute the research project. It will show the research design a blueprint for fulfilling objectives and answering questions. It constitutes the blueprint for collection, measurement and analysis of data (Cooper & Schindler, 2006).

Research design is the general plan of how to go about answering the research question (Saunders 2009). Hence the researcher used descriptive research design. It attempted to describe the role and practice of PR department and tried to provide a vivid picture of how the department carries out its duties. Rothchild (2006) argued that in all field of research, researcher has to

know general tone of research and the direction of logic which is guided by either of the two approaches – deduction and induction. A general distinction made between the two logical paths to knowledge is that induction is the formation of a generalization derived from examination of a set of particulars, while deduction is the identification of an unknown particular, drawn from its resemblance to a set of known facts. Here specific bits of PR actions were compiled to describe the general nature of PR in the organization.

The researcher used mixed approach and incorporated both quantitative and qualitative data collection techniques. Quantitative research relies on deductive reasoning or deduction (Sekaran & Bougie, 2010) and makes use of variety of quantitative analysis techniques that range from providing simple description of the variables involved, to establishing statistical relationships among variables through complex statistical modeling (Saunders, 2009). This type of research calls for typical research designs where the focus of research is to describe, explain and predict phenomena, uses probability sampling and relies on larger sample sizes as compared to qualitative research designs (Cooper & Schindler, 2006). Quantitative research, quantifies relationships between different variables.

On the other hand, Qualitative research uses inductive reasoning (Sekaran & Bougie, 2010) and aims to acquire an in-depth understanding of human behavior and the reasons of occurrence of that behavior. Qualitative research can also be called as interpretive research as its primary objective is not generalization but to provide deep interpretation of the phenomena (Cooper & Schindler, 2006). Certain research problems call for combining both quantitative and qualitative methodologies. Researcher might adopt therefore, mixed methods approach where both quantitative and qualitative data collection techniques and analytical procedures are used in same research design (Saunders, 2009).

Creswell (2004) advise that by conducting mixed research approach, researcher is able to collect the two types of data simultaneously, during a single data collection phase. It provides a study with the advantages of both quantitative and qualitative data. In addition, by using the two different methods in this fashion, a researcher can gain perspectives from the different types of data or from different levels within the study.

Hence the researcher believed that both qualitative and quantitative data are suitable to assess the role and practices of PR in Ethiopian Football Federation (EFF). By providing closed ended questionnaires to obtain quantitative data. In the meantime, in order to collect data for the qualitative side of the research the researcher conducted in-depth interviews. To get the proper understanding of the public relations role and practices in the EFF without hindering the source of data type to single research approach. Thus, the researcher used both qualitative and quantitative to address the research questions.

3.3 Source of Data and Sampling Technique

3.3.1 Source of data

The researcher used both primary and secondary source of data for the study. Kothari (2004) argues that researchers collect primary data during the course of doing experiments in an experimental research but in case we do research of the descriptive type and perform surveys, whether sample surveys or census survey, then we can obtain primary data either through observation or through direct communications with respondents in one form or another or through personal interviews.

In this study primary source of data were employed in order to get first and most immediate recording of situations that enable the researcher to note and analyze the current practices of public relation at the EFF. These primary sources of raw data are gathered from different sources in different kind of ways. The researcher employed various primary data that were obtained with both qualitative and quantitative method. For further interpretation and analysis work the researcher used an audio recording and note taking methods.

The other source of data is secondary sources of data. Secondary data source is every dataset not obtained by the author, or "*the analysis of data gathered by someone else*" to be more specific (Boslaugh, 2007). Secondary data may include data that has been previously gathered and is under consideration to be reused for new questions, for which the data gathered was not originally intended (Vartanian, 2010). Secondary data analysis is the term used for the reanalysis of previously collected and analyzed data is one of the widely used data collection technique in social science research (Punch, 2005).

Since secondary data is intended for the purposes of this study, the researcher used them with at most care while selecting an adequate database accordingly. Data of a secondary source was collected from different documents of EFF, different books, websites, journals, articles, and previous studies.

3.3.2 Sampling Technique

Sampling method of this study was selected according to their cost effectiveness in terms of financial and time limit. There are different types of sampling techniques/methods; the researcher has to understand the differences to select the right sampling method for the research. In order to acquire and use both qualitative and quantitative data in the research, the researcher used only non-probability sampling methods.

3.3.2.1 Sample Size

In order to answer the research questions of the study, it is impossible that the researcher should be able to collect data from all EFF workers. So, there is a need to select a sample. EFF head office is located at Bole sub city around Wollo Sefer area, Addis Ababa. According to Human Resource and Property Management directorate of the EFF there are total numbers of 109 total workers with 87 of them working as permanent employees.

The researcher decided to use 60 questionnaires and four key informant interviews for the use of this study which is more than half of total employees in the EFF as the source of data.

3.3.2.2 Purposive Sampling

It 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 (Kothari, 2004). The primary consideration in purposive sampling is your judgment as to who can provide the best information to achieve the objectives of your study. You as a researcher only go to those people who in your opinion are likely to have the required information and be willing to share it with you (Kumar, 2011).

The researcher implemented non-probability purposive sampling design for the study to purposefully select the respondents from the total respondents in which it is aimed to get the right information in order to meet the research questions of the study. By using non-probability sampling, experienced and professional respondents are addressed to select true representative

sample of the total population. The study focused on the assessment of PR practices and challenges, so the researcher alleged that the responses of all PR directorate workers are very important and also the respondents from others departments are deliberately selected that are believed to provide important information for the research questions.

Purposive Sampling was employed due to the fact that it provided the chance to some key respondents to be included into a sample by virtue of their position and status so as to respond on specific matters (Saunders et al, 2003). These respondents include all members of the Communication Directorate PR practitioners, other Directorates of the EFF and General Secretary of the EFF who used to work in the Communication Directorate.

3.4. Tools of Data Collection

The purpose of this study is to assess PR practice in an organizational level particularly focusing in the EFF. The researcher used mixed methods. Mixed research method incorporates both qualitative and quantitative elements in its structure. Since the research is mixed, information's are collected using both source of data collection; Primary and Secondary data sources.

The researcher has also employed scientific observational methods to collect very valuable information and data.

3.4.1. In-depth Interview

The researcher used in-depth interview to get primary source of data. In-depth interviews are those interviews that are designed to discover underlying motives and desires of the participants of the study. Such interviews are held to explore needs, desires and feelings of respondents. It is an important tool that assists in the elaboration of data concerning respondents' opinions, values, motivations, recollections, experiences, and feelings (Wimmer and Dominic, 2011). The in-depth interview method of collecting data involved presentation of oral verbal stimuli and answer in terms of oral-verbal responses. There are commonly three types of interviewing techniques, Structured, Semi-Structured and Unstructured Interviews. The researcher conducted semi structured and unstructured in-depth interview with key informants in EFF office, those are the respondents who are expected to provide necessary and important information and have knowledge in the area. The researcher conducted in-depth interview with four (4) key informants in the EFF. All four of the key informants are or were staff of the Communication Directorate.

The communication Director is comprised of four personals. Amongst the four staff members three (3) are the PR practitioners and one (1) is a cameraperson. All three (3) of the practitioners are included in the in-depth interview and the fourth key informant was the Secretary General of EFF and a former PR and Communication director.

The interview was conducted in August 2022 at the EFF office by using smart phone sound recorder device. The unstructured in-depth interview tool of data collection is used in the study for its advantage of getting first hand data in its natural setting, it helps to get detailed information about the issue from few but key respondents and provided more accurate responses on different issues.

3.4.2. Questionnaires

The researcher used combined questionnaire techniques, closed ended and open-ended types. This clearly helps to gather factual and relevant data from the respondents (Dawson, 2002). The closed ended questions are designed to get definite answers and were used for simplicity. Open ended questions are aimed to get organizational objective, mission and vision, the major practices of PR practitioners, the internal communication channels, the best internal communication strategies of PR, and suggested recommendations of employees to enhance internal communications and practices of public relations.

The researcher distributed questionnaires to the respondents in different department's offices of EFF by purposefully selecting from each department. The questions are designed to assess the practices and challenges of PR in EFF which respondents participated from the total population of the employees.

The respondents were selected non-randomly or deliberately to address the respondents that are believed to provide important information for the questions. The questionnaire contains five points Likert's scale questions which are analyzed using percentages, table and graph and the open-ended questions were interpreted by the researcher.

3.4.3. Scientific Observation

An **observational study** is used to answer a research question based purely on what the researcher observes. There is no interference or manipulation of the research subjects, and no control and treatment groups. These studies are often qualitative in nature and can be used for both exploratory and explanatory research purposes. While quantitative observational studies exist, they are less common.

Observational studies are generally used in hard science, medical, and social science fields. This is often due to ethical or practical concerns that prevent the researcher from conducting a traditional experiment. However, the lack of control and treatment groups means that forming inferences is difficult, and there is a risk of confounding variables and observer bias impacting your analysis.

The researcher used Naturalistic Observation method to acquire voluble data for the study. In this method of observation the researcher observes how the participants respond to their environment in real life setting but does not influence their in any way.

3.5 Procedure of Data Collection and Method of data analysis

3.5.1 Procedure of Data Collection

The Ethiopian Football Federation (EFF) is the governing body of football in Ethiopia. The federation was founded in 1943 and became affiliated with FIFA in 1952 and with CAF in 1957. Its head quarter is located in Bole Sub city, around Wello Sefer area on the left side of Ethio-China Street. It is found with the address of XQQC+5F6, Addis Ababa on Google Map.

Amongst the several directorates that are in the EFF building, Communication Directorate is located on the fifth floor of the building. The researcher has employed several procedural steps to acquire the needed data for the study. Qualitative data was the first sets of data which the researcher collected.

The researcher scheduled an appointment with key informants of the study. All key informants were interviewed separately and in different time and rooms. The second data the researcher collected was quantitative data from the questionnaires. The questionnaires were dispersed in EFF and were collected by the researcher.

The raw data from qualitative and quantitative method are categorized and checked for errors; then organized and coded according to the data type.

3.5.2 Method of data analysis

This research is conducted using mixed method approach. The study started with a broad survey and then focuses, in a second phase, on detailed qualitative interviews to collect detailed views from participants (Creswell, 2004). The researcher used different tables, graphs to display quantitative data. The qualitative data's is separately identified and organized together and then interpreted by the researcher's own personal interpretation. In the process of analyzing qualitative data, researcher typically involved immersing oneself in the data to become familiar with it, then looking for patterns and themes, searching for various relationships between data that help the researcher to understand what they have, then visually displaying the information and writing it up (Kawulich, 2015).

The researcher has involved exploratory data analysis technique to analyze the acquired data. This method of data analysis involves using graphics and visualizations to explore and analyze a data set. The goal is to explore, investigate and learn, as opposed to confirming statistical hypotheses. Exploratory data analysis is a powerful way to explore a data set. Even when your goal is to perform planned analyses, EDA can be used for data cleaning, for subgroup analyses or simply for understanding your data better. An important initial step in any data analysis is to plot the data. (Statistical Discovery, 2022)

Exploratory data analysis (EDA) is used by data scientists to analyze and investigate data sets and summarize their main characteristics, often employing data visualization methods. It helps determine how best to manipulate data sources to get the answers you need, making it easier for data scientists to discover patterns, spot anomalies, test a hypothesis, or check assumptions. EDA is primarily used to see what data can reveal beyond the formal modeling or hypothesis testing task and provides a better understanding of data set variables and the relationships between them. It can also help determine if the statistical techniques you are considering for data analysis are appropriate. Originally developed by American mathematician John Tukey in the 1970s, EDA techniques continue to be a widely used method in the data discovery process today. (IBM.com, 2022)

The main purpose for the researcher to use EDA is to help look at data before making any assumptions. It can help identify obvious errors, as well as better understand patterns within the data, detect outliers or anomalous events, find interesting relations among the variables.

3.6 Ethical Consideration

The researcher used the data from Ethiopian Football Federation Communication Directorate director, and practitioners, and employees of EFF from different directorates, interviews and questionnaire; permission was obtained from each. Researchers have the responsibility to inform potential subjects or respondents of all features of the project that can reasonably be expected to influence participation (Wimmer and Dominick, 2011).

To maintain the confidentiality of the information provided by the participants, the respondents were told not to write their names on the questionnaire and they were assured of that the responses were used only for academic purpose and kept confidential. Assuring participants that what they say will be kept in confidence is important for earning their trust and thus for eliciting good data. You should understand the procedures outlined in the study protocol for protecting participants' privacy and be able to explain those steps clearly (Mack and Woodsong, 2005). Finally, all respondents were included in the study based on their free will.

CHAPTER FOUR

PRESENTATION AND ANALYSIS OF DATA

4.1 Introduction

The findings and the discussion of this research are presented under this chapter. The findings of quantitative research methods are analyzed separately by the data that are found through questionnaires. They are presented into six major tables. The tables include answers about PR role and practice in EFF, degree of attention given for practice of PR in EFF, communication tool used in EFF, attitude about PR in EFF, challenges of PR in EFF and PR professionalism in EFF.

4.2 Quantitative Data from the Questionnaire

Here on this section the researcher has provided a table which is acquired from the questionnaires. The researcher has dispersed 60 questionnaires and data from the answers are put in different tables based on the themes.

Table 1 PR Role and Practice in EFF

	Public Relation roles and practices in EFF	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
1	PR activities in EFF are more of protocol	8	14	18	20	0
2	PR activities in EFF focus on promotion	35	17	5	3	0
3	PR activities are more of preparing newsletter or magazines for managers	17	25	0	8	10
4	Public relation in EFF is very important for image building	47	13	0	0	0
5	Public relation in EFF is a management function	0	0	13	22	26
6	Public relation in EFF plays as an advisory function	0	9	13	38	0
7	Public relation is important for reputation management of EFF	3	9	10	20	16
8	PR practitioners in EFF do activities based on the vision of the organization	33	21	6	0	0
9	Public relations serve as a bridge between organization and public	44	13	3	0	0

This table focuses on the PR roles and practices in EFF. All 60 participants of the study took part in this questionnaire and reflected based on the Likert-type scale. To know about PR role and Practice in EFF the researcher asked if PR activities in EFF are more of protocol. From 60 respondents 20 of them which account about 33.33% of the participants disagree to that statement. From the total participants 22 of them which accounts to 36.6% of the respondents showed their agreement level with different scale (Agree and Strongly Agree). While 30% of the respondents are neutral about the statement, there were no respondent who have strongly disagreed to the question.

The second question was about the focus of PR in EFF. The respondents were asked if the role of PR in EFF was focused in promotion and publicity. From the 60 total respondents 52 or 86.66% of them showed their agreement to the question in different scale. From total respondent 35 strongly agree to the question. This means more than half of the respondent to be exact 58.33% of them strongly believes that PR role in EFF is focused on promotion and publicity. From 60 respondents 8.33% of them were neutral on the matter and the other 5% of the respondents disagreed to the statement.

To the question that said PR activities is more of preparing newsletter or magazines for managers, 17 respondents or 28.33% of them strongly agreed to with the statement. Other 41.66% of the respondents have also agreed to the question. This means 42 respondents or 70% of the total participants agreed to the statement in different degree (Agree and Strongly Agree).

From the 60 respondents 18 participants or 30% of the total participants have disagreed to the statement in different degree. While 13.33% of the total respondents choose to disagree, the rest 16.66% strongly disagreed to the statement that said PR activity is preparing newsletter or magazines to managers.

Public relation in EFF is very important for image building is the other question that the respondents shared their answers. For this question from the 60 respondents all 60 or 100% of the participants have agreed in different degree. From the total participants the majority of the respondents which is 78.33% of them think that PR is very important for image building and the other 21.66% of the respondents have chosen to agree.

Respondents of the study were asked if PR serve as a bridge between the organization and the public. Here most of the respondents have agreed with different degree to the statement. From the total participants' 57 respondents which account for 95% from the participants have either strongly agreed or agreed to the question. Small portion of respondents which account for 5% from the total participants choose to be neutral.

Table 2 Degree of Attention Given for Practice of PR in EFF

What is the degree of attention given for PR practice in your organization?		Very high	High	Medium	Low	Very low
Total no of respondent	60	26	19	10	5	0
Percentage	100%	43.3%	31.6%	16.6%	8.3%	0

Table 2 of the study is about the degree of attention given to the practice of PR in EFF. All 60 participants of the have given their vote in this section. From the total of 60 participants 26 of them, which mean 43.3% of the total respondents think PR practice in the EFF is given a very high attention. The second highest respondents from the total 60 participants believed the degree of attention given for the practice of PR in EFF is high. These respondents are 19 in number and covers 31.6 of the total participants. From the 60 participants 10 of them which cover 16.6% of the total respondents think the degree of attention given for PR practice in EFF is medium. 5 from the total 60 participants which accumulate 8.3% of the respondents believe low attention is given for PR practice in EFF.

Table 3 Communication tool used in EFF

Which one of the communication tools is mostly used in your organization?		Print media (newspaper, brochures and notice board etc.)	Website s/internet, social media	Broadcast media(TV& Radio), social media	Public Meeting	Combination of Print media and Internet	Combination of broadcast and internet
Total No of respondent	60	12	16	6	9	11	6
Total Percentage	100%	20%	26.6%	10%	15%	18.33%	10%

Here the researcher was able to know the Communication tools in the EFF. Table 1.4 shows which tools the PR directorate uses to communicate. From 60 respondents 16 of them which accounts for 26.6% of the total participants thinks the communication tool in EFF is Websites/Internet. These are respondents who choose only one answer from the available 7. The other 73.4% of respondents has chosen multi answers regarding the tool of communication in EFF.

Out of the total 60 respondents 12 participants which account for 20% think that Print media (newspaper, brochures and notice board etc.), Broadcast media (TV & radio) and Website/internet, social media is the tool to communicate in the EFF. The second largest combinations of answers include tools of communication in EFF are Print media (newspaper, brochures and notice board etc.) and Social Media. They are 11 from the total 60 and accounts 18.33% of the respondents.

The other choice that is encircled by 9 respondents regarding the tool of communication in EFF is a combination of Broadcast media (TV& Radio), Websites/internet, Campaign (public meeting) and Social media. These respondents cover 15% of the total participants.

From the total respondents 6 participants think the tool of communication in the EFF is Broadcast media (TV& Radio) and Social Media. The rest 6 participant's believe tool of communication in EFF is Broadcast Media (TV& Radio) and Websites/Internet. Each of these two accounts 10% from the total respondents.

Table 4 Attitude about PR in EFF

NO	Question	Total no of respondent	Total Percent	Yes	No	Difficult to say
1	Do you think the PR practitioners of EFF are positive to well-come feedbacks?	60	100	54(90%)	0	6 (10%)
2	Do you think that public relation directorate is important for EFF?	60	100	57(95%)	3(5%)	0
3	Do you observe the practice of PR in your organization?	60	100	55(91.6%)	5(8.3%)	0
4	Is Public Relation professional activity in EFF?	60	100	54(90%)	4(6.6%)	2(3.3%)
5	Does the organization consider PR directorate as part of the management?	60	100	50(83.3%)	6(10%)	4(6.6%)
6	Do EFF PR practitioners help to update you about the organizational information?	60	100	56(93.3%)	4(6.6%)	0

The above table shows the attitude of respondents regarding PR directorate of EFF. For the question that says if PR practitioners of EFF are positive to well-come feedbacks from the employees and publics, 54 respondents answered by saying YES. This accounts 90% from the total participants. The other 6 respondents find it difficult to answer so they choose the answer Difficult to Say among the options. This accounts 10% of the total participants. There is no participant who chooses NO from the option.

The researcher asked if the respondents think that public relation directorate is important for EFF and 57 of the total participants believed that the PR directorate is important for EFF. They account for 95% from the total respondent. From the total respondents 5% of them which are 3 from the total 60 thinks that PR directorate is not important for EFF so they choose on the answer NO.

In the third part the respondents were asked if they properly observe the practice of PR in EFF. From the 60 total participants 55 of them which accounted for 91.6% believed they have observed PR practice in EFF so they answered by circling on YES. The other 5 of the answers or the 8.3% of respondents did not observe PR practice in EFF so they answered by saying NO.

Respondents were given a chance to reflect if they believe Public Relation is a professional activity and from the 60 total respondents 54 of them or the 90% said it is a professional activity. From the rest of 6 respondents 4 of them which accounts for 6.6% of the total respondents said that PR is not a professional activity. The other 2 respondents which they account for 3.3% of the total participants have difficulty of answering the question.

Table 5 Challenges of PR in EFF

	Public relation challenges in EFF	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
1	PR practitioners are not professionals	0	0	0	46	14
2	Small number of professionals are allocated in PR directorate	17	37	6	0	0
3	There is low budget allocation for PR	6	14	40	0	0
4	There is lack of Understanding about PR	24	16	10	10	
5	There is lack of PR code of conduct	0	0	52	8	0
6	PR does not involve in management role	28	12	10	10	0
7	Poor Appreciation for PR	0	0	47	13	0

On this table the researcher tried to explore the challenges of PR in EFF. The first question was about the practitioners' professionalism. Participants of the study were asked if the practitioners of PR in the EFF are not professionals. The majority of respondents which account for 76.66% from the total participants disagreed to the statement PR practitioners are not professionals. The second group of respondents which account for 23.33% of the study strongly disagreed. From the total 60 participants all 60 respondents disagreed with different degree to the question that said PR practitioners are not professionals.

In the quest to find out the challenges of PR in EFF the researcher asked the participants if the PR practitioners who are allocated to the communication director are small. From the total 60 participants 54 of them which account for 90% from the total respondents agreed with different degree that PR practitioners are small in number. The other respondents who choose to be neutral account 10% from the total respondents.

The allocation of budget in for PR was asked by the researcher. From the total 60 participant of the study the largest group which account for 66.66% chooses to be neutral. The other group which account for 33.33% from the total respondents agreed with different degree that the budget allocation for the PR directorate is small.

The other question the researcher asked was about the understanding of PR in EFF. From the total 60 respondents 40 of them which account for 66.66% from the total participants agreed with different level of degree that there is a lack of understanding about PR in EFF. The other group who disagreed to the statement that said there is lack of understanding about PR in EFF accounts for 16.66% from the total respondents. Equal number of as the respondents who disagreed there were also respondents who stayed neutral. These group of respondents account for 16.66% from the total respondents.

From the entire question the researcher raised for the participant, the largest number of neutralities was observed when the researcher asked about PR code of conduct in EFF. From the total 60 participants 52 of the respondent which account 86.66% from the total stayed neutral from answering about the lack of PR code of conduct in EFF. Another group of respondents disagreed to this statement account for 13.33% from the total participant. The respondents only reflect their answers in only two options.

Table 6 PR Professionalism in EFF

	PR Professionalism in EFF	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
1	There is public relation professionalism in your organization	40	15	5	0	0
2	PR practitioners in EFF are assigned based on profession and skill	37	16	7	0	0
3	PR professionals have proper knowledge and skill of PR	43	12	5	0	0
4	In PR, Professions and skills are not the priority	0	0	9	12	39

In this table, the researcher tried to assess the level of PR professionalism in EFF. The respondents were asked four different questions to reflect their views regarding the issue. Firstly, all respondents were asked if there is public relation professionalism in EFF and 55 of the 60 respondents which accounts about 91.66% of the total participants agreed with different degree that there is PR professionalism in EFF. From the 55 respondents that showed their agreement to the statement 40 of them which accounts 66.66% from the total participants have strongly agreed. From the total participants of the study 8.33% respondents were neutral to answer to the question.

The PR practitioners of EFF who works under the communication directorate are 4 in number. From these four-member staff members three of them works as PR connoisseur and the other one person is a camera person. The researcher asked the participant of the study if they think the practitioners of PR are assigned based on profession and skill. From the total 60 participants 53 of the respondents which accounts for 88.33% from the total agreed in different degree that the PR practitioners are assigned based on profession and skill. Amongst the respondents the largest majority which accounts for 61.66% of the participants have strongly agreed to the statement. The other group of respondents that accounts for 11.66% from the total participants said they are neutral from giving answer to the question.

The researcher believed that assigning a PR practitioner based on professional skill and knowledge and practicing the work based on skill and knowledge are two different things. So the

respondents were asked if the PR practitioners of EFF are actually practicing the work with knowledge and skill. From the participants 55 of the 60 respondents which account about 91.66% of the total participants agreed with different degree that the PR practitioners of EFF are actually practicing the work based on knowledge and skill. From the 55 respondent who agreed that the practitioners have knowledge and skills about the profession 43 of them have strongly agreed and this accounts for 71.66% of the total participants. The rest of the respondent which accounts for 8.33% of the total participants was neutral to answer to the question.

Regarding the professionalism of PR the researcher last question was intended to know if the respondents think that in PR, professions and skills are not the priority. From the total 60 participants 51 of the respondents disagree to this statement in a different degree. These 51 respondents represent 85% from the total participants. From the 51 respondents who disagreed to the statement that said in PR, professions and skills are not the priority 39 of them which accounts for 65% from the total respondents have strongly disagreed. The other respondents who participated in this study said they are neutral to the statement. These neutral respondents cover up 15% of the total participants of the study.

4.3 Qualitative Data From Interview

The findings of qualitative research methods are analyzed separately here in this section. The data that are founded through in-depth interview (qualitative) are presented into four major themes. The first one is major practices of PR in Ethiopian football federation second, Challenges of PR in Ethiopian Football Federation, and the third, Strength and Weakness of the PR Directorate and on the fourth part structure of the PR directorate in the organization and the fifth part deal about involvement of PR directorate in Managerial decision-making process of the organization and finally, the findings of the research are discussed in the discussion part.

4.3.1 Major Practices of PR in Ethiopian Football Federation

The study identified that public relation directorate has a lot of practice both within the Ethiopian football federation trough building positive public image of EFF, organize press release, providing information about activities that are undertaken in the in Ethiopian football federation.

From the interviews and from the other respondents' statement, we can understand that PR of Ethiopian football federation has many practices performed by the whole PR experts working in

PR directorate. From these, media briefing and Press release, dissemination of information about competition with different clubs within the country and national team competition with other international teams. Again, the PR directorate used as a bridge between different directorates that are found in Ethiopian football federation. Moreover, the PR provides response to the different questions that are raised by the public. Beyond these the PR is responsible to build positive image about Ethiopian football federation.

Respondents indicated that the name of the EFF have been attached with negative image because of many reasons like, unable to deliver its role, responsibilities and achieving good results in the football sphere, incompetency with other football federation at international level and others underlining reasons. Hence, as the participant described it is the PR responsibility to clear the name of the federation and build positive public image through clarifying biased information, timely communication, releasing information about the activities of the EFF to fulfill its responsibilities and informing the public about the efforts that are made to amend the failure and to achieve the goal of EFF.

Participant A narrated about the practice of PR as follows;

“The major practices of PR in EFF are concerned with image building. The other thing we are focused in doing is preparing media briefing and press releases. EFF is the governing body of football in Ethiopia. There are several national teams working under EFF and we as a communication directorate are responsible to organize press release and media briefings for all the national team coaches. We also serve as a bridge between different directorates inside the federation. Internal communication is a major concern for us. Not only have an internal bridge but also we served as a bridge between the public and the organization.”

Participant B explained about the practice of PR as follows;

“The major practice and role PR directorate in EFF is to serve as a bridge between the organization and the public. The other practice of PR in EFF is focused on image building of the federation. For the past many years the EFF is considered as a bad organization by the public and the media. The directorate is responsible to clear out that

image and name of the organization. In my view these two are the major practice and role of PR directorate in our federation.”

Participant C Also described that;

“EFF is the football governing body of the nation. We are focused on reporting about the activities of the organization to the public. There are different competitions that are being managed by the federation including the national team. We are responsible for reporting and giving credible information about this organization by using different mass media from outside and using our own media outlets.”

Participant D stated that;

“With the human and logistic resources, we have at hand in the Ethiopian football federation; we are focused on disseminating information to the public through different social media outlet. PR directorate conduct interview inside the federation among different directorates to release news updates about things the other directorate does. We will give answers to questions that the public raise. The PR directorate also is reporting about the national team when the team is competing in different international competitions. The federation has developed an online TV streaming called EFF TV on YOUTUBE and through that channel we release production videos for the public.”

4.3.2 Challenge of Public Relation

The finding of the research also identified that PR face numerous challenges that limits the full function of the public relation. From the explanation of the interview respondents, it is possible to understand that the PR of Ethiopian football federation is facing various challenges. As to the participant shortage of staffs within PR directorate is the major challenge faced by the PR. The task of PR is extensive and needs a lot of communication at intentional, national level and within the organization. However, all the participants believed it is almost impossible to perform all the task and role of PR by Four staff members. Shortage of budget is the other main challenge faced by PR directorate. Since the nature of PR needs multi-dimensional communication both in person and through other means of communications it needs sufficient allocation of budget for travel expense for national and international travels and also for logistics that can be used for the activities of PR. And yet the allocation of budget for PR directorate is not sufficient to cover all the expense of the PR tasks.

Again, representation of PR at the top management level is another challenge since all the significant work and decision about EFF is done by those top managers there should be fair representation of PR and yet the representation is not that much productive. Moreover, the perception of managers about the role and practice and very challenging and it affects the PR directorate roles. If the managements are well aware how PR can be vital for the overall EFF they can allocate budget skilled human resource, the more they are aware about PR the more that they can give a room for the PR directorate. Nonetheless misperception of the management is the big challenge that PR face. Furthermore, inter directorate relationship with PR is not professional. As to PR experts, every communication of EFF directorate should go through the PR and other directorates do not understand the professional expertise of PR. Still some directorates communicate with media and public without the PR department knowing and even paying a price for their action and this is wrong. Most of all the public image about EFF is very challenging and it is the role of PR to change the public attitude towards EFF and build a trust and PR is working so hard to change this. However, this needs time, budget, and skilled human power to fix the negative attitude about the PR.

Participant A narrated about the challenges of PR as follows;

The biggest challenge that our directorate face is that shortage of our staff. In my belief the other challenge is the lack of budget allocation to the directorate. PR needs proper backing of finance and resource. Without finance and resource things are very hard to conduct. For me I don't think we are equally represented in top level management. PR directorate is represented under marketing and promotion department. We as a directorate have to be directly involved in management decisions without indirect representation.

Participant B explained about the challenges of PR as follows;

The major challenge starts from the administrative point of view. People in major management role don't understand about PR and Communications. Inter departmental relationships are big challenge of PR in the EFF. Directorates and departments share their work and new stories to the public and the media without communicating to the PR directorate. This type of works sometimes will backfire on themselves with negative outcome.

Participant C also described that;

The first challenge of this directorate is related with budgetary issues. The other challenge is lack of professional human power. Back in the days this directorate was only forced to be run by one practitioner. Now it is functioning under a directorate and has four practitioners inside the directorate and out of the four of us one person is a camera person. Comparing to the former challenge this is better now but still it is not enough to do the jobs properly.

Participant D stated that;

There is lack of proper understanding about the role and practice of PR. Other directorates are not willing to share their information and their works with PR experts. More than all the problems mentioned above, the external challenge is very hard. Image of the federation inside the public's mind needs to change. The reputation of EFF was very bad back in the years and this is still hurting the federation now.

4.3.3 Strength and Weakness of the PR Directorate

All four informants shared their feeling on the strength and weakness of the communication directorate. Some of the issues are shared views amongst the participants and there are also some unique views. Among the shared views regarding as weakness of the directorate are lack of professional human power in the directorate, lack of logistics and small budget allocation to the directorate are mentioned by the participants.

Some of the respondents believe that working in one language is a weakness of the directorate. And some believe there are some inexperienced PR practitioners in the directorate. Most of the participants believe that there are well-educated and skilled staff members in the directorate and it is considered as a major strength. Some of them are adamant that their openness to change and criticism is strength.

To serve as a bridge of the organization to the outside world is strength of the directorate. They believe the directorate is working under the principle of transparency and openness. All of the respondents agreed in one thing as their strength that is the using of social media platform to reach out the target audience.

Participant A discussed the strength and weakness of the directorate as follows;

“The major strength of our directorate is its well-educated and skilled staff members. Believing in team works and openness to change and criticism is also the strength of the directorate. When I come to the weakness, as I said earlier our weakness mainly lies on our small manpower and limited budget. The other weak spot in my view is logistics. The directorate is not equipped with essential materials to conduct a PR job at its fullest level so lack of logistic is our weakness”.

Participant B stated that

The directorate is working tirelessly to serve as a bridge of the organization to the outside world. The directorate uses different platform of social media, website and YOUTUBE to provide credible information about the organizations work. The organization also use printing media formats to provide information. In my view only working in one language is a weakness. The other weakness is inexperienced PR practitioners in the directorate. The directorate is that it’s not structured with supporting professionals. Media monitoring is also weakness of the directorate.

Participant C said that

Nowadays the federation has provided us with different cameras and other logistics; this helped us to do our works with the latest technological outlets. The other strength is we have a large number of social media followers and through a social media platform we have managed to provide information in print, video and audio format. The other strength of the directorate is engaging in communication crises and image building of the organization. The weakness in side this directorate is low number of human resource. Our other weakness is that we do not have our own Radio or TV program on the mainstream broadcasting stream.

Participant D discussed as follows

As a strength I consider our way of using social media have shown a very positive improvement. The Ethiopian Football Federation used to be criticized by the public and the media about our lack of information providing. But now I can say this is only in the past. For the weakness, as an organization this directorate is only starting to properly organize itself. Lack of human power and logistics is another weakness of the directorate. We are not assembled with enough manpower and latest logistics in our directorate.

4.3.4 Involvement of PR directorate in Managerial decision-making process

In the EFF, communication directorate is represented in the executive management committee through the Marketing directorate. All of the respondents know that and they have a divided understanding about that. The structure of this doesn't seem to bother some of the practitioners and some are not welcoming to that. The one advantage they consider is that among the executive management members of EFF one person was a former Communication Directorate Director and they believe it will help the directorate to get a top-level decision on their advantage.

Participant A discussed as follows;

The PR directorate is represented indirectly not directly. The one thing I consider as an advantage is the General Secretary of EFF is a former PR directorate Director. He knows what the challenges are and he is willing to help the PR directorate not to suffer from the challenges.

Participant B stated as;

In my view the structure of the directorate is good here. But it needs simple improvements to be more competent. Compared to what it used to be now the directorate is in good shape but that does not mean there is a room improvement.

Participant C view on the matter is

The directorate is equally represented in the management team of the federation. As any directorate that works here we are assigned under the marketing and communication committee and we have equal vote in every management decision.

Participant D discussed

There is a team of management in the organization that encompasses director of each directorate. The PR directorate is represented indirectly in that management team with one vote to contribute in every top-level decision.

4.3.5 PR directorate and professionalism

Out of all the questions the researcher have raised to the key respondents, it seems this part have the most common and similar answer. All of the respondents believe the communication directorate is assembled with the right PR professionals. All of them answered that the staff have proper knowledge and skill to practice PR.

Participant A answered as follows

The Communication directorate is absolutely assembled with the right PR professionals. We are all a first-degree graduate of communication and all of us have worked for several years in this line of work so I believe we are equipped for the work

Participant B discussed that

The directorate is assembled with the right professionals. They have the proper education of communication and skill set. All our practitioners are a degree holder and have long years of professional experience in PR.

Participant C said this below

I believe the department is assembled with the right persons for the job. Almost all practitioners in the directorate have a media and communication background through work experience and academic knowledge. As I said earlier the directorate has only four

practitioners that needs to be changed but all the four of us have proper Communication knowledge and skill.

Participant D discussed about the issue as follow

We in this directorate are only four. All of us are assigned to the directorate based on our educational and skill set background. But we are thinking of growing our outlets so more professionals are needed in this regard.

4.4 Discussions and Observation

The main objective of this study was to make an assessment on the Practice and Challenges of Public Relations in Organizations; the case of Ethiopian Football Federation. Accordingly, the study identified four major themes. Hence, under this section, the findings of both the qualitative and quantitative of the research are discussed based on the four major themes. The findings of this research are triangulated with previous research.

4.4.1 Major practices of PR in Ethiopian football federation

The findings of this research revealed that PR has many practice that are performed by the PR experts from these media briefing and Press release, dissemination of information about competition with different clubs within the country and national team competition with other international teams. Likewise, another major PR practice is that the PR directorate used as a bridge between different directorates that are found in Ethiopian football federation.

Moreover, the PR answers different questions that are raised by the public. Research conducted by (Jacquie L'Etang, 2006) revealed that PR utmost organization build relationship at national, regional and international media to enable dissemination information both from both within the organization and outside of the organization.

Similarly, a study done by (Nurbek Achilov, 2016) discovered that “releasing message, Articles, Presentations, Dialogues, Discussions, Interviews” and son on are some of the practice of among other responsibilities. Similarly those staffs who are working in other EFF department responded about the practice of PR; 46.6% of respondent think that public image strategy is the major role of public relation whereas 16.6% of respondent think that creating media relation is

the major role of PR again, 3.3% of respondent think that engaging in outreach events is the major role which is performed by PR moreover, 28.3% of the respondent think that public strategy and media relation is the major role of PR furthermore 5% of the respondent think that PR major role is public image strategy, media relations and outreach events.

Beyond these the PR is responsible to build positive image about Ethiopian football federation is another identified practice of PR. According to PR participants the name of the EFF have been attached with negative image because of many reasons like, unable to deliver its role, responsibilities and achieving good results in the football sphere, incompetency with other football federation at international level and others underlining reasons.

Hence, as the participant described it is the PR responsibility to clear the name of the federation and build positive public image through clarifying biased information, timely communication, releasing information about the activities of the EFF to fulfill its responsibilities and informing the public about the efforts that are made to amend the failure and to achieve the goal of EFF.

Christians, C.G, 2008, indicated that the PR is responsible to build effective relationship with the several audiences to “manage the organization image and reputation”. EFF have been attached with negative image because of many reasons like, unable to deliver its role, responsibilities and achieving good results in the football sphere, incompetency with other football federation at international level and others underlining reasons. The researcher observed that current practitioners of PR in EFF are striving to turn it around and make a positive headline toward its public. Beyond these the PR practitioners spent much of their time in organizing events, preparing news release, posting news feed on social media and so on.

4.4.2. Tools used for the practice of PR

The study revealed that the PR used different tools to conduct the practice of PR. According to the respondent who are the staff of PR used Social media outlets, TV, Radio, website, YOU tube and printed media to disseminate information regarding football related issues to the public and other stakeholders.

The researcher has observed that most of the tools PR practitioners of EFF used are digital. The directorate uses its all social media platforms including Facebook, Telegram, Twitter, YouTube and Website to provide information to the public and the media.

4.4.3 Challenges of public relation in EFF

Assessing the challenges of the PR challenges within Ethiopian Football Federation was one of the objectives of the study. Accordingly, the study identified that communication directorate (PR) of EFF is working under many challenges. The biggest challenge that the directorate face is that shortage of skilled human power in the directorate. There are small numbers of professionals allocated in PR directorate; according to the participant the task of PR is extensive and needs a lot of communication at intentional, regional and national level and within the organization. However, all the participants explained that it is almost impossible to perform all the task and role of PR by Four staff members. PR needs much skilled human power who can work all the PR practice and activities both within the EFF and to create any healthy relationship outside of the EFF since the PR practice will directly affect the EFF activities positively or negatively. Similarly, the quantitative finding of the study also revealed that the PR professionals are small; from the total 60 participants 54 of them which account for 90% from the total respondents agreed with different degree that PR practitioners are small in number. The other respondents who choose to be neutral account 10% from the total respondents.

Lack of budget allocation to the communication directorate (PR) is another major challenge faced by the PR. People who are at the top management don't understand about PR practice and activities of PR. Due to that the allocation of budget for the PR directorate is insufficient and this directly limits the activities that should be done. For instance, the PR is responsible to announce any kinds of information for the public and Medias about nine clubs that are governed under EFF and this is a simple that can show how the PR works. Thus, according to the participant the nature of PR activities needs multi-dimensional communication both in person and through other means of communications with international partners and stakeholders, it needs sufficient allocation of budget for travel expense for national and international travels and also for logistics that can be used for the activities of PR as a result budget is a serious challenge that the PR faced. Again, from the total 60 participant of the study 66.66% of respondent chooses to be neutral. The other group which account for 33.33% from the total respondents agreed with different degree that the budget allocation for the PR directorate is small.

Likewise, a research conducted by (Nurbek Achilov, 2016) indicate that PR entails resources and time to handle new technology and other expense and if this will not be fulfilled it will a

challenge for the PR directorate since PR needs PR requires continuous devotion to the audience and actual communication on a constant base without resource and budget time it is impossible to work on the practice.

Again, lack of proper understanding about the role and practice of PR in EFF both from top management and other directorate within EFF is another main challenge faced by the PR. As to the participant the management does not understand the practice of PR and this is one of the reasons to allocate insufficient budget to the PR. In addition to this other directorate also does not understand about the role of PR communications both internally and externally. As a result, they announcement and other information and communicate with the public without informing the PR directorate. And this create serious problems. This came because of the fact that the directorate is working without PR code of conduct on every internal and external communications should go through the PR directorate. Also, a study conducted by Daramola, A.C (2003) indicated that the career of PR has been exposed to incorrect awareness of what a public relations person actually does. To make the system more difficult and some of the PR practitioners themselves do not have a clear idea of what public relations actually is. This situation has created reliability difficulties for the both the profession and the practitioners. Again, those respondents who answered about the degree of attention given to the PR directorate i.e. from the total of 60 participants 26 of them, which mean 43.3% of the total respondents think that PR practice in the EFF is given a very high attention. The second highest respondents from the total 60 respondent 19 (16.6%) believed the degree of attention given for the practice of PR in EFF is high. From the 60 respondent 10 of them which cover 16.6% of the total respondents think the degree of attention given for PR practice in EFF is medium. 5 from the total 60 participants which accumulate 8.3% of the respondents believe low attention is given for PR practice in EFF.

Moreover, representation of PR at the top management level is another challenge since all the significant work and decision about EFF is done by those top managers there should be fair representation of PR and yet the representation is not that Much productive.

4.4.4 Strength and Weakness of PR

The findings of this study revealed that the major strength of PR in EFF is its well-educated and skilled staff members. Believing in team works and openness to change and criticism is also the strength of the directorate. The other strength of the directorate is engaging in communication crises and image building of the organization. More than ever before the directorate is working tirelessly to serve as a bridge of the organization to the outside world. PR practitioners made sure that EFF is transparent and open. As to the participant regardless of the shortage of budget and human power the PR staffs are working hard to fulfill their responsibilities.

Again, the directorate uses different platform of social media and website to provide credible information about the organizations work. The organization has a large number of social media followers and through a social media platform they have managed to provide information in video and audio format. The organization also use printing media formats to provide information. All those are the strength of the PR directorate.

The study discovered that the PR also has a weakness from these on the small human power and limited budget resources. The communication directorate of EFF only works in one language and this can be considered as is a weakness. The federation especially the Communication directorate needs to work in multi-language to address the public outside of the nation. The other weakness is inexperienced PR practitioners in the directorate. Major activities of the directorate are conducted with particular single practitioner a result of shortage of staffs all available staffs are overloaded with many task and some of staffs don't have enough experience. The directorate is not structured with supporting professionals. As to the participant professionals like graphic designer, website manager and audio-video editors are essential professionals that could support the practitioners of PR in the directorate but they don't have those supporting staffs and this is another main weakness that limits the PR directorate.

4.4.5 PR Involvement in Managerial decision making process

The study discovered that in the EFF, communication directorate (PR) is represented in the executive management committee through the Marketing directorate. As to the three respondents the PR is not directly represented at the top management. In the EFF there is a top management who represent each directorate are represented at management level and making important

decision is among the main task of the management role. But the PR department is not directly represented at this most important level. And this will affect the PR activities.

One of the respondents think that the PR is represented at managerial level but doesn't clearly understand whether the PR represented directly or indirectly. The one advantage they consider is recently, among the executive management members of EFF one person was a former Communication Directorate Director and the participant believed that this former staff of the PR who joined the management will help the directorate to get a top-level decision on their advantage.

Similarly, another study by (Seitel, Fraser P. 2001) revealed that is right in observing that public relations are an undisputable "lubricant" in the roll of strategic management.

The researcher observed that PR is not represented directly in the top management directly. Due to this fact, key informants of the study in other words staff of PR directorate have expressed their frustration.

4.4.6 Public relation and professionalism

Professionalism helps to empower public relations managers to crate agreement with the public and to reshape organizational characteristics , to consider their own and the public interest as well . Attentiveness is the degree of PR as a profession and a place of where the professional requirements are not applied in following the important requirement for applying vital professional standard. Professional criteria are important for any profession are "a; a set of professional values, b; membership in professional organizations, c; professional norms or code of ethics, d; technical skills acquired through professional training, and e; an intellectual tradition and an established body of knowledge (Grunig, 2000).

The study also discovered that the PR directorate has skilled professional staffs who are working hard to fulfill the PR responsibilities. According to the participant, the communication directorate (PR) is assembled with the right PR professionals and staffs have proper knowledge and skill to practice PR. This shows that the PR directorate has a potential to work and improve the challenges if the PR directorate able to solve shortage of staffs and budget problems since the staffs are capable to fulfill what is expected from them.

Similarly, the quantitative finding of the study reassured that the attitude of respondents regarding PR directorate of EFF. For the question that says if PR practitioners of EFF are positive to well-come feedbacks from the employees and publics, 54 respondents answered by saying YES. This accounts 90% from the total participants. This shows that the PR staffs are professionals and willing to adapt change and ready to accept the public opinion.

Additionally, respondents were given a chance to reflect if they believe Public Relation is a professional activity and from the 60 total respondents 54 of them or the 90% said it is a professional activity. From the rest of 6 respondents 4 of them which accounts for 6.6% of the total respondents said that PR is not a professional activity. The other 2 respondents which they account for 3.3% of the total participants have difficulty of answering the question.

The researcher also asks other staffs who are working in other directorates of the EFF agree disagree question to know more about their attitudes about professionalism of PR; all respondents were asked if there is public relation professionalism in EFF and 55 of the 60 respondents which accounts about 91.66% agreed with different degree that there is PR professionalism in EFF. From the 55 respondents that showed their agreement to the statement 40 of them which accounts 66.66% have strongly agreed. From the total participants of the study 8.33% respondents were neutral to answer to the question.

CHAPTER FIVE

5. SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Summary

The study was conducted to address the research questions with the main objective of exploring the practices of Public Relations in Ethiopia Football Federation, identifying major Public Relations tools used by the Public Relation Department, investigating the strategies in the Public Relations practice of Ethiopian Football Federation, and finding out the challenges affecting the PR practice at the Ethiopian Football Federation.

The study focused on assessment of the current public relation practices in Ethiopian Football Federation (EFF) which is the governing body of football in Ethiopia. The researcher focused only on assessing the PR practice. To get the most desired result the researcher used mixed approach and incorporated both quantitative and qualitative data collection techniques.

Sampling method of this study was selected according to their cost effectiveness in terms of financial and time limit. In order to acquire and use both qualitative and quantitative data in the research, the researcher used only non-probability sampling methods. The researcher used 60 questionnaires and four key informant interviews for the use of this study which is more than half of total employees in the EFF as the source of data.

- The core practices of PR in Ethiopian Football Federation are media briefing and Press release, public image building, engaging in outreach events, and so on.
- The tools of PR in Ethiopian Football Federation include Social media outlets, TV, radio, website, and printed media.
- The challenges of PR in Ethiopian Football Federation are shortage of skilled human power, lack of budge, lack of understanding about PR, lack of PR code of conduct, lack of infrastructure, and so on.

5.2 Conclusion

The study was conducted on PR directorate of Ethiopian Football Federation with the objective of assessing the public relations practices and challenges, identify major Public Relations tools used by the Public Relation Department, finding out the challenges affecting the PR practice at the Ethiopian Football Federation, and identifying strength and weakness of PR within Ethiopian football federation. Consequently, PR of EFF has many practices performed by the whole PR experts who are working in PR directorate. From these, media briefing and press releases, dissemination of information about competition with different clubs within the country and national team competition with other international teams. Again, the PR directorate was used as a bridge between different directorates that are found in EFF.

Moreover, the PR answers different questions that are raised by the public. The PR is responsible to build positive image about Ethiopian football federation. The name of the EFF have been attached with negative image; hence, it is the PR responsibility to clear the name of the federation and build positive public image through clarifying biased information, timely communication, releasing information about the activities of the EFF to fulfill its responsibilities and informing the public about the efforts that are made to amend the failure and to achieve the goal of EFF. In relation with tools that are used by the PR, the study found out that the PR is using social media like website, YouTube, and conventional media like TV, radio and other printing media to disseminate information and to facilitate its communication. Again, the study identified that the PR directorate has many challenges; from this, shortage of skilled staffs and budget is the main ones that the PR is facing.

In addition to the misrepresentation of PR staffs at management level, others staffs and directorate perceptions towards the PR directorate, and unprofessional relationship with the other directorates remain to be the challenge that the PR is facing in the organization. Regarding the strength well-educated and skilled staff members who Believe in team works and openness to change and criticism, engaging in communication crises and image building of the organization.

More than ever before, the directorate is working tirelessly to serve as a bridge of the organization to the outside world. PR practitioners made sure that EFF is transparent and open. On the other hand, despite of its huge responsibly, the PR directorate use only one language and

this is a huge weakness that should be considered. The other weakness is that EFF do not have its own Radio or TV program on the mainstream media. Regarding involvement of PR at the top management; the study found out that the PR is not directly represented at the top management and this will affect the PR activities since no one is going to influence the management if there is no PR representation and participation at managerial level. Finally, the study tried to assess professionalism within PR and concluded that PR directorate have skilled professional staffs who work hard to fulfill the PR responsibilities regardless of shortage of human power and budget.

5.3 Recommendations

According to the findings of the research, the PR directorate of EFF has many challenges and still the PR directorate has enormous potential to contribute for the development of EFF in particular and for the football spheres in Ethiopia in general. Hence, based on the findings of the research, the following recommendations are forwarded;

- ✓ The Ethiopian Football Federation should give much emphasis for the PR directorate and allow PR to participate directly at the top management.
- ✓ The Ethiopian Football Federation should allocate appropriate budgets and human power to the PR directorate.
- ✓ The Ethiopian Football Federation should allocate modern media facilities and logistics to the PR directorate.
- ✓ The PR directorate should have its own media stream like TV and radio crate direct communication with the public.
- ✓ The PR directorate should use many languages to address the diversified public interest.
- ✓ There should be memorandum of understanding between PR and other directorate within EFF to build healthy work environment.

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Appendix I

Ethiopian Football Federation

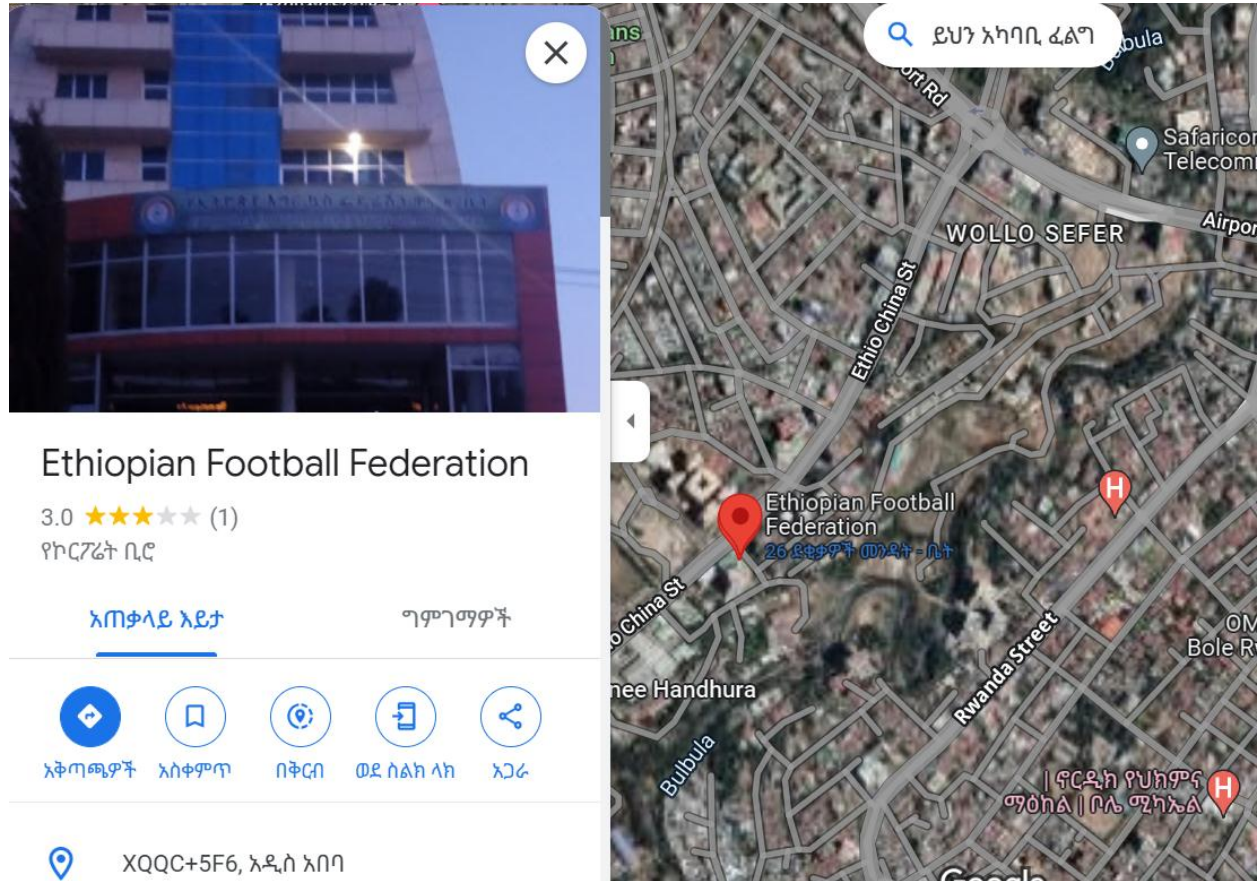


Fig.1 EFF head quarter.

Appendix II

Table 1: Background information of Participants

N o	sex	Age	Level of study	Work Experience	Field of study	Position
1	M	18-30	Degree	Less than 5 years	Journalism and Communications	Communication Directorate
2	M	31-40	Degree	5-10years	Business Management	Purchase and Finance Director
3	M	31-40	Masters	5-10 years	Journalism and Communication	General Secretary
4	M	31-40	Degree	5-10years		Justice Service
5	M	31-40	Degree	5-10years	Management	Competition Directorate Director
6	M	18-30	Diploma	Less than 5 years		Competition Directorate
7	M	18-30	Degree	5-10years	Management	Discipline Committee
8	M	18-30	Grade 12 and lower	Less than 5 years	Camera Certificate	Assistance Camera Man in Communication Directorate
9	M	31-40	Diploma	Less than 5 years	Federal Referee	Referring Committee
10	M	18-30	Diploma	Less than 5 years	Coaching	Youth Development
11	M	Above 50	CAF A Licence	5-10 years		Technical Development Director
12	M	Above 50	Masters	5-10years	Law	Head of Office of Justice
13	M	31-40	Degree	5-10years	Social Science	Communication Director
14	M	41-50	Degree	5-10years		Management
15	M	41-50	Degree	Less than 5 years	Economics	Finance
16	M	31-40	Degree	Less than 5 years	Accounting	Team leader
17	M	31-40	Degree	More than 10 years	Accounting	Director of finance
18	M	31-40	Degree	5-10years	Management	Competition Directorate
19	M	31-40	Degree	5-10years	Business Administration	Club Licensing Directorate
20	M	31-40	Diploma	Less than 5 years	Federal Referee	Referee Committee

21	M	31-40	Diploma	Less than 5 years	Federal Referee	Referee Committee
22	M	18-30	Diploma	Less than 5 years	Accounting	Marketing Directorate
23	M	31-40	Degree	Less than 5 years		Justice Department
24	M	31-40	Degree	5-10 years	Sport Science	Office of Football Development Head
25	M	31-40	Degree	5-10 years		Technical Advisor
26	M	31-40	Degree	5-10 years	PHE	Football Development
27	M	31-40	Degree	5-10years	Electrical Engineering	ICT
28	M	41-50		More than 10 years	International Referee	Referee Development and Administration Director
29	M	31-40	Degree	Less than 5 years	ICT	
30	M	31-40	Degree	5-10 years	Power and Control Engineering	ICT Director
31	M	31-40	Degree	5-10 years	Administration	Club Licensing Directorate director
32	M	31-40	Driving	5-10 years	Driving License	Driver
33	M	31-40	Driving	Less 5 than years	Driving License	Driver
34	M	18-30	Driving	Less than 5 years	Driving License	Driver
35	M	18-30	Degree	5-10 years		
36	M	31-40		5-10 years		Competition and Discipline Committee
37	F	31-40	Degree	5-10 years	Journalism & communication	Communication officer
38	F	18-30	Degree	5-10 years	Accounting	Finance
39	F	31-40	Degree	5-10years	IT	Information Communication
40	F	41-50	Degree	5-10years	Law	Office of justice
41	F	31-40	Degree	Less than 5 years	Administration	Competition Directorate
42	F	18-30	Degree	Less than 5 years	Human Resource	
43	F	50		Less than 5 years	Federal Referee	Refereeing Committee
44	F	41-50	CAF License	More than 10years	International Referee	Refereeing Committee
45	F	41-50	Masters	More than 10years	Human Resource	Plan and Audit Director

46	F	31-40		5-10years		Secretary
47	F	41-50	12	More than 10 years	CAF B License Coach	Club Licensimg
48	F	18-30	Diploma	Less than 5 years	Secretary	Secretary
49	F	41-50	Degree	Less than 5 years	Marketing	Vice Director
50	F	41-50	Degree	More than 5 years		Club Licensing
51	F	31-40	Diploma	5-10years	IT	Registry
52	F	18-30	Degree	Less than 5 years	Purchaser	
52	F	31-40	Degree	Less than 5 years	Marketing Management	Marketing Directorate
53	F	31-40	Degree	5-10years	Business Administration	Registry Head
54	F	41-50	Degree	5-10years		Executive Secretary
55	F	41-50	Masters		ICT	Information Communication Director
56	F	18-30	Degree	Less than 5 years	Accounting	Accountant
57	F	18-30	Diploma	Less than 5 years	Secretary	Secretary
58	F	31-40	Degree	Less than 5 years	Accounting	Treasurer
59	F	18-30	Degree	Less than 5 years	Economics	Finance
60	F	31-40	Degree	Less than 5 years	Management	Human Resource and Property Management Vice Director

11. Do you believe Public Relation is a professional activity?
 A. Yes B. No C. Difficult to Say
12. In the EFF PR directorate, do you think public relation experts are assigned based on knowledge, capacity and skill?
 A. Yes B. No C. difficult to say
13. Does the organization consider PR directorate as part of the management?
 A. Yes B. No C. Difficult to say
14. What is the degree of attention given for PR practice of your organization?
 A. Very high B. High C. Medium D. low E. Very low
15. Do EFF PR practitioners help to update you about the organizational information?
 A. yes B. No C. difficult to Say
16. Which one of the communication tools is mostly used in your organization?
 A. Print media (newspaper, brochures and notice board etc.)
 B. Broadcast media (TV and radio)
 C. Websites/Internet
 D. Teleconference
 E. Campaign (public meeting)
 F. Social media.
 Describe if others _____
17. Do you think the PR practitioners of EFF are positive to well-come feedbacks from the employees and publics?
 A. yes B. No C. Difficult to Say

Please give your answer by ticking on the space provided in front of the questions according to the following number of your choice.

- 1- Strongly Agree 2- Agree 3- Neutral 4- Disagree 5- Strongly Disagree

S/NO	ITEMS	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
1	There is public relation professionalism in your organization					
2	PR practitioners in EFF are assigned based on profession and skill					
3	PR professionals have proper knowledge and skill of PR					
4	In PR, Professions and skills are not the priority					
II	Public Relation roles and practices in your organization					
4	PR activities in EFF are more of protocol					
5	PR activities in EFF focus on promotion and publicity					
6	PR activities are more of preparing newsletter or magazines for managers					
7	Public relation in EFF is very important for image building					
8	Public relation in EFF is a management function					
9	Public relation in EFF plays as an advisory function					
10	Public relation is important for reputation management of EFF					

11	PR practitioners in EFF do activities based on the vision and mission of the organization					
12	Public relation serve as a bridge between organization and public					
III	Public relation challenges in your organization					
13	PR practitioners are not professionals					
14	Small number of professionals are allocated in PR directorate					
15	There is low budget allocation for PR					
16	There is lack of Understanding about PR					
17	There is lack of PR code of conduct					
18	PR does not involve in management and advisory role					
19	Poor Appreciation for PR					
20	No Credibility for PR					
21	Too Many Communication Platforms					

Guideline for semi structured interviewee

Socio demographic information of interviewee

- **Age** _____
- **Sex** _____
- **level of Education** _____
- **Position** _____

1. What is your position in the PR Directorate?
2. What are the major practices of PR in your organization?
2. What are the Challenges of PR in EFF?
3. What are the Strength of PR Directorate?
4. Weakness of the PR Directorate?
5. What do you feel about structure of the PR directorate in the organization?
6. Does the PR directorate involve in Managerial decision making process of the organization?
7. Do you think the PR directorate is assembled with the right professionals?