



**THE ROLE OF GOVERNMENT PRs IN ENHANCING WORK
EFFECTIVENESS IN**

GOVERNMENT ORGANIZATIONS:

**A STUDY ON SILTE ZONE GOVERNMENT AFFAIRS
COMMUNICATION DEPARTMENT**

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ABSTRACT

This study focuses on PRs practice on work effectiveness in Silte zone government offices. The main purpose of this study is to investigate the role of government PRs to enhance work effectiveness, the study described prevailing public relations practice in government organizations in Silte zone, examined the perception of customers towards the PR practice in undertaking their role, outlined the challenges that hinder the implementation of public relations activities, and described effectiveness of public relations practices. The study used qualitative research method. The research employed purposive sampling, where in open-ended questionnaires, in-depth open ended interviews and document analysis utilized as data gathering tools. The design of the research is narrative research. With regard to the sampling procedure, six office heads were selected for interview using purposive sampling technic. On the other hand, the researcher has used open ended questionnaires and document analysis as tool to conduct the research. The open ended questionnaires were distributed for each of purposively selected zonal departments; including department of Silte zone government communication. The researcher has also employed document analysis and systematically watching observation methods as tools. The study has showed the limitation of PRs role in enhancing work effectiveness, as government institution, and the responsible of PRS for the other departments, the department should give emphasis for PRS practitioners through utilization of different technical instruments such as face-book account and telegram account, South TV, FM radio (local).

CHAPTER ONE

1.1 BACKGROUND OF THE STUDY

As to Seitel& Fraser. (2011.). Legislation determined by the government has a major impact on businesses, so it is important for organizations to understand current policies. Activities can involve developing strategies mapping all stakeholders who influence government decisions that affect the business. It can be similar to public affairs. Public affair is another form of public relations that helps organizations in dealing directly with the government. Legislators, lobbyists and the media, Whereas government relations focuses on helping organizations deal with the government. While activities for government relations sound similar, public affairs specialists often work to resolve conflict or even negotiate on behalf of an organization to solve any issues that may occur.

There are many activities that public affairs specialists do. Among those: Advocating, consulting and advising organizations; Monitoring any recent political information or activities; Lobbying for organizations; Researching and providing information for stakeholders; Discussing legislation procedures and policies with people and groups. The overall role of government relations is to help improve public policy, and communicate effectively with governments, the public, organizations, and interest groups." (Banik, 2006:39).

Public relations are necessary management function, which assesses attitudes of publics. It recognizes the publics and methods of an individual association of activity, to learn open comprehension and acknowledgment (Asemah, 2011).

In the studies of public relations in Greece (Lyra, 1991) and India (Sriramesh, 1991), for example, nearly all public relations practitioners were interviewed and defined public relations in terms of image-making of one sort or another. The term image is also appeared frequently in books about international public relations. Similarly, the universal use of the term image in public relations suggests that something important underlies the concept.

As to Banik (2006) stated that Public relation (PR) is an effort to inter policies and programs of an organization with the objective to establish a bridge of understanding and good will between institution and its publics. To sum up, there is no single organization or containing around the

world that is not affected by rapid changes caused by global competition, customer's pressure and development in information technology. This implies the degree of public relation activities may differ due to size and nature, no matter what the philosophy, the strategy and method is a like whether it is to the global understanding or to increase relations with in the firms of its customers, agents and employees.

Among the communication strategies, public relation has been identified as the effective way of delivering message to the targeted group, and the main objective of public relations is to convey information that will impact individuals (Stokes & Rubei, 2010).

Moreover, the public relations act as an advocate to management and as a mediator, making an interpretation of private points into sensible, publicly acceptable policy and activity. In this manner, it is unmistakably clear that public relations assumes principal part in political, monetary, social and ecological measurements of the general public (Rensburg and Cant, 2009).

Nwokoye (1984:212) defined public relations as the activities of co – operations, union, government or other organizations in building and marketing sound and productive relations with special public such as customers, relations employees or stock holders and with public at large so as to adopt itself to its environment and interpret itself to the society.

Bush and Houston (1995:200) noted that public relations is management functions which evaluate public attitude, identifies policies and procedures of an individuals or an organizations with the public interest and execute a program of action to earn public understanding and acceptance.

Chukwu (2000:3 – 4) stated that public relations practice is a management philosophy aimed at doing everything possible to create good relationship between one organization and its publics. Public Relations is aimed at making friends for the organization and building internal and external good will on the reasonable assumption that these are strongly needed for an organization to remain in business and make profit with the increase in the activities of an organization. The need for an adequate communication between the organization and those who in one way or the other are affected by these activities of the organization becomes more imperative. An organization while wanting to remain liable, need to have good relations with its employees, consumers of its products and services, future investors, stack– holders and in fact that is the general public. As an organization specialized in manufacturing to potential customers that is up to date, forward

looking concerned to produce and offer the best goods and services for the rice it charges and make sure that its customers are really satisfied.

Edoga and Ani (2001:287) noted that a company should deliberately plan and execute Continuous public relations program to develop a good relation between it and that various Publics, amongst sought with public relations.

Stressing the position of public relations in the country, Olakunori (1999:194) noted that most officials occupying the public relations of various organizations in the country today are not professionals; they generally have a fair knowledge of what they are supposed to do.

The practice of public relations in government organizations lacks trust. This makes it fail to get the public's attention. Even though government institutions have been trying to perform their work effectively, the citizens, especially those who have had first-hand experience with the institutions, did not focus to do with them. In this regard, the issue has not been left out in the blame. Therefore, this study is designed to investigate the role of Silte zone government and how public relations focus in enhancing work effectiveness of government organizations.

1.2. Statement of the Problem

Government organizations which do use PRs in an organized and modern way can see the benefits in terms of increased awareness of themselves and their services, better staff morale, customer loyalty and shareholders work effectiveness among other things (Kotler, 2002).

What we have learned from the above discussion is that, an effective PRs practice is crucial for good organizational performance and achievements. PRs practice becomes successful when its organization achieves its goals, vision and mission. The use of PR in organized and modern way can make the organization profitable. PR provides the public and organization the awareness of themselves and the organization. Staff can be initiated if there is the use of PR in organized manner.

The issue of public relations practices in different countries including Ethiopia has been controversial within in the field of communication. The possible reason for this could be attributed to the lack of understanding of the role of public relations. At the same time, very few people know what public relation encompasses, what it aims to achieve and how it works. Some persons see public relations as propaganda, while some other persons understand public relations

as a technique of embellishing ugly or even antisocial realities in some other part of the world (Geremew, 2017).

Rosenberg (2013) argued that many people wrongly assume that public relation is preoccupied with image-making in the sense of creating a false front or cover-up. Modern PRs has evolved to embrace corporate sustainability; corporate sustainability is built around the organizational structure that embraces public relations theories and practices. Ecological, sociological, and corporate/business elements must be properly promoted internally/externally by utilizing public relations efforts in order to provide the most updated information to stakeholders/employees and the public (Penning, 2007)

From the above discussion we understand that the single imagination about PRs. But under this, the discussion indicates corporate sustainability is the result of good practice of PRs. Different issues like ecological, sociological, and corporate/business elements must be properly promoted internally/externally by utilizing public relations efforts in order to provide the most updated information to stakeholders/employees and the public. This indicates PRs in organization has vast benefits.

In line with the public relation principles and perspectives Silte zone government communication department has stated the following activities to be done by the public relations. It also has the goal of delivering real and timely governmental information to government offices. In addition to this, it has responsibility of creating transparency about policies, programs, projects, plans and different agendas, creating mutual line between organizations to promote work effectiveness.

Considering the above responsibilities and activities, the researcher interested to identify the relationship between stated roles and enhancement of work effectiveness with the actual prevailing practice of government communication department and governmental offices.

Many researches have been conducted on different areas of public relation. But most of the researches are not focused on the role of enhancing work effectiveness in government organizations. They failed to conduct research on the role of public relations cooperative work in government offices to enhance work effectiveness.

For example, Muga Dorcas 2006, was conducted research on *The Role of Public Relations in the Building the Image of the Kenyan Judicial System*; and Gatwirij, G. (2010) was also conducted

study on topic “*The Role of Public Relations in Enhancing Institutional Image in land use....*”. This research is about land use. Even it is about the role of public relation; it is different from this research

Linda Jumbari 2022 conducted research on ‘The role of public relations in enhancing corporate image of government institutions’: a case study of Kenya films and classification board. Sabghatullah Ghorzang (2020) conducted research on *The Role of Public Relations in Successful Organizational Management* Kandahar University, Faculty of Journalism and Public Relation, Kandahar, Afghanistan.

The above research is the role of public relations within the organization. But this research is with other organizations. Zewdu Alemnew. (2019). “*Exploring the Practice of Government Public Relations. The Case FDRE Prime-minister’s Office Press Secretariats.*” Tilahun Belay (2020) conducted research on *the role of public relations in building organizational image focus on Bonga University in focus.*

The above research has conducted in university level it is only about academic issues. It is also focused on building organizational image. But in this research the issues are not only about one issue. It will be about the role of PR in effective and cooperative work. Creating transparency, image building role, cooperativeness, and other inter related issues.

In addition to above reasons, the studies are not conducted before in Silte zone government communication department. Because of these reasons the researcher believes that, this research can give an important insight about the role of PRs in communication department over government organizations and the limitations will be addressed; while designed research questions responded. The researcher wanted to address the problem of the ignorance of PRS in different sectors. In some sectors, even its name is cancelled or deleted and changed by Hizb Asteyayet in a sense public comment. But in international level, in this era, its role and impact is very high. The above researches are investigated in different problems in PRs issues. But in this research the researcher wanted to alive PRS in different sectors and to distribute the solution for the other sectors.

1.3. The Objectives of the Study

1.3.1 General objective

The general objective of the study is to assess the role of government PRs in enhancing work effectiveness in government organizations in Silte zone government communication department.

1.3.2 Specific Objectives

1. To discuss the prevailing public relations practice in government organizations in Silte zone.
2. To examine the perception of customers towards the PR practice as undertaking their role.
3. To outline the challenges that hinders the implementation of public relations activities.
4. To describe the perceived effectiveness of public relations practices.

1.4. Research Questions

1. What are the prevailing public relations practices in government organizations?
2. How is the perception of customers towards PR officer undertaking their role?
3. What are the major challenges that hinder the implementation of public relations?
4. What is the perceived effectiveness of public relations in government organizations as viewed by customers and stakeholders?

1.5. Significance of the Study

The study had an importance to understand the role of government PR in enhancing work effectiveness in government organizations of Silte zone government communication department. The research found out any kinds of challenges and provide to concerned bodies. The research findings used as, an indicator to conduct further research undertakings. The study also hopes to make theoretical, practical and methodological contributions. These research findings contributed professional extension of existing knowledge of PR and its role to help in enhancing work effectiveness. In general, this study has great benefit and reference to the following bodies namely, researchers, the government organizations of Silte zone in department level, the government organization workers, scholars and students in fields of studies.

1.6. Scope and limitation of the Study

This study focused on Silte zone government affairs communication department and five purposively selected departments of Silte zone. Namely, Silte zone education department, Silte zone agriculture department, Silte zone women and children affairs department; Silte zone urban development and construction department and Silte zone justice department. The data collected in March 2024 from purposively selected offices to get appropriate information and to make the work easy. Due to the absence of previous research and related data with this research, the researcher doesn't review previous research. This led exhaustion on the researcher. In addition to this the offices of the sectors mostly were not free to get the information as wanted.

This research employed qualitative research design. The researcher wanted to get information from primary sources. The data gathered through in-depth open-ended interview, open-ended questionnaire and from document observation. The data gathered from Silte zone government affairs communication department and five purposively selected government offices in department level. Target populations were:- heads in each office, six in number; focal persons in each office; six in number; experts in each office, thirty in number, totally forty two population participated. The data analyzed, qualitatively using narrative analytical method.

1.7. Organization of the study

This study is organized into five chapters. Following the first and introductory chapter, Chapter two gives a review of theoretical literature concerning public relation and its nature as well as organizational public relation. In chapter three. Research design and methodologies used discussed. In chapter four, model estimation and interpretation of the results were discussed. Finally, Chapter five presented major findings, conclusions and recommendations concerning the given research topic. The last part of the paper, the appendix consists of different list of references used, open-ended questionnaires, in-depth open-ended interviews and different lists of documents like brochures and materials used for PRs purpose were listed. photographs tables figures used during analysis are also located.

1.8. Definition of Terms

SZGACD: Silte Zone Government Affairs Communication Department.

Organization: is a body built for a collection of individual who join together to achieve some common goals and objectives bounded by legal entitles.

Public Relations (PRs): is a systematic approach to create an understanding between the organization and the target audience, with the objective of work effectiveness.

Communication: can be defined as the process of transmitting information and common understanding from one person to another, one organization to another and vice versa.

Organizational Work effectiveness: the degree to which organizational work activities achieve desired outcomes and goals, focusing on quality, impact, and the successful completion of tasks.

CHAPTER TWO

REVIEW OF RELATED LITERATURE

2.1 Meaning and Definition of Public Relations

Banik (2004) defined PRs as the two way of communication flow that established to resolve conflicts of interest and the establishment of public understanding about the action of the organization, based on the truth; it offers the society with the services knowledge and full information. Thus, PR is considered as a sort of interaction between organization and its customers, and it requires executing communication program and ensures public acceptance and creates common understanding of the organization, which established to achieve national, regional and local development schemes.

Belch and Belch (2004:23) states that, public relation is type of managerial service. Sectors, mainly focuses on implementation of different organizational administration oriented practical actions such as evaluation of public attitudes, identification of the policies and procedures of an individual or organization in account to public interest and execute program of action to earn public understanding and acceptance.

The above definitions indicate that, public relations are type of administrative service. This indicates organizational work effectiveness depends on good managerial system. It has multidimensional interpretation. Managers need effective PRs to enhance their task. In addition to this employees or publics also need real information to facilitate work effectiveness of the organizations. It is also defined as management practice ensures information flow between an organization and its public. It is also defined as important means to enhance organizational or individual exposure to their audience using topics of public interest and new items that do not require direct payment, which implicitly notes that PRs is special alternative channel through which mutual understanding can be created between an organization and its public. The above mentioned scholarly description indicates that PRs is the bridge of information between organizations and the public, the employees, and the customers. It uses as a mediator to fulfill the interest of organizations and the public.

Similarly, both Grunig and Hunt (1984) confirm that the term PR is described as, "...the management of communication between an organization and its publics. On the other hand, Grunig (1992) is defined the term public relation from its practitioner point of views. He has defined it as important area of action, where the PR practitioners play a central role in implementing of organizational strategic management duties. In addition to this, PR is further defined from different perspectives such as the goal of PR, the distribution of information flows, and the role of PR in facilitating mutual understanding and resolving conflicts between an organization and its publics. PR, today, is perceived as a complex professional practice in which thousands of people are involved in different organizations such as businesses, government agencies, professional and trade associations, schools and universities, hospitals, hotels, and many more. Therefore, the term PR is described as a complex management function which arranges public attitudes, defines the policies, procedures and interests of an organization; it fostered its function with the intention to earn public understanding and acceptance (Edward Louis Bernays and Ivy Lee, 2011).

PR is also identified as the relationship conducted between an organization and its stakeholders. Here, an organization is expected to create communication with various stakeholders, both internal and external, which determine the direction of public relations flows (Orlando, & John, 2014). The term stakeholders refer to different agents like customers, suppliers, employees, the media, educators, potential investors, government officials and society in general. Thus, the phrase public relation can be viewed as means creates favorable environment for the success of relation between an organization and its stakeholders represented by its clients, i.e., people, countries, regions, local residents, etc., who are expected to create positive image of the total organization (Pride, 2005)

Here, there are different issues about public relation and stakeholders, the definition of stakeholders, and how public relation binds organizations internally and externally. The function of the PR is also described. So the description shows us PR of government organization is the agent of creating mutual relation.

Bahil (1994) adds that PR is defined as a systematic approach to solve organizational problems. It is creating an understanding between the organization and the target audience, with the objective

of building good will and good image. It is also viewed as special investment enables officers establish good communications and good relationship between organization and its stakeholders.

2.2 The Purpose of Public Relations

From the purpose point of views, PR is described differently. Different firms are inversely perceived the meaning of the term PR. Some of the firms give it different meanings, which originate from the purpose that they expected to secure from the function of PR, and they tried to define the term depending on the varieties of ways they intended to use it. When they are failed to draw desirable result out of it, they start neglected it. Most firms have a compact organizational structural in which there is a small public relation department, whereas this task should be undertaken by the marketing department that is versatile enough to make public dealing. Till recently, therefore, many firms did not realize the value of public relations. For them, it was a wasteful activity. After the economic became open, they felt the need for it and started taking it seriously (Monga, 2003).

Some scholars define and emphasize the responsibility of management to serve the public interest; helps management keep up-to-date and effectively utilize change, serving as an early warning system to help anticipate trends; and uses research and sound ethical communication techniques as its principal tool. Davis (2004:202) argues that the home for public relations functions is still not clear in most organizations. Wilcox and Cameron (2009:5) oppose that, public relations practitioners serve as an intermediary between the organization and all the publics that exist in the organization. Theaker (2004:6) further claims that public relations, as a discipline, are concerned with the reputation of organizations (or product, services or individuals) with the aim of creating understanding and support. This indicates that PR serves as a tool of reputation by forming good image about products, services and the workers of that organization. On the above paragraphs, public relation stands for the public interest.

Koekemoer (2004:397) argues that the differing concepts of public relations reflect the evolution of this maturing function in organizations and society. The above authors all indicate the struggle of an emerging profession seeking its unique identity. The evolution of the concept and the abundant descriptions of the practice lead us to the definitions of public relations. These various

definitions are important as they are indicative of the rapidly changing roles of public relations. Seitel (2004:3) defines public relations as a planned process to influence public opinion, through sound character and proper performance, based on mutual satisfaction of two-way communication.

Lattimore, Baskin, Heiman and Toth (2004:5), on the other hand, define public relations as a leadership and management function that helps achieve organizational objectives, define philosophy, and facilitate organizational change.

Johnston and Zawawi (2004:6) add that public relations is the ethical and strategic management of communication and relationships in order to build and develop coalitions and policy, identify and manage issues and create direct messages to achieve sound outcomes within a socially responsible framework. Focusing specifically on the South African context, the Public Relations Institute of Southern Africa (PRISA) (2005) defines public relations as the management, through communication, of perceptions and strategic relationships between an organization and its internal and external stakeholders.

Moloney (2000:6) argues that public relation is too multifaceted to be combined into a single definition, but that its effect on society demands extensive investigation regardless. He suggests that public relations can be defined differently as a 'concept' (communication management by an organization with its publics), as a 'practice' (mostly dealing with the media) and in terms of its effects on society (a category of persuasive communication undertaken through the mass media or through private lobbying by groups to advance their material or ideological interests). Center, Jackson, Smith and Stansberry (2008:9) highlight a formal three part definition of public relations, which states that public relations is a condition common to every individual and organization in the human environment. Firstly, public relation is the systematized function that evaluates public attitudes and behaviors; harmonizes the goals, policies and procedures of an individual or organization with the public interest; and executes a program of action to earn public understanding, acceptance and supportive behavior. Secondly, public relations is the full flowering of the democratic principle, in which every member of society is valued for himself or herself and has both a right and a duty to express an opinion on public issues and in which policies are made on the basis of free exchange of those opinions that result in public consent.

Thirdly, public relation is something everyone has; public relation fosters the improvement of public relationships through specific activities and policies. National and international public relations' organizations have formulated definitions of public relations.

According to Wilcox and Cameron (2009:6), "the British Institute of Public Relations defines public relations as influencing behaviors to achieve objectives through the effective management of relationships and communication". On the other hand the British Institute of Public Opinion defines public relation as "the deliberate, planned, and sustained effort to establish and maintain mutual understanding between an organization and all its publics. Therefore, there are key words to remember in the above definitions such as: deliberate, planned, publics and stakeholders management. Deliberate implies that public relations activities are intentional. They are designed to influence, gain understanding, provide information and obtain feedback and reaction from those affected by the activities. Planned implies that public relations activities are organized. Therefore, solutions to problems are discovered and logistics are thought out, with activities taking place over a period of time. It is systematic, requiring research and analysis. Publics or stakeholders refer to everyone affected by the activities. Public relations activities should be mutually beneficial to these publics. Management implies that public relation is most effective when it is an integral part of decision making by top management. Cut lip et al. (2000:5) state that the Dansk Public Relations Club of Denmark maintains that "public relations is the sustained and systematic managerial effort through which private and public organizations seek to establish understanding, sympathy and support in those public circles with which they have or expect to establish contact". It can be acknowledged that there are literally hundreds of definitions of public relations. Thus organizations should carefully study these definitions and be able to pin-point one that will reflect their organization's vision, mission, objectives and overall values as practiced by their organization.

Seitel (2001:4) reinforces that the definitions of public relations will always differ, but almost all will agree that good public relations requires a firm base of theoretical knowledge, a strong sense of ethical judgment, solid communication skills and, above all, an uncompromising attitude of professionalism. Public relations evolved over many years to become a discipline but only recently in the last century has it received more prominence in the corporate world.

Skinner et al. (2004: 19) claim that we are inclined to think of public relations as a 20th century phenomenon, but efforts to communicate with others and to deal with the force of opinion go back to antiquity.

Rensburg and Cant (2009: 31) maintain that public relations as it is practiced today originated in the United States. To a large extent the development of public relations in the rest of the world has been influenced by developments in the United States of America. For example, Americans have been using Press a gentry and other publicity methods for some time. This has led others to follow this trend and to manufacture news and use stunts and gimmicks to gain attention. Public relation was later employed to defend powerful US business interests against negative journalism and government relations. The emphasis was on 'telling our story' to ensure that the public sees the other side of the story.

Ravindran (2000: 2) states that the concept of public relations as one-way persuasive communication continued to dominate as the United States entered World War I and created the committee of Public Information. Headed by George Creel, the committee was responsible for uniting public opinion behind the war efforts through an extensive nationwide propaganda campaign. Seitel (2001:9) argues that during these early years, public relations was viewed as a publicity effort to influence others. Furthermore, various communication media such as advertising, films and exhibitions were used to such an extent that people eventually talked of 'the words that won the war'.

Rensburg and Cant (2009: 29) reinforce that, public relations as we know it today is much younger than many other disciplines. The relative newness of this practice means that the field is still evolving and its status is continuously improving. Therefore, a closer look into the early history of public relations is essential as it will clearly indicate the development of the public relations discipline.

Generally speaking Public relation in governmental organization is not properly functional. Most of the organizations don't think that PR as necessary tool for development. The organizations lack the knowledge of the importance of PR in the organizations. When we come to the organizations in Silte zone whenever asking about the focal person of the offices, they becomes confused this indicates that the role of PR in organization is not identified clearly and the focal person. In some sectors, is also not assigned formally and it is not functional.

2.3 Relational Perspective on Public Relations

Broom, Casey and Ritchey (2000: 51) suggest that public relations practitioners should place their focus on studying and understanding organizational relationships. Grunig (2006: 158) states that most of the latest research in public relations has focused on organization public relations and maintains that this is a clear indication of the future development of the field. Ledingham (2003: 183) argues that it would be difficult to overstate the importance of the relational concept of public relations. The purpose and direction of an organization is affected by the various relationships that it has with key constituents in its environment.

Dozier (1995), quoted in Ledingham (2003: 83), therefore, suggests that the relational perspective of public relations proposes that the primary purpose of public relations' professionals in the organization is to build sustainable and long-term relationships with key stakeholders in the organization's environment. These relationships should be managed so that the public and the organization's interests are balanced and mutual benefit is gained.

Rensburg and Cant (2009: 52) postulate that: Public relations serve the purpose of balancing the interest of organizations and their publics through the management of relationships. This relational perspective of public relations has been explored in various contexts and in terms of various public relations functions, including public affairs, community relations, issue management, crisis management and media relations. It is consistent with major theoretical concepts such as systems theory and the two-way symmetrical model of communication. Therefore, a relational perspective of public relations attempts to define the organizational function of public relations, clarify the role of communication within that function and provide a framework for determining the contribution of public relations to the attainment of organizational goals.

Ledingham (2003: 182) states that relationships also give organizations a competitive advantage. Organizations that are able to accumulate resources and capabilities that are 'rare, valuable, non-substitutable, and difficult to imitate will achieve a competitive advantage over competing organizations. Dyer and Singh (1998), quoted in Rensburg and Cant (2009: 52), claim that strategic relationships in the organization's environment act as an intangible asset towards a

competitive advantage. An organization's critical resources may span the organizational boundary and may be embedded in organizational public relations. Relationships form an increasingly important unit of analysis for understanding competitive advantage.

Heath (2006:99) affirms that quality relationships are, therefore, also critical for successful organizations in the current turbulent environment, in which successful organizational relationships are dependent on excellent public relations. Thomlinson (2000: 178) states that the public relations function contributes to organizational effectiveness when it effectively manages strategic relationships and sustainable relationships that contribute to organizational success by: Facilitating innovation; Working towards mutual benefit for the organization and its stakeholders; Contributing towards enlightened choice in decision-making; and providing a competitive as an to organization.

Vervic, quoted in Heath (2006: 101), argues that, what distinguishes communication and public relations managers from other managers is that they contribute a special concern for broader societal issues and approaches to problems in the boardroom. This perspective forms the foundation for a relational view of public relations, where public relations managers are most practiced to manage key relationships with stakeholders in the organization's environment.

Rensburg and Cant (2009: 53) reinforce that the responsible candidate for organizational relationships needs to represent stakeholders in the dominant coalition and also constantly assess the impact of organizational decisions on key organizational relationships. This communication function in an organization would also be able to align these relationships with organizational strategy, sufficiently fitting it into the 'bigger picture'. Therefore, good public relations cannot be bought, but it must be earned. Public relation is not a once-off phenomenon but an ongoing process, which may take years to bear fruit. In South Africa, public relations as a serious practice became recognized as such only after World War II. Today, it's a major force in corporate life.

Center et al. (2008:3) affirm this by stating that historically the function has evolved from one-way information transfer, to a two-way concept of sending messages and listening to feedback, to the present idea of an organization's adjusting harmoniously with the publics on which it depends. Seitel (2004: 32) establishes that, public relations have come of age as a result of the union of four general factors in our society:

- The growth of large institutions and their sense of responsibility to the public,
- The increased changes, conflicts and confrontations among interest groups in society;
- The heightened awareness of people, brought about by increasingly sophisticated communication technology; and
- The spread of global democracy.

Based on this, public relations practitioners have the responsibility to be at the forefront of all activities within an organization. Driven by new theory, modern public relations practice is prepared to 'move beyond communication to behavior.' This 'behavior public relations' puts public relations in a position to compete with other organizational departments in that its results can now be compared and quantified with previously established goals. This is how public relations hold its own in a corporate organizational environment. Public relation plays an important, if not integral, part in ensuring that organizations meet their overall aims and objectives. This view is supported by the various theoretical models that are commonly used to define the manner in which public relations works or functions within organizations. A close examination of these models reveals that public relation operates within and across the different departments within an organization.

2.3.1. The press agency /publicity model

Tench and Yeomans (2006:269) emphasize that public relations serves as a propaganda function in the press Agency/publicity model. Practitioners spread the faith of the organization involved, often through incomplete, distorted or half-truth information. Wilcox and Cameron (2006:63) reinforce that this is essentially one-way communication that beams messages from a source to a receiver with the express intention of persuading the recipient into action. Such an approach is most associated with "propaganda", the dissemination of messages to persuade public support for positions or action without seeking feedback.

Lubbe and Puth (2002:8) also suggest that press a gentry model describes public relations as being a little more than a publicity function that is striving for coverage in mass media. The sole purpose of this model is to promote an individual, an organization, or a product, therefore, encouraging a one-way flow of information to the public.

PR functioning as advertiser, as we know propaganda uses as advertisement, marketing, image building and other activities which can help the organization to be profitable and use for mutual benefit among customers.

2.3.2. The public information model

This is another one-way communication model designed not necessarily to persuade but rather to inform. The public relations practitioner in this model communicates objective information designed to enlighten the public. Seitel (2004:56) states that this model focuses on the technician role of public relations. Here the PR practitioner's role is to report information objectively about the organization.

2.3.3. Two-Way Symmetric and Two-Way Asymmetric Theories in Public relation.

Effective communication is central to the success of public relation, as it shapes citizen engagement, trust, and overall satisfaction with government services. In the context of public administration, fulfillment refers to the extent to which policies and services meet citizen expectations and societal needs. Communication theories from public relations, particularly the two-way symmetric and two-way asymmetric models, provide a critical framework for understanding how government institutions interact with stakeholders to achieve fulfillment (Grunig & Hunt, 1984; Grunig, 1992). These models differ fundamentally in their objectives, mechanisms, and implications for policy implementation and citizen satisfaction.

2.3.3.1 Two-Way Symmetric Theory

The two-way symmetric theory emphasizes mutual understanding and dialogue between public institutions and citizens. Unlike approaches that merely seek compliance or persuasion, symmetric communication is collaborative; meaning feedback from stakeholders directly informs administrative decisions and policy adaptations (Grunig, 1992). Mechanisms include public consultations, citizen panels, participatory forums, and feedback loops that genuinely integrate public input into policy formulation (Innes & Booher, 2004).

In public relation, symmetric communication aligns closely with principles of participatory governance, transparency, and accountability. By prioritizing the exchange of information and perspectives, administrators can design services and policies that are more responsive to citizen needs, enhancing satisfaction and legitimacy (Andrews & Van de Walle, 2013). For example, municipal governments that use deliberative citizen panels to co-design urban planning initiatives often report higher public satisfaction, as residents perceive their input as influential (Forester, 1999).

Moreover, symmetric approaches foster trust and long-term engagement. Citizens who experience genuine dialogue with government bodies are more likely to perceive the administration as fair, ethical, and responsive, which contributes to a sense of fulfillment beyond immediate service delivery (Habermas, 1987; Svara & Brunet, 2005). Despite these benefits, the symmetric model requires institutional capacity, skilled personnel, and a culture of openness, which can pose practical challenges for bureaucracies accustomed to top-down decision-making (Fung, 2006).

2.3.3.2. Two-Way Asymmetric Theory

In contrast, the two-way asymmetric theory involves two-way communication, but the principal goal is persuasion rather than mutual understanding. Feedback from citizens is collected and analyzed primarily to improve the effectiveness of administrative messaging or campaigns, without necessarily altering policies (Grunig & Hunt, 1984; Kent & Taylor, 2002). This approach is often instrumental in achieving short-term compliance or behavioral change, making it useful in contexts that require efficiency and rapid implementation, such as public health campaigns, safety regulations, or fiscal policy enforcement.

Practical applications of asymmetric communication include targeted surveys, public information campaigns, and consultation exercises where citizen input is used to refine strategies for achieving administrative objectives rather than to modify the underlying policy (Taylor & Kent, 2014). While this model can enhance policy adherence and operational efficiency, it carries risks. Because the feedback loop serves persuasion rather than participation, citizens may feel their opinions are ignored, potentially eroding trust, legitimacy, and satisfaction over time (Forester, 1999).

Despite these critiques, asymmetric communication remains valuable in public administration, especially in situations where behavioral compliance is essential, or resources for full participatory engagement are limited. In such contexts, governments may use feedback to optimize communication strategies, ensuring policies are more effectively received by the public without fundamentally changing administrative decisions.

Comparative Analysis

The two-way symmetric and asymmetric models differ primarily in intent and impact. Symmetric communication aims for mutual adjustment, collaboration, and long-term legitimacy, fostering higher levels of citizen fulfillment. Asymmetric communication focuses on persuasion, efficiency, and compliance, sometimes at the expense of perceived responsiveness or participatory legitimacy (Grunig, 1992; Kent & Taylor, 2002).

In terms of public administration outcomes:

Citizen satisfaction and trust: Symmetric approaches enhance long-term trust, engagement, and fulfillment because citizens perceive their voices as influential (Andrews & Van de Walle, 2013).

Asymmetric approaches can achieve short-term compliance but may weaken trust if citizens feel manipulated.

Policy implementation and effectiveness: Symmetric models leverage citizen knowledge to co-create solutions, leading to more relevant and effective policies (Ostrom, 1996). Asymmetric models rely on strategic communication to achieve behavioral goals, often efficient but less adaptive.

Organizational impact: Symmetric communication requires flexible structures, collaboration skills, and sustained commitment, while asymmetric approaches function within existing bureaucratic hierarchies but risk creating disengaged citizens over time (Forester, 1999).

Modern public administration increasingly combines hybrid strategies, using symmetric approaches to shape policy development and asymmetric approaches to promote compliance or behavioral adoption. This combination allows governments to balance participatory engagement with operational efficiency, optimizing fulfillment across diverse contexts (Boin, McConnell, & 't Hart, 2017).

Implications for Public Administration Fulfillment

Understanding these models is critical for administrators aiming to enhance public service fulfillment. While asymmetric communication can drive compliance and short-term efficiency, symmetric communication is more effective in cultivating long-term citizen trust, policy legitimacy, and participatory satisfaction. Policymakers and public administrators must carefully select or combine these approaches based on context, goals, and citizen expectations. Fulfillment, in this framework, is not merely the execution of policy but the degree to which administrative processes reflect responsiveness, inclusivity, and ethical governance

2.4. Theoretical Frameworks

2.4.1. Systems theory and public relations

Systems theory is an important approach in public administration that views government, administrative organizations as systems composed of interconnected, and interdependent parts working together to achieve common goals. The theory originated in the natural sciences and was later applied to social sciences and organizational studies to explain how complex institutions operate. In public administration, systems theory helps scholars and practitioners understand how governmental institutions, policies, and administrative processes interact with one another and with the external environment. The idea of a system emphasizes relationships, coordination, and interaction among various components within an organization. This concept was introduced

through the General Systems Theory developed by Ludwig von Bertalanffy, who explained that a system is composed of different elements that are interconnected and interact continuously with their surrounding environment (Bertalanffy, 1968).

In public administration, systems theory explains government as an open system that constantly interacts with society. Government institutions receive inputs such as public demands, political support, information, and financial resources from the environment. These inputs are then processed within the administrative system through decision-making, policy formulation, and implementation. The processed results become outputs, which include laws, public policies, and government programs designed to address societal needs. David Easton, who developed a model where inputs from society are converted into outputs through political and administrative processes, further explained this systems approach to politics and administration. The outputs then generate feedback from citizens and other stakeholders, allowing the system to adjust and improve its performance (Easton, 1965).

Systems theory also emphasizes the importance of coordination and interdependence among different administrative units within government. Public organizations are not isolated entities; rather, they function as parts of a larger network that includes other government agencies, private sector organizations, and civil society institutions. Effective administration therefore requires cooperation and communication among these subsystems. According to Daniel Katz and Robert L. Kahn, organizations can be understood as social systems in which different subsystems such as management structures, communication channels, and human resources must function together harmoniously for the organization to achieve its objectives (Katz & Kahn, 1978).

In conclusion, systems theory provides a comprehensive framework for analyzing public administration and understanding how government organizations interact with their environments. By focusing on inputs, processes, outputs, and feedback, the theory helps administrators evaluate organizational performance and adapt to changing social demands. It also highlights the need for coordination, integration, and flexibility within administrative systems to ensure effective public service delivery and governance (Bertalanffy, 1968; Easton, 1965).

2. 5. History of PR in Ethiopian Context

The most extent of researches of public relation in Africa focused on specific aspects of practice in different countries. We can say it is disintegrated; there are few researches that attempt to concern Africa as an object and from communication vantage point.

The report "The Public Relations Landscape in Africa" (2006), performed by the UK-based consultancy Gyroscope, is one that cases a proportion of achievement in this pressing undertaking. Solomon 2000 cited in Tesfaye Bezabih 2018: p.27, claimed that the practice of current public relations is taking place in 1960's in Ethiopia. In fact, the occurrence of the practice of modern public relations in the country came as a result of the establishment of the Ministry of Pen in 1940's. Then media organizations such as News Agency, Television services and Radio were organized and directed under the ministry of Pen. After a while, the ministry of pen was replaced by the Ministry of Information and tourism in 1950's with the same task of managing the media organizations in addition to carrying out the responsibility of culture, tourism and related issues. Later in 1960's when the Ministry of Information replaced it, the responsibility of leading the media organizations was also transferred to the new ministry. The head of government public relations, around the final years of Emperor Haile Selassie, clarified the practice at that time as routine occupied by activities, for example, gathering, and convention and, to some degree, caring for publications. In an interview about the public relations practice at that earliest time, the former head of public relations said that strategies about how to promote the country also, building agreement were incredible. The practice of public relations that started to take shape during the 1960's continued for years without any change in form and content. The major purpose of the public relations then was merely serving the interest of the ruling class. As the public relations at those times were so unprofessional, it was unable to respond to the situations arising in those times. One incident that can be mentioned to substantiate the failure was the case of the devastating famine that occurred in 1974 Solomon (1998). Nothing was known to the nation as well as the whole world about the fatal famine. It seems that the system was convinced the story would remain untold forever; so it decided to focus on working how to hide instead of trying to manage the crisis. Though it is not possible to find out when modern public relations have begun in Ethiopia there is a belief that it might have been in 1960s

(Solomon, 1998,p.20). Prior to this period, the beginning of newspapers since 1900's that provided advertisement space for business organizations together with the introduction of printing press, telecommunication and the rail way by Emperor Minilik II (MoI, 2003). 16. Now a days, public relation activities are mainly considered as center of developmental activities and information centers; thus, in each government offices, more or less, there is public relation office. Among these offices, the government offices in different level in the country have opened offices for public relations practices which aimed to promote and report the day-to-day information, research based information, community services and technology transfer issues to the internal and external publics. Not only this, they are highly engaged working on to play their role in effective work in order to develop the organization externally and internally.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1. Introduction

This chapter has its own contents. The main purpose of this study is to discuss the role of government PRs in enhancing work effectiveness in government organizations in Silte zone government communication department. This chapter is focused on the research design, target population, data collection methods and techniques, questionnaire design and ethical consideration.

3.2. Research Design

Based on the nature of the issue, the study was employed qualitative research design to be conducted the study. It helped the researcher to analyze qualitative data from primary sources. Primary data from oral informants like interviews, questionnaires and document analysis.

3.3. Sources of Data

The researcher used primary source of data. Such kind of data is sometimes called atomic data. That has not been processed for meaningful use to become information. Primary data is a type of data that is collected by researchers directly from main sources through observation, interviews, surveys, experiments, etc. Thus, the researcher will use the responses that will be obtained through open-ended questionnaire and interview guide as primary sources of data.

The data for this study was collected or obtained from Silte zone government affairs communication department and other selected zonal departments. From these offices, head offices, focal persons and office experts are sources of data. In addition to this, document analysis from communication department was other sources of data.

3.4. Target Population,

The study included PR practitioners, head of offices and experts of the offices from which data was collected through open-ended questionnaires, in depth open-ended interviews and document observation.

Table 1:- respondents

R.NO.	Respondents position	Quantity
1	Head of offices R(1)	6
2	Focal persons (R2)	6
3	Experts (R3)	30
Total		42

3.5. Sample Size

Sample size was decided as follows:

1. Interviewees (R1) = 6 their position is head offices of the departments.
2. Respondents for open-ended questionnaires (R2) = 6 their position is focal persons of PRs in each office.
3. Respondents of open-ended questionnaires from Experts (R3) 30= experts in each office.

3.6. Instruments of Data Collection

Data was collected through open-ended interview, open-ended in-depth questionnaire and document analysis.

3.6.1. In-depth interviews

This data gathering tool is frequently described as an interview with a purpose and is a qualitative research technique". The reason for choosing to use an in-depth interview is to ensure that the researcher uncovers perceptions at an individual level on a particular issue. The in-depth interview can in essence provide a detailed background about the underlying reasons why participants give specific answers, as well as provide extensive information related to the interviewee's opinions, perceptions, values, motivation, and feelings. It also allows the researcher

to gain a broader perspective with regard to how communication is viewed within a particular organization. The flexibility it allows the interviewer in terms of using the interview guide the open-ended nature of responses required from the informants

It employed to gather data from head offices from Silte zone government affairs communication department and purposively selected governmental departments in zonal level.

3.6.2 Open ended Questionnaires

The researcher distributed questionnaires for Silte zone government affairs communication department, and five purposively selected zonal departments.

3.6.3. Document analysis

Documents, strategic plan, annual plan, monthly plan, and weekly plans with the interest to get information on how, what, and when each and every activity has conducted by the concerned bodies. Thus, document investigation was conducted to get access to a vast amount of information from the documents available in the organization. Depending on the nature of the documents, the researcher was focused on investigation of additional sources like reports, letters, and related documents.

3.7. Data Analysis

The data has analyzed when the collecting completed. The data gathered through interview and questionnaire, analyzed by using narrative analytical method. The research questions required to investigate the role of public relation in enhancing work effectiveness. On the other hand, document analysis, analyzed qualitatively using structured process of selection, and interpretation.

3.8. Description of the Study Area

The research is carried out in the region of Central Ethiopia, Silte zone, Werabe town, in Silte zone government affairs communication department. Silte is one of the nations of Central Ethiopian Region. Werabe town is the center of Silte zone. It is found 174km away from Addis Ababa and 159 km far from Hawassa.

Silte zone communication department is established in 1993E.C. its name has been changed time to time accordance with the governmental policies and the system changed. Even though the

name is changed time to time the objective of the department doesn't changed. When it was established 1993-2001E.C its name was "Silte zone government culture and advertisement department", 2002-2010 E.C. it named "Silte zone culture tourism and government communication affairs department", 2010-2011E.C its name changed in to Silte zone public relation office" 2012E.C up to this time its name is called Silte zone government communication affairs department.

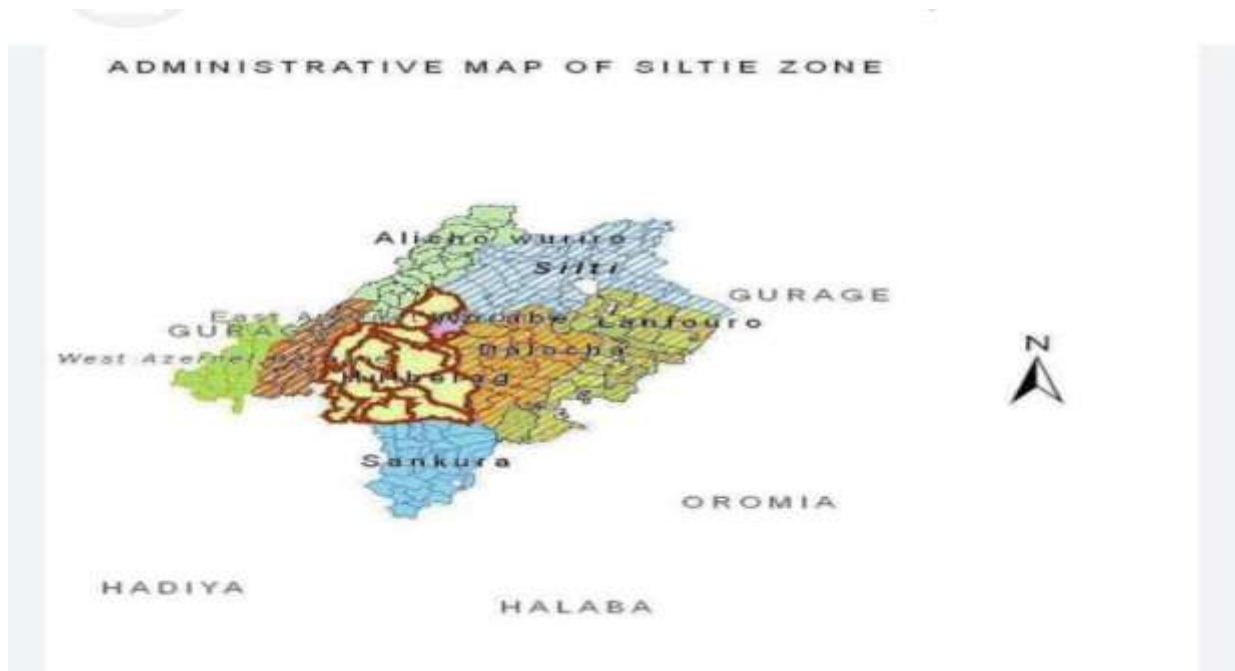


Figure 1 Administrative map of study area

(Source: - Silte culture and heritage department)

3.9. Ethical Consideration

In research ethical considerations are a set of principles that guide our research designs and practices. These principles include voluntary participation, informed consent, anonymity, confidentiality, potential for harm, and results communication. Therefore, the researcher kept personal and governmental information confidentially.

CHAPTER FOUR

RESULTS AND DISCUSSION

4.1. Introduction

This chapter mainly deals with data analysis and discussion. This begins with the presentation of some important preliminary information and the response given to the research questions will be presented in three themes. Data obtained from the public relation practitioners, head of office from Silte zone government communication department, office experts from selected Silte zone departments and heads of selected departments to strengthen the research findings. Data collected through personal observation as well as document analysis has been the concerns of this chapter. Therefore, this topic focuses on investigation of the PR role in Silte zone government affairs communication department and purposively selected departments. This happened based on the vision, PRs policy, and strategy with purpose of work effectiveness.

4.2. Result from questionnaires

Silte zone government affairs communication department (SZGACD) is responsible for facilitating transparent and effective communication between the local government and the community. This department ensures the public informed about government policies, initiatives, and activities, promoting transparency and accountability, according to Silte zone communication website, it has organized with the interest to achieve organizational work effectiveness and create close relation with its partners, which begins with the formulation of both strategic plan, and annual plans. In order to obtain reliable information on the stated concept, respondents for questionnaires were provided with the following research questions and their responses also analyzed based on the information gathered.

4.2.1 About PRs of Silte zone communication department (SZGACD) playing role in the Work effectiveness of the offices.

As to respondent R2, and R3, “PRs of SZGACD plays the role of introducing the works through different Medias to the public. In addition to this it gathers information about the performance of departments and it plays the role of cross checking about what is accomplished and what is rest? And gives support for their work. Respondents replied that

without public relation, our work can't reach to the public and no motivation will be seen to enhance work effectiveness."

The other respondent from R3, said, "The organizations work activity is transmitted to the public by SZGACD. So the public introduces easily and to be the customers of the organization. The PR of Silte zone government affairs communication department announces our service and product."

Based on the above discussion of the respondents, PRs is the backbone of the sectors information dissemination. To introduce the sectors performance and to announce different issues to the public, it has great role. Based on the response without PRs role, sectors' work can't reach to the public. SZGACD is the agent of the sectors to reflect the activities of the sectors.

4.2.2 The tasks you perform cooperatively with PRs of SZGACD

The respondents R2, and R3, in this regard, Responded, "SZGACD distributes the information about the performance of the offices in different programs. Yearly, half year, and quarterly performances of the offices are disseminated to the public with different media opportunities. The public participation and public campaigns can reach to the public via SZGACD."

Other respondent from R3 informed that, "It used as the tool of promotion. It acts as the engine for their task and it facilitates cooperative work with other offices. It promotes experience sharing with different department offices. It uses as a bridge between the public and offices. Field trips, trainings and technological introduction to the public and officers can be applied by public relations. So, public relations can play great role for work effectiveness by cooperating with other sectors. Respondent R2, argue that announcement for different products of the offices, is held by the communication department. In addition to this, it uses to promote the application of the planned works done by zone government, like developmental productions like, news, and different programs."

In this regard to promote the sectors performance of the plan public relations is the connector of the sectors. In short, public relations should be taken as a promoter of every

sector to build intimacy between the sectors. Unless and otherwise the bridge (PRs) will be broken and there will be information gap between the sectors and the public as well as the whole stakeholders.

4.2.3. About the benefits of the departments, in cooperative work with Silte Zone government affairs Communication department.

Informants R3 and R2 agree that “the SZGACD public comment was played role by briefing day today activities and good practice of the sectors to the public through mass media like FM radio(Silte FM), printed media, photo gallery, panel discussion and by creating strong net-work with different stake holders. There was strong supervision done to ensure the internal and external customers satisfaction. Moreover, SZGACD have taken the lion’s share in realization of the offices strategic plan, and built sustainable organizational image building, and worked hard in order to reduce the consequence of negative publicity.”

Based on the above discussion of the informants, Silte zone government affairs department is acting as the agent of the other sectors by being sharing information in and out by using different alternatives of the media. Supervision as we know is very important tool for the enhancement of the work effectiveness. So the selected departments of Silte zone are benefited by working together with SZGACD.

According to the informants R3 and R2, “SZGACD public relations activities were contributed different positive outcomes. Mainly, according to information gathered from the informants, public relations professionals were rendered unreserved effort in shaping an organization's work effectiveness. They played pivotal role in organizational work effectiveness in the minds of its customers. They also took part in formulation and spread the organization's message and minimize the effect of negative publicity. It helps us to accomplish the programs without any extravagance; it saves our time, effort and finance.”

In the above discussion, mainly raised issue is image building. If there is good image for the organizations, there will be good financial development. Image is essential for the whole rounded accomplishment of the organization. To minimize or avoid negative image

among the public, it is advisable to build image of the organization. As we know bad image can make to loss advantage of the organization.

4.2.4 Conditions you communicate with Silte zone communication department.

R2. Implies that, “when we need to educate public at the time of current issues, like developmental campaigns, the issues of the problems of bad management on the public and the issues of the implementation of good governance and to initiate the public in cultural, tourism and industrial development. When there are conferences. Motivation platforms also are the conditions for our relation.”

In this regard, most of the time the hot issues are conditions of communication with SZGACD. Democratic sectors are known by being transparent for internal and external publics. Because of this, the activities of public relations are the indicators of democratization. Different ceremonies are the reasons for active communication conditions. Here, cultural development and other useful developmental activities are run by using of PRs.

4.2.5 The systems (techniques) you use to communicate with Silte zone Government affairs communication department.

The respondents in this questionnaire reply as follows:

Respondent R3 said, “We communicate by using letters, telephone, most of the time focal persons of the sectors are key tools of communication. R2 adds we use different brochures to give information and to create awareness on the minds of focal persons and the whole public of the organizations. In addition to these we communicate by using social media. Because we have different pages of new Medias like telegram, face book, YouTube. Face to face communication also used to communicate each other.”

Based on the respondents the sectors use new Medias. This indicates there is strong tie between sectors and SZGACD. The problem is that, making formal the PRS of the sectors. The head offices of the sectors have the same stand on the name of PRS. They don't want to say “we have PRs practitioner.” It is not clear why the name is canceled and replaced by hizb asteyayet.

4.2.6. About department's plan matching with Silte zone communication department

According to respondent from R3, "Our plan of work is designed based on the organizations activity. It considers the plan of other organizations. According to R3 every department considers the plan of Silte zone government affairs communication department. To make the information popular, communication has the information about the other organizations activities."

Based on the respondents the plan of work is very important and it can connect organization to organization. If there is organizational share of idea on the plan of work, the work will be effective and mutual benefit will be enhanced. In this case SZGCAD has the role of work effectiveness on other sectors.

4.2.7 The roles of Silte zone communication department's PRs in promoting your department's plan of work

Respondent R2 said, "SZGCAD has the all sectors plan, and based on the information it evaluates the plan of work whether accomplished or not. SZGCAD works hard by supporting the other sectors. Measure their performance, and if there is increment they follow up and motivate them. As the end the reality will be offered to the public as news. According to R3, informing the Stakeholders about organizational performance makes the work active. Because, stakeholders are responsible for work effectiveness, and the customers of the organizations need good service."

Based on the informants' response SZGCAD has the role of cross checking the plan of other departments in zonal level. It is the motivation of the work of the sectors. The role of communication department is so important for other departments. If the performance of the organization is supervised and supported, there will be work effectiveness.

4.2.8. Barrier of communication to communicate with Silte Zone Government Communication Department list them.

Respondent R3 responded that, "There are problems of different materials that can aid the media. Sometimes there is a gap of communication. In addition to that, there is gap of transforming new information. Respondent2, argued, there is no barrier of communication because its responsibility is working coordinately with other sectors. It promotes other

sectors work activity. Respondent 3 said, most of the time the communication is between the heads of departments. Heads of offices ignore focal persons.”

In this response, the last respondent’s response indicates there is the barrier between Hizb Asteyayet and communication department. It can be barrier between the departments.

4.2.9. Recognition of your sector by communication department and tries to work cooperatively with your sector.

Respondent of R2 responded for this questionnaire: “It provides oral motivation and material reward for what we perform model task. The magazine of SZGACD offers reward in different programmes for different organizations. My organization is one of these who are given the reward and recognition.”

Based on the responses recognition by itself is reward. It can motivate the sectors to perform their works effectively. When the organizations work announced to the public, there will be better work in that organization.

4.2.10. Your PRs practitioner works cooperatively with PR of SZGACD

The respondent R2, argue, “The SZGACD supports focal persons in zonal sectors by promoting their activities. Training also given for focal persons, it also reduces burden of departments by sharing information in different pages.”

As a government communication department, it needs the role of capacity building for the other sectors. Such kind of activities can reduce wastage of human power and resources. Well trained manpower can promote work effectiveness

4.3 Result Discussion

PR of Silte zone government affairs communication department acted as introducer of the other organizations task. It acts as a supporter of other organizations as a supervisor. SZGACD Public Relations was organized with the aim to announcement of zone government activities. It also uses as a watch dog of different activities to enhance work effectiveness of zonal sectors. In this regard, the sectors activities are depending on SZGACD public relation strategic plan, which developed to serve for seven years. Informants suggested that how public relations were

implemented depending on the development of a yearly plan, which is further segmented out into monthly and weekly plans. Accordingly, the success of PR activities was also evaluated by PR office. From the information obtained from written input, we can understand that PR was conducted using different tools and techniques, which facilitated condition for the realization of the SZGACD public relations effort fostered in terms of work effectiveness. PR activities have been done in line with the focus of organizational work effectiveness. For the purpose, PR actors were used different tools such as photo galleries and different programs in order to make things clear for all stakeholders, scholars, and community leaders. These mediums helped PR actors to create awareness and inform stockholders about the good practices of the PR in order to enhance the work effective. In addition, there have been different PR tools used to enhance work effectiveness. These include the website, face book account, FM radio (local), printed documents of the office. On the other hand, according the informants, SZGACD PR activities were faced different constraints. In most cases, lack of well-trained professionals has taken the share because each and every technical work should be performed by well-trained operators. On the other hand, PR activities were obstructed by different factors like lack of commitment, shortage of stationary and sometimes lack of logistics, shortage of technological material supplies (camera, printing materials, etc.). Despite that there have been efforts conducted to cope with the challenges and ensure the PRs objectives. For the reason, SZGACD public relation had been organized to enhance the saturation of skilled and knowledgeable man power of the PRs practitioners. All the challenges were defended from the infancy level in the Organization to fulfill all the necessary requirements useful to foster effective PR activities.

According to respondents, PR was established with the objective to ensure the success of the transmission of information in and out to promote work effectiveness, cooperative work at a zonal level, particularly in the study area. In doing so, the offices (sectors) expected to serve as a bridge of information between zonal government and its public. The office has been serving especially zonal public with providing accurate information about Silte zone in particular.

4.4. Result from interviewees

Silte zone government affairs communication department is organized to enhance close relationship between zonal government and zonal public. In addition to this it promotes the smooth relation between parallel offices or departments. Focal persons of the offices (departments) and PRs of SZGACD work together, to promote effective work. SZGACD used as tool or bridge to transmit current information of each offices and the public.

Section B:

4.4.1. The main public relations practices of Silte zone government affairs Communication department in Zonal government organizations of Silte zone.

Public Relations (PR) practices involve strategic communication to build relationships and shape public perception. They aim to influence, engage, and build relationships with key stakeholders across various platforms. Key PR practices include media relations, social media engagement, content creation, crisis communication, and community relations. Effective PR also involves aligning PR efforts with business goals, understanding local contexts, and continuously evaluating and improving performance.

There have been respondents in this interview from R1, responded, “SZGACD is voice of zonal government, it is responsible to disseminate important information to the public and vice versa. PR is named Hizb Asteyayet in different departments. It introduces different issues to the public and it transfers the questions from public to the zonal government. Sometimes the public rise different issues about infrastructure, like road, flood. Public relation or Hizb Asteyayet receives different information from media and communication. Media and communication gather information from the public will be transferred for the stakeholders. Another respondent from R1 added we communicate with SZGACD in different plat forms to foster our activity, crosscheck our tasks. It supports our organization in the whole our activities.”

In the above response the researcher, understand that the sectors or departments are responsible for the transmission of the information. Hizb Asteyayet indicates the name of PRs in the departments other than SZGACD. SZGACD is the only sector which has PRs. The information which gathered by practitioners of different sectors is the source of developmental tools. Based on the information societal problems will be solved.

4.4.2. Perception towards PR profession in work effectiveness.

The respondent from R1, reply, “We believe that PRS or Hizb Asteyayet has lions share to create smooth relation with internal and external stakeholders. It has great role to great engagement. It has its own line with Silte zone government affairs communication department.”

Based on the information given by the informant, the profession of PRs is important and it plays role of relation in line with the information share between government sectors. It has the assimilation role of the information. The stakeholders can get information from PRS professionals. Being professional makes the work simple and meaningful.

4.4.3. The perception of customer towards Silte Zone PRs in work effectiveness.

One of the respondents from R1, “Before a time the customers had their own perception that is negative perception, the assumed PR as a camera man only, but nowadays it is completely changed. The activity done by the PRS and focal persons of PR shows their role of responsibility. The image of PR in our level is at a good standard.”

In this description, the customers’ perception was not good about Silte zone PRs. Customers think the PRs is the only camera operator. But the performance and gradual change of the PRS make the perception positive.

4.4.4. If public relation strategic plan looks like in line with organizational work effectiveness. Strategic planning, in essence, is about aligning an organization's strengths with opportunities in its environment to achieve long-term goals. It involves defining a vision, assessing the current situation, setting priorities and objectives, developing tactics, and then managing, measuring, and evaluating the plan. Strategic planning helps organizations understand where they are going and ensures teams are working on impactful projects.

Based on the above explanation, respondent from R1, reply “We have 7 years strategic plan. It was designed on the basis of strategic plan preparation principles, which put each and every headings of the plan sequentially. Moreover, the plan is prepared by the SZGACD office experts to serve it as a bridge between the public and the government managing information flow from the public to the government and vice versa. It is also prepared to serve as general guide line from which specific annual plan will be prepared and use to ensure a better information flow and the public’s access to information, which are right protected by the constitution as well as media information access rights. It serves as a broad framework from which the PR specific work objectives would develop and implement with the objective to enhance work effectiveness.”

As another informant from R1, “The PR activities are guided by annual plan that prepared on the basis of the strategic plan. It is prepared by the SZGACD on the basis of the strategic plan. Here, the plan consists of different sections and specific activities expected to be implemented with a one year time duration. The plan is divided into several segments; each segment contains closely related work activities that originated from the strategic plan. In most cases, annual plan is more specific compared to the strategic plan, which indicates each and every work activity represented by the action verb, which is measurable in its characteristics.”

Based on the respondents’ information from the interview, the strategic plan is well prepared and implementing. The main thing is that, segmentation of the plan in different terms makes it meaningful. Specific plan can help the workers in the organization to implement the work properly.

4.4.5. The major challenges which hinder the implementation of PRs activities effectively.

Organizational challenges are issues that hinder an organization's ability to achieve its goals, affecting its operations, performance, and overall success. These challenges can stem from various sources, including internal factors like communication breakdowns, ineffective leadership, or negative workplace culture, as well as external factors like economic downturns or shifts in market trends.

Based on the above definition, respondent from R1 argues that, “Sometimes PR of SZGACD delayed to share information. Sometimes they want to collect information without our preparation. Other informant from R1 said, there is the problem of understanding each other. There is also the problem of logistics, these can hinder our work.”

The interviewees’ response indicates that, there are some drawbacks. Sudden information gathering is one of the challenges. The information as much as possible it should be filtered and checked. Being delayed also is not good for effective work. Active participation in different actions is the indicator of effectiveness.

4.4.6. The arrangement of the office appropriate and adequate for the Public relation Practitioners.

A good arrangement, whether of objects, words, or music, is one that is orderly, well-planned, and effective in achieving its purpose. It can involve creating a visually pleasing display, organizing text for clarity, or structuring a song's elements for maximum impact.

Based on the explanation above, R1 from SZGACD said, “We have library of different documents, it is well arranged but it is not adequate. But other informant from R1 indicates that there is no known arrangement office because focal persons are one of the officers. They have no well-arranged materials and opportunities. Especially in departments which have hizb asteyayet. The task is added for some body as additional work, no office at all is available.”

This indicates public relation in different sectors except SZGACD, is at risk. Cancellation of the name PUBLIC RELATION may follow by the cancellation of its role. Ignorance may lead dismissal.

4.4.7. About whether Public relation practitioners experienced enough to be good ambassadors to create smooth relationship with other governmental offices.

Organizational relationships encompass the various interactions and connections between individuals, groups, and departments within an organization, as well as between the organization

and external entities. These relationships are crucial for effective communication, collaboration, and achieving organizational goals.

In this regard respondent R1, said, “We have different plat forms that enhance good relationship, reporting the tasks of the organization, our practitioners are bridges of our information, and also SZGACD makes assimilation of the information in and out. Other governmental offices can come back with the information to our organization.”

As the respondent indicates, information cannot be transfer without practitioners of PR. Every organization needs PRS to create relationship with other sectors. If it uses as a bridge it can plays the role of the ambassador. Ambassador in the given country is act as a bridge between its country and the foreign one. If the bridge broken, communication will be stopped.

4.4.8. About the logistics that the practitioners use to perform their tasks effectively

Logistics encompasses the planning, implementation, and control of the efficient and effective flow and storage of goods, services, and related information between the point of origin and the point of consumption. It's a critical part of supply chain management that ensures the right amount of goods arrive at the right place, at the right time.

Based on the above explanation, the informant from the R1, “SZGACD has its own motor bike and car, when it needs, most of the time the works are done cooperatively; the materials the workers use are also used for any tasks of the office. But the practitioners have no individual logistics whole workers can use in common. So it can’t be the obstacle for our work effectiveness.”

Other informant from R1 replies that, “We have different materials such as, cameras, 10 terabyte information box, the information in hard and soft, 3 cameras. But it is not sufficient we are trying to fulfill the materials as much as possible.”

Based on the explanation of the informant, there are different tools for their work. But it doesn’t mean enough. Because, there are several equipment needed for this purpose. Using of tools in common leads information gap. The information gap can lead backwardness in organization.

4.4.9. About the public relation implementation of its plan in terms of work effectiveness.

Time planning, also known as time management, is the process of organizing and allocating your time effectively to achieve your goals and objectives. It involves consciously deciding how to spend your time, prioritize tasks, and make the most of your available hours. Effective time planning can improve efficiency, reduce stress, and increase productivity.

The respondent R1 argues that, “SZGACD PR activities changed in to practice on the basis of annual plan, which, guided divided into different categories. Each activity implemented in account to achieve organizational work effectiveness objectives. There have been different activities implemented with in specific month, which in turn segmented into four weeks, each week again re-divided into five days, in addition, each day supplied with specific work activities, expected to be performed within specific time duration. There are sections that indicate the expected inputs, outcome, standards, practitioners, etc., vital elements of the plan and help officers to assign duties to each responsible body, give direction, control, and evaluate the success on the basis of evaluation format.”

This implies that, SZGACD has its own time management to achieve the goal of work effectiveness. Right way of time management is one of the causes to be an effective on the work of the organization.

4.4.10. The mechanisms you implement to create good relationship with public and Stakeholders.

Good relationships that increase on effective communication is, trust, respect, and compromise. These elements, when encouraged and practiced consistently, create a foundation of understanding and support, leading to a more fulfilling and positive connection.

Respondent from R1 implies that, “Avoiding information gap. Offering real information for the concerned bodies is one of the tools to create good relationship. So we transmit true and real information to the public and stakeholders. We try to transmit true information. The other thing is filtering the information about the organizations and our customers.”

Based on the respondents, trust is the basic thing for good relationship. If there is no trust, there is no customer.

The major criteria of PRS are transmitting real information to the customers. Information gap also makes out of game. Filtering the information or news properly protects the PRS from transmitting garbage information to the public.

4.5. Results and Discussion

SZGACD is voice of zonal government, so PRS office is responsible for distributing the accurate information from the public and government. In this time public relation has named HIZB ASTEYAYET in a sense public comment. There are questions that arise from the public to the government. This question can be reached to the public by PR of SZGACD. SZGACD as it is the voice of the government it filters the information properly to enhance trust between government and the public. It doesn't transfer the information like private media because to reconcile the information. As the information gathered from the SZGACD media and communication are directorates of the organization. PR of the office receives information from media and information and distributes to the stakeholders.

There are different platforms to share information and foster work effectiveness. There is also the activity of crosschecking the plan of work. This activity helps to all organizations for promoting work effectiveness. Based on the respondents, Hizb Asteyayet or focal person for Hizb Asteyayet has lions share on creating smooth relationship. They have their own line of sharing information. SZGACD has seven years strategic plan, the strategic plan is shared to annual, monthly and weekly, based on its share it applies in the offices. SZGACD has library of different related materials like camera other electronics materials.

4.6. Results of document analysis

Under this section the researcher analyses the documents that related to PR of SZGACD. These are: yearly magazine, brochures, letters, strategic plans, evaluating formats, checklists, suggestion boxes.

4.6.1. Brochures

Silte zone government affairs communication department distributes brochures for different purposes. It has different communication channels. Brochure is among these. SZGACD has built strong Public relation with the stakeholders to enhance work effectiveness. Based on the effort

conducted by the PR office, which becomes responsible to prepare and distribute brochures to the concerned bodies, individuals, parallel organizations... etc. during the time of special programs, like conferences day, public meetings, holidays, ceremonies, and other situations.

By using brochures, someone can describe several activities done by SZGACD. It offers customers with appropriate information and promotes their awareness about the overall activities of the office. It can use to inform administrative services conducted in the organization. It also shows the extent to which promoting work effectiveness in the organizations. The activities were carried out, and it has been a channel that enabled the PR office to conduct smooth communication between local and external events. Summary report is contained, which presents the overall administrative activities of work effectiveness. Brochures publication time is not constant. Formal programs always have brochures. At least four brochures per annum or quarterly published, but based on the programs prepared it may more. In the researcher's observation, sample brochures published about anniversary of Werabe Comprehensive Specialized Hospital and awareness about media are observed and the sample photos of listed brochures are attached.

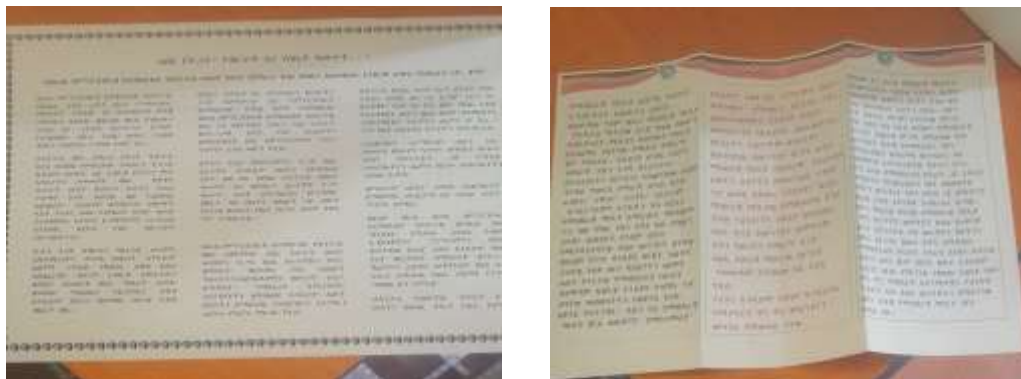


Figure 2:- Sample Brochures

4.6.2 Strategic Plan

General objective of SZGACD strategic plan is:

- To evaluate the strength and weakness of the department based on the previous plans.
- To decide the vision of the department, by evaluating the current political, economic and social conditions as well as to make the sector competent.

- To design and facilitate the department's short term and long term strategic goals, systems, and practices.

Specific objectives are:

- To enhance the sectors' work effectiveness by performing the given works.
- To make the sectors' service fast, accessible and deluxe.
- To manage the resources of the government effectively.
- To assure peace and security in Silte zone and to create suitable condition for development.

SZGACD PRs office strategic plan was designed on the basis of strategic plan preparation principles, which put each and every headings of the plan sequentially. Moreover, the plan is prepared by the SZGACD office experts to serve it as a bridge between the public and the government as well as the offices in parallel. It has managing information flow from the public to the government, and parallel departments and vice versa. It is also prepared serve as general guide line from which specific annual plan will be prepared and use to ensure a better information flow and the public access to information which is a right protected by the constitution as well as media information access rights. It serves as a broad framework from which the PR specific work objectives would develop and implement with the objective to achieve work effectiveness. The PR activities are guided by annual plan that prepared on the basis of the strategic plan. It is prepared by the PRs office and experts and concerned bodies of the office on the basis of the strategic plan. Here, the plan consists of different sections and specific activities expected to be implemented with a one year time duration. The plan is divided into several segments; each segment contains closely related work activities that originated from the strategic plan. In most cases, annual plan is more specific compared to the strategic plan, which indicates each and every work activity represented by the action verb, which is measurable in its characteristics. The PRs annual plan is represented SZGACD PR activities changed in to practice on the basis of annual plan, which guided divided into different categories. Each activity implemented in account to achieve the objectives of effective work. There have been different activities implemented within specific month, which in turn segmented into four weeks, each week again re-divided into five days, in addition, each day supplied with specific work activities, expected to be performed within specific time duration.

CHAPTER FIVE

CONCLUSSION AND RECOMENDATIONS

5.1. Conclusion

The main aim of this study is to investigate the role of government PR in enhancing work effectiveness in government organizations. It focuses on Silte zone government affairs communication department. The study planned to investigate ideas of other departments, practitioners, and experts etc..., used by the office in order to achieve its objectives, i.e., work effectiveness in the minds of local and external customers. The study is initiated to investigate the extent to which effective work activities were conducted. Depending on the office strategic plan from which other monthly and weekly plans are formulated and changed in to practice by the office workers and evaluated their work performance by the office experts.. In this regard, It is enough to cite Theaker (2004), who indicates that public relation is a paired process, which enabled officers to collect and interpret information from the social environment so that strategic decision can be made. He adds that PR is an established relation between organization and the publics it serves. Lubbe and Puth (2002) shows that public relations practitioners are involved in a variety of work assignments or functions which may include research, strategic planning, counseling, communication, evaluation, media relations and placement. There have been scholars who contributed their findings in the sphere of historical development of PR in Africa in general and Ethiopia in particular. In Ethiopia, the history of PR laid its foundation in 1940s. Later, in the 1950s and 1960s, PR became important means to build organizational-image in the minds of the publics. However, PR became valuable means to secure the ruling class interests than the public needs. Despite that 1960s marked the turning point in the history of the beginning of the establishment of PR between organizations and partners in order to achieve common good.

The research was conducted on the basis of system Role theory, which indicates that how customers get satisfaction from the service provided by the organization. The theory indicates that people were received fair returns for their inputs. Role theory Social is mainly focused on the role played by policy functionaries, who supposed to have played vital role in work effectiveness. Thus, the study aimed to interpret the media channel through which PRs realized, and brought significant change in the minds of climates of the organization (Asemah, 2009).

Result discussion also conducted depending on information gathered from respondents in order to the objectives of the study. For that purpose qualitative data was collected through open-ended questionnaire, in-depth interview and document analysis techniques and interpretation also conducted accordingly. The research was ended with identification of major findings such as PR activities accomplished in terms of work effectiveness; the way through which PR office promoted its work effectiveness. The tools used to work effectiveness activities like different documents, media (Radio(local), posters, photo gallery, etc.) ; there was also PR workers performance evaluation format used by the PR office experts to check whether the objectives of the PR office achieved or not in account to the result obtained from the office practitioners work performance measures; the extent the PR office was accomplished its pre-designed work plan; how the PR office cope with the challenges confronted in the course of work effectiveness. It also conducted to enhance public awareness on the overall service of public relations. The study proved that the PR role in enhancing work effectiveness through the use of more advanced technological tools facilitated condition to provide and activate work effectiveness.

Therefore, according to social exchange theory (Asemah, 2009), it is essential to establish strong link between organizations and its publics for public relations to value by the organization their serves. He indicates that practitioners are needed to demonstrate their efforts to contribute the organizations goal.

The government organizations, like SZGACD, have been in a position is a social work, which needs the involvement of different stakeholders without which the final success would have never been achieved its objectives. Zonal organizations, like zonal departments are expected to produce efficient work force. This is possible when there is well-designed institutional mission and vision, which give direction on what to do, how to do, when to do, and with whom to establish relation, etc., in order to achieve zonal development goal. In this regard, SZGACD has established in communication and media as well as public relation or Hizb Asteyayet Office, which are responsible to employ different mechanisms of work effectiveness with the intention to attract the attention of its customers, whose contributions (materials, finance, suggestions, ideas,.. etc.) are very important inputs to ensure work effectiveness provision and produce efficient man power, whose professional service is vital means to bring change at zonal perspectives.

Thus, the establishment of strong public relation is the mission of the time. Without, which the success of the objectives of work effectiveness provision is unthinkable truth. As we know in the world wide there are different scholars who write huge books about the fundamental importance of public relations. In this regard, Silte zone government affairs communication department is organized with the intention to promote participatory work activities conducted through utilization of different methods that are valuable means for the success of its objectives.

The success of organizational services depends on organization's effective work. This indicates, the end goal of every organization is work effectiveness. Silte zone government affairs communication department has supported by Silte zone government to accomplish its target. It enhances the work effectiveness of the organization and attracts potential clients who have interest to work on the department in collaborative manner. Customer's feedback is the reflection of SZGACD.

Unreserved activities have conducted to enhance public awareness about the function, mission and vision of the department. The research approves that Silte zone government affairs communication department established strong PR. It is functional and strong, as well PR practitioners who operates day today activities of the zonal affairs are committed enough to facilitate the work effectiveness of zonal departments. The PR or Hizb Asteyayet played v ital role in disseminating the Silte zone general successes and the changes brought on developmental and communicative matters. There were also timely report provisions to the community and different stakeholders about success and challenges of the Silte zone, which needs to improve its service best. Despite that there have been exhaustive attempts made to promote work effectiveness. Through the use of different channels as it is stated above

5.2 Recommendations

SZGACD organized Public relation office with the intention to establish strong ties between organization and its partners in order to enhance the two way relations, which play vital role in improving work performance and the success of organization goal. For the purpose, it is essential to sort out the methods, i.e., tools, techniques, etc., efficient to enhance work effectiveness. The research findings confirm that how the PR office is worked to enhance the work effectiveness, about the services provided by the office to its customers. There have been tools and techniques,

which enabled the PR office to maintain the course of its organization. There have been feedbacks came from partners depending on the office tried to improve work effectiveness. Based on this, PR of SZGACD has to play vital role establishing strong ties between organization and its customers. For the purpose, the PR of SZGACD has to be enriched itself with the provision of well-trained PR practitioners, who begin their professional service with development of its plan, which embraces a clear vision and mission of the aim of work effectiveness. Besides, there is a need to conduct research on PR in order to establish healthy relationship between stockholders and academic institution, like SZGACD. In doing so, PR practitioners or Hizb Asteyayet required to give emphasis to the identification of important issues, which can be changed into practice on regular basis. In addition, the PR professionals are expected to arm themselves with the test of modern technological knowledge of the PR concepts in order to perform their activities in account to the success of the PR object. Therefore, the PR office is become capable to provide enough service to its customers as way to satisfy its customers. For the purpose, the PR of SZGACD has to create a system that enables the sector to be efficient in its service provision in the area of work effectiveness internally and externally. Even if there were some limitations (lack of printing shops in the area, trained PR practitioners), the Public and foreign relation office workers provide active service with the intention of minimizing customers dissatisfaction and brought timely information for all of its stakeholders and customers. On the other hand, performance evaluation also conducted in account to pre-described the PR work guidance standards, and the result used to improve the PR activities) performed by the existing man power. Therefore, the PR office has tried to enhance work effectiveness in government offices through exhaustive commitment.

As it discussed from the informants, public relations practice in government organizations is not bad. Because they try to do works cooperatively with SZGACD, in addition to this they communicate in different ceremonies, the departments plan is most probably related with the communication department. As they have informed for the researcher, their plan is parallel with SZGACD. The practice is more or less is functional but based on the observation in some sectors, the function of the profession is given to somebody that is only for the nomination. During my observation in some sectors I couldn't found the practitioner. The representative of the PRS practitioner of the sector was not known even by the same sectors member. Some of them said me that we don't know at all. This indicates Hizb Asteyayet in some sectors is ignored and is not

functional. It is remembered in some cases. If there is no program, it is unwanted and there is no its own professionally skilled man power.

- ✓ *As the researcher mentioned above, strong sides should be promoted and supported.*
- ✓ *The communication should be constant and not only conditional Purpose.*
- ✓ *Hizb Asteyayet should be allowed getting information from the leaders and should participate in related issues.*

The other issue is the customer's perception towards the PRs practice is that there are some individual which are concerning with the issue who give their suggestion. They said PRS is the only for platform purpose and only for shelf. The customers perceive even it is no necessary because they assume everybody can play the role of PRS. Because the offices didn't give credit for the practitioners. Most of the practitioners are not trained in PRS profession and the head of the offices didn't give work to do. Head of the offices interfere on their work and they didn't offer recognition. Because of this, customers as well the office workers perceive PRS has no role.

In the above mentioned information what is to be done is;

- ✓ *The government office should formulating campaign about the need of PRS. This helps to create awareness about PRS.*
- ✓ *The offices should announce what they are doing and give tangible information to the public.*
- ✓ *ZGACD should assign right person for Hizb Asteyayet practitioners beside this the sectors also should support this idea.*
- ✓ *The departments should facilitate short and long-term trainings for the assigned practitioners.*
- ✓ *The practitioners should be free from any kind of the interference and recognition should be given from organizations.*
- ✓ *The whole office should have formal PRs practitioner to get necessary information. Beyond this, the office need PRs practitioner to build the image building of its office.*

The other objective of this research is about the challenges. The main challenges that hinder the implementation of the PRS activity are inaccessibility of the equipment like motor bike and

insufficient digital tools. The other thing is that sudden messages from the leaders and the problem of transparency among leaders and practitioners or hizb asteyayet. The main thing is that hinder the implementation of PRS is the problem of information gap between the leaders and Hizb Asteyayet, between Hizb Asteyayet and PRS of SZGACD.

As we know PRS has countless importance for the organization, parallel opportunities should be facilitated by the departments.

- ✓ *Zone government should fulfill equipment.*
- ✓ *The leaders should practice transparency. No more selfishness is practiced.*
- ✓ *Information gap should be avoided, here not only the leaders but also the practitioners by themselves should act as watchdog not to miss the information.*
- ✓ *The whole governmental organizations should assign professional PRs practitioner. In national level, the state government should design this assignment. State governments of the region have the responsibility of applying this task. Zonal governments and heads of the wereda also should agree and recognize the role of PRs. The whole stakeholders of the organizations should construct their bridge of information. The whole stakeholders of governmental organizations should believe on the importance of PRs for the work effectiveness*

In general, “right person for right place” principle should be applied in the whole level of governmental organizations.

5.3 Suggestion for further Research

The organizations need on PRS role in work effectiveness can't be satisfied or fulfilled by conducting this research. Therefore, other similar research works will satisfy more question and demands on the study area. Thus, it is recommended that other studies on PR role especially according to work effectiveness will definitely fill the gap. Moreover, the researcher would like to recommend that Silte zone government affairs communication department should take a look at the findings and recommendations of this research paper so that it can fill the gap in PR related activities. The other researchers who want to conduct in this field can use this research as a standing point. As we know every research has its own gap of study, so the other researchers can

conduct the research on this field to fill the gap of this research. In addition to these, this research can use for another researcher as a source of information for public who need information on this field.

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APPENDIX I

Interviews and Questionnaires for SZGACD office

WERABE UNIVERSITY
COLLEGE OF HUMANITIES

DEPARTMENT OF JOURNALISM AND COMMUNICATION

Dear Respondents:

The researcher is the student master's program in Werabe University in the field of public relations and international communication (PRIC). The Interviews and questionnaires below are enabling to the study of 'the role of PRS in enhancing work effectiveness in government organizations: a study on Silte zone government affairs communication department and selected Zonal government departments PRS'

You have been identified as a stakeholder in this study. Because of that, the result of the research is totally depends on your response. It is seeking for your response based on your view. The data that will be collected is purely for academic purpose. So it will be treated and regarded as confidential.

Thank you very much for your cooperation!

Respondents demographic Information

1. Sex: Male ☐ Female ☐

2. Age: 20-30 ☐ 31-40 ☐ 41-50 ☐ 51-60 ☐ above 60 ☐

3. Educational status:

Certificate ☐ Diploma ☐ First degree ☐ BA/BSC ☐ PHD. ☐

Other-----

4. Field of Study: -----

5. Work experience-----

6. Position/Role of the respondent: -----

Questionnaires for SZGACD and selected government organizations

Section A: In terms of PR of Silte zone government affairs communication department with other governmental departments.

1. How much do you think PRs of Silte zone communication department plays role in the work effectiveness of your office?

2. What are the tasks which you perform cooperatively with PR of Silte zone government affairs communication department?

3. What are the benefits of your department in cooperative working cooperatively with Silte Zone Communication department?

4. In what conditions you communicate with Silte zone communication department?

5. What are the systems you use to communicate with Silte zone communication department?

6. How much your department's plan match with the plan of Silte zone communication department?

7. What are the roles of PRs in Silte zone communication department in promoting your

Department office Plan of work?

8. Is there any barrier of communication with Silte Zone government communication department?

List them.

9. Obviously communication department of Silte zone has yearly magazine, and it gathers different reports about other sectors' performance. To what extent it recognizes your sector to work cooperatively with your sector?

10. How much PRs practitioner works cooperatively with PR of Silte zone Communication Department?

Section B. Interview questions for SILTE ZONE Government communication department and head of selected departments of Silte zone.

1. What are the main public relations practices of Silte zone Government communication department with zonal government organizations of Silte zone?
2. What is your perception towards PR profession in work effectiveness?
3. What is the perception of customers towards Silte Zone PRs practitioners in work effectiveness?
4. How the public relation strategic plan looks like in line with organizational work effectiveness?
5. What are the major challenges which hinder the implementation of PRs activities effectively?
6. How much is the arrangement of the office appropriate and adequate for the Public relations practitioners?
7. How much do your Public relations practitioners experienced enough to be good ambassadors to create smooth relationship with other governmental offices?
8. What are the logistics that the practitioners use to perform their tasks effectively?
9. To what extent does the public relation implement its plan in terms of work effectiveness?
Weekly, Monthly, quarterly, yearly
10. What mechanisms do you implement to create good relationship with public and Stakeholders?

Section C: Check List for Document Analysis of Silte Zone Government Communication Department

Table 2:-Type of document to be checked and analyzed

No	Type of document to be checked and analyzed	Remark
1	Cheek the documentation of strategic plan of public relations practitioners at the office.	
1.1	Is there any strategic plan which helps your offices work effectiveness?	
1.2	Are there any PRs tools which have been used to operate public relations activity in terms of work effectiveness?	
1.3	Is there any documented objects, prepared being aligned to the goal or in the way that meets the goal of the PRs office?	
2	Cheek the document of implemented plan of public relations	
2.1	Are there documents of the implemented plan of public relations activities?	
2.2	Are there implemented and documented public relations activities according to the plan?	
3	Cheek the performance evaluation/ assessment documents of public relations.	
3.1	Are there documents of public relations practitioners that show outcomes of PR activities in terms of work effectiveness?	
3.2	Is there a document of lesson learned from the evaluation that supports the next planning?	

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Photo evidence during data collection



Figure 3: The representative of SZGACD



Figure 4:- The representative of Silte zone women and children's affair department



Figure 5. experts of Silte zone women and children's affair department



Figure 6. Experts of Silte zone agriculture and urban development department



Figure 7. The office of SZGACD



Figure 8 mission, vision and, values of SZGACD



Figure 9. Silte zone education department



Figure 10. Digital tools of SZGACD



Figure 11. Yearly magazine of SZGACD



Figure 12. Photos indicate some of the activities of SZGACD



Figure 13. Digital information machine of SZGACD



Figure 14. Printed materials of SZGACD