

PUBLIC RELATIONS' CONTRIBUTION IN ORGANIZATIONAL DEVELOPMENT: A STUDY OF GENDER-BASED INFLUENCE ON DECISION MAKING

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Abstract

Public relations has recently become part of any organization's management team, especially in western countries. On the other hand, public relations are now a growing part of an organization in Asian nations. People who work in public relations can be found in various organizations, including "government agencies, businesses, professional and trade associations, nonprofit charities, universities, schools, hospitals, and hotels," to name a few. Public relations are a crucial component of effective organizational management in today's organization and are inextricably linked to it.

Consequently, those who work in communication and management, as well as business people, have been searching for the critical concept that can be utilized to assess the value of public relations. When describing the function and importance of public relations, relationships and reputation have become the major elements to focus on. This paper also examines the role of public relations inefficient organizational management and describes its organizational responsibilities. A firm may manage its relationships with key stakeholder groups with the help of various specializations that make up the organizational functions of public relations. In addition, the thesis of this research is that public relations should be considered a management role.

Effective public relations professionals positively interact with their work, help staff employees recognize the value of their contributions, and inspire staff members. Public relations aid the organization's decision-making process. The gender differences in virility are affected by social constructs. This study aims to provide a comprehensive picture of the gender-based roles that public relations professionals play in the organizations' decision-making processes. The research examines the banking, insurance, and educational sectors for the investigation's purposes. The main purpose of this study is to examine the gender-based impact on organizational decision-making using a factor analysis technique. To accomplish our goals, we carried out a poll and received responses from 120 people. IBM SPSS 25 was used for data analysis, and the "descriptive statistic, chi-square, and factor analysis" were utilized.

Keywords: *Public Relations, Organizational Decision Making, Internal Relations, Organizational Development, Management Functions, Communication Technician.*

Introduction

The social science and art of public relations connect an organization's inside and outside. This difference might imply the difference between an organization's success and failure or between one and the other in terms of profitability. (Vos, 2018) It is difficult to understand public relations without paying special attention to the taxonomy of this complex and dynamic area since it may be found in practically every sector of industry, government, and nonprofit organizations. Public relations works with various social organizations, such as foundations, hospitals, schools, and religious organizations. These organizations must build trusting connections with a broad range of audiences or the public to accomplish their objectives, including customers, employees, members, shareholders, and local communities at all social levels. This is because in order to effectively manage and govern organizations and accomplish organizational goals, they must comprehend the relationships and values of their public. (Scimits, 2016)

It could have been acceptable in the past for public relations to merely cultivate a positive perception of an organization that cared about the environment. Today's audiences and the general public, but we won't settle for anything less than real action, real outcomes, and real truth. Public relations is in a unique position to comprehend and foresee the requirements of the organizational environment. (Onyiengo, 2014)

The development of an organization's public or audience map should always begin first with a public relations programming strategy. Public relations public nowadays are required to interact with a wide variety of audiences both within and outside of the organization. According to advice given by public relations experts, a manager should start by talking to the typical groups first. Some of these groups include proprietors, clients, rivals, the press, workers, suppliers, the government, and special interest organizations. The public relations manager may then personalise the list of contacts to their specific organization and the sector it operates in. This map is an essential component of the individuals or groups that affect or are influenced by an organization for the public relations manager's benefit. ("Amisha Mehta and Robina Xavier, 2014")

Definition of Public Relation

Since they include all possible public relations-related activities, there are many alternative definitions of the term that some of them comprise public relations that are usually interchangeable. Most public relations experts agree that public relations professionals act as a conduit, facilitator, and manager of communication, doing research, identifying issues, and creating meaning through facilitating communication across many different social groups. 2014's Orlando Rivero Public relations is a fluid and diverse profession that is sometimes misinterpreted in addition to being a topic of strategic debate. Furthermore, due to the inherent message control in public relations, it is difficult to understand and much more challenging to convey. (Scimits, 2016)

An organization's efforts to build and maintain a relationship of trust with its audiences are known as public relations. The most crucial component is to establish understanding between customers and its public via good communication, which is challenging to perform and often

needs practitioners to be aware of public opinion and the public's attitude toward an organization. (Palaniappan, 2017)

Throughout history, there have been four primary models of public relations. In the past, these models were known as the duration of public relations. The Press Agency Model, first known in the late 1800s, is still the most widely used and oldest model of public relations today. The Public Information Model, introduced in the early 19th century. The upkeep of good relations with the media was the key goal of this model. The third public relations model was called the Two-way Asymmetric Model by Edward Bernays in the 1920s. The fourth model of public relations is known as the Two-way Symmetric Model, one of Grunting's four models. Both of these models use consumer input to enhance a product and the public's general opinion of an organization.

This closely connects to the notion that reputation-building is public relations' main objective, which is something that is becoming an increasingly vital aspect of all kinds of enterprises. (Letitia, 2010) In conclusion, a company's solid reputation and positive image are the two primary things that provide it an edge over its competitors. Additionally, using a single model for contemporary public relations is insufficient. Instead, those that practise public relations could combine the models, as this may assist to streamline and simplify the sector. However, the new factor in assessing one's degree of success is their readiness to adopt new communication trends and innovations, particularly those that include cutting-edge technology like social media. (Brkan, 2008)

Hebert M. Baus refers that "public relations is a combination of philosophy, sociology, economics, language, psychology, journalism, communication, and other knowledge's into a system of human understanding" (Palaniappan, 2017)

Even if there are several different definitions of public relations, it's crucial to keep in mind a few fundamental terms that are featured in the bulk of definitions used to describe current and contemporary public relations:

- **Planned:** There is a systematic focus on public relations activity. The activity, which takes place over a period of time and is methodical, necessitating research and analysis, results in the discovery of solutions to problems and the implementation of logistics throughout.
- **Deliberate:** The activity of public relations is done on purpose. Its purpose is to persuade people who will be impacted by the activity, improve our understanding of the situation, obtain information from them, and get their input.
- **Public interest:** The practise of public relations should benefit both the organization and the public; this is achieved by balancing the organization's self-interest with the interests and concerns of the general public.
- **Performance:** Genuine policies and outcomes are the basis of effective public relations strategies. If an organization has bad policies and doesn't address public concerns, no amount of PR will be able to win over the public's goodwill and support.

- **Management Function:** The most productive use of public relations occurs when top management considers it to be a strategic part of the decision-making process. Counseling, finding solutions to problems, and managing rivalry and conflict are all part of public relations' job description.
- **Two-way communication:** In addition to conveying information, public relations practitioners must have the ability to listen to various audiences and engage them in dialogue.

In a nutshell, to understand an understanding of the fundamental elements necessary for successful PR by being familiar with the following terms: "purposeful, planned, performance, public interest, two-way communication, and strategic management function". The process that characterises modern public relations includes a part consisting of the elements of public relations that were just explained. (Pearson, 2012).

Organizational Functions of Public Relations

Every aspect of present life involves public relations. In order to convey their purpose to the community, organizations of all organizations, both for-profit and nonprofit, need to practice public relations, and it is public relations that makes this possible. It is becoming a crucial aspect of every company or organization in the world. The practitioners of public relations are required to communicate with a variety of public, each of which has certain requirements for how that dialogue should take place. (Salwa, 2018) Employees, managers, and investors are examples of internal public, since they are all members of the organization. External public are people who are not directly related to the organization, such as the press, the government, educators, consumers, and suppliers; each of these public are the few major community in the public relations business's. (MLA, 2015)

Most managers continually mistakenly believe that public relations is merely a department or a spokesman for the model that creates a standard message for them. However, a variety of sub-disciplines are part of the organizational functions of public relations that are intended to assist a business in better managing its interactions with key stakeholders. Every proprietor of an organization has to be aware of these functions and give them some thought in order to grow their organization, increase the profile of their brand, increase employee participation, and have an impact on either local or federal rules.

Internal relations specialists

Communication between an organization and one of its most valuable assets, i.e., its employees is a topic that is brought up when practitioners of internal relations discuss the topic. Internal relations practitioners assist companies in the management of organizational change, the creation of a leadership responsibility, the establishment of an employee feedback system, and the transmission of newsletters, social media, websites, as well as the sporadic mass emailing of all employees to inform employees of corporate news.

Investor relations specialists

Practitioners in the area of investor relations use on their expertise in business, finance, and public relations to establish and sustain communication between an organization and its investors. (Gregory, 2010) Writing the organization's yearly reports, running part in financially

connected press conferences, presiding over shareholders' meetings, and ensuring compliance with your agreements should all be part of an investor relations practitioner's work description.

Media relations specialists

By strengthening its ties with journalists and becoming closer to them, a weak organization may be able to increase brand or name awareness among customers, the industry, or the community. By streamlining interview requests, supplying timely, reliable, and relevant information, media relations professionals foster trust between an organization and its journalists. They also provide images, graphics, or story ideas. In addition, they instruct managers of organizations on how to perform effectively in media interviews, and they are also responsible for the preparation of crisis relations. (Ukaj, 2016) In collaboration with the managers of the organization, they generate talking points, keep a watch out for issues that might develop into a communications crisis, and provide logistical support, including reserving space for an emergency press room.

Government relations specialists

Government relations specialists work to ensure that their clients' organizations are compliant with any federal, state, or municipal regulations that may influence their business. These specialists keep an eye on the legislation, inform legislators about how an initiative would influence a company's operations, and assemble the company's staff, shareholders, and other interested parties to lobby employees in support of or against a plan.

Research specialists

A business can forecast the success of its communications efforts and comprehend their influence with the aid of research specialists. To identify a communication opportunity or difficulty that an organization is experiencing, or to gauge the success of an organization's media campaign, research specialists use a variety of methods, including surveys, focus groups, content analysis, and in-organization interviews. In addition, research specialists can help an organization determine whether or not its media campaign was successful. Research specialists are crucial to the success of both public relations professionals and those tasked with persuading the leadership of an organization to commit either time or money to a communication proposal. They give the cold, hard financial statistics necessary to make such a case. ("Eryn, Travis, 2014")

Public relations as a Management Function

Successful and well-known organizations and firms often have a wide potential of management functions that assist them perform to the most of their abilities. "Research and development, finance, legal, human resources, marketing, and operations" are some of these management functions. All of these functions are efforts for the organization's development and benefit, and those efforts will be successful for the organization. Since communication is a crucial element of fulfilling and trustworthy relationships with stakeholders, the public, and consumers, public relations has the unique duty of helping to maintain relationships with all of the organization's key public and stakeholders. (Gilaninia, 2013)

When public relations are used strategically, organizations will experience success, and the company will get the best value possible from the practise. A successful company will have all

of these primary functions functioning together in accordance with a standard set of strategies that are intertwined with a broad vision for the future and a core set of principles. A crucial element of this group of techniques is a communication strategy. Without one, it would be difficult for all of the company's employees, for instance, to comprehend the strategy and their role in putting it into practise. The uncertainty brought about by poor communication, which results in the loss of clients, is ultimately responsible for the majority of businesses that fail.

A successful business has to be able to work well with its customers, suppliers, and shareholders in addition to hiring talented employees. (Okafor, 2014) A collection of messages and a strategy for effectively communicating with the public must be established, specifically for each key public. Despite the fact that public relations serve a distinctive and significant purpose for companies and other organizations, depending on the position the top communicator has within the organization, it is always done in a different method.

The two primary categories of public relations practitioners are communication managers, who organise communication efforts, and communication technicians, who just prepare and produce communications. While communication technicians simply compose and generate messages, communication managers plan and coordinate communication efforts. There are four separate vocations, according to communication and public relations experts, including the technical role and three different categories of communication managers:

A. The role of the communication technician: Many specialists begin out as communication technicians, which is a role that involves putting plans into communication by using "news releases, website content, blogs, media placements, position papers, social media messaging, employee newsletters, and speeches" Specialists in this role rarely, if ever, find issues or problems or help come up with solutions. Instead, they base their strategies on the technical development of writing. (Mann, 2013)

B. Expert prescriber: It's a lot like what a doctor does for a patient in that the person in question is an expert in a certain field, problem, or type of public relations and is given the main job of running that function, either as a consultant or with little help from other senior management. (Anggreni, 2017)

C. Communication facilitator: Someone who acts as an information broker and listens to conversations between a company and its key public is a communication facilitator. The goal of this job is to give both management and the general public the information they need to make decisions that are best for them.

D. Problem-solving facilitator: This job requires the professional to be role of the company's dominant coalition and have access to other senior managers. For this role, the person needs to work with other managers to explain and solve problems. From a public relations perspective, the problem-solving facilitator helps other managers think through organizational problems. (Uzunoğlu, 2012)

Last but not least, the technical position holder spends the most of their time creating communication messages. Communication managers might do research, participate in a

company's strategic management, report on it, and share information that helps make better decisions about how to manage relationships with key public and reach organizational goals. On top of that, these efforts include, but are not limited to, keeping an eye on an organization's external environment, identifying prospective issues that might have an impact on the organization and assisting it in adapting to the requirements of its stakeholders.

Research Methodology

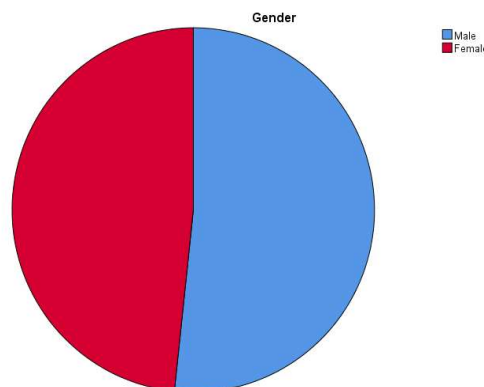
For the purpose of the study, three different institutions were selected. The selection of these institutions was selected on the fact that they are long-standing establishments that have highly robust public relation departments. These institutions include banks, educational institutions, and insurance industries. The core data for the study was collected via the use of a "questionnaire" that was formatted in a certain way. The study was conducted with input from a total of one hundred and twenty residents in the Delhi-NCR region. Simple statistical techniques such as percentages, pie charts, the "Chi Square test, and factor analysis using SPSS 25" were used to conduct the analysis on the collected data after it had been thoroughly inspected, tabulated, and analysed.

Data Analysis

Demographic Factors

Table 1: Gender Description of Respondents

Gender	No of Respondents	Percent
Male	64	53.33
Female	56	46.67
Total	120	100.0



Source: "Primary Data"

Figure 1. Gender description of Respondents

Inference: Males make up 53.33 percent of the total respondents. The proportion of female respondents comes in at 46.67 percent. The conclusion that can be concluded from this is that the majority of the respondents are male.

Table 2: Age of Respondents

Age	No of Respondents	Percent
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25-35	19	15.8
35-45	30	25.0
Above 45 years	71	59.2
Total	120	100.0

Source: "Primary Data"

Inference: Between the ages of 25 and 35, 15.8% of survey respondents were present. Twenty-five percent of survey respondents are between the ages of 35 and 45. Over 54 was the average age of participants in the survey, at 59.2%.

Table 3: Experience of Respondents

Experience	Frequency	Percent
Less than 1 year	19	15.8
2-4 years	9	7.5
5-7 years	19	15.8
More than 7 years	73	60.8
Total	120	100.0

Source: "Primary Data"

Inference: 15.8 percent of those who participated in the survey had less than one year of professional experience. The respondents' average experience range from 2 to 4 years, making up 7.5% of the percent. 15.8 percent of the respondents had an experience level of between 5 and 7 years. Sixty-eight point eight percent of the respondents have more than seven years of professional experience.

Table 4: Cross Tabulation between Gender and Experience

		Experience				Total
		Less than 1 year	2-4 years	5-7 years	More than 7 years	
Gender	Male	13	3	10	36	62
	Female	6	6	9	37	58
Total		19	9	19	73	120

Source: "Primary Data"

Inference: According to the aforementioned table, the majority of respondents are female and have an average experience of more than seven years. The majority of respondents also have experience of at least seven years.

Hypothesis

H₀: "There is no association between the respondents' genders and the amount of experience they have".

H_{0a}: "There is an association between the genders of the respondents and the amount of experience they have had".

Table 5: Association between Gender and Experience: Chi-Square Tests

Chi-Square Tests			
	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	3.516 ^a	3	.319
Likelihood Ratio	3.593	3	.309
Linear-by-Linear Association	1.079	1	.299
N of Valid Cases	120		

Source: Computed Data

a. There are 2 cells, which is 25% of the percent, with an expected count of fewer than 5. 4.35 is the minimum lowest count that may be expected.

Inference: It can be seen that the Asymp sig value is 0.319 and the Chi-Square value is 3.516, both of which are greater than the 0.05 critical threshold. As a consequence, at a significance level of 0.05, the null hypothesis may be believed. The quantity of experience the respondents have does not correlate with their gender.

Table 6: Cross Tabulation between Gender and Organizational Sectors

		Organization			Total
		Banking	Education	Life Insurance	
Gender	Male	23	17	22	62
	Female	15	32	11	58
Total		38	49	33	120

Source: Primary Data

Inference: The education sector is represented by the vast majority of respondents in the sample that was selected. The banking sector is represented by 38 of the respondents. 33 of the respondents work in the life insurance sector.

Hypothesis

H₀: "There is no association between the respondents' gender and the organizational sector in which they worked".

H_{0b}: "There is an association between respondents' gender and the organizational sectors they work in, according to this hypothesis".

Table 7: Association between Gender and Organizational Sectors

Chi-Square Tests			
	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	9.820 ^a	2	.007

Likelihood Ratio	9.968	2	.007
Linear-by-Linear Association	.141	1	.708
N of Valid Cases	120		

Source: Computed Data

a. 0 cells, or 0% of the percent, have an expected count that is lower than 5. 15.95 is the minimum lowest count that may be expected.

Inference: It can be observed that the Chi-Square value is 9.820, and the Asymp sig value is 0.007; both of these values are lower than the crucial value, which is set at 0.05. As a result, the test results suggest that the null hypothesis should not be rejected at the significance level of 0.05. There is an association between the Respondents' Gender and the organization that they Worked for.

Table 8: Cross Tabulation between Gender and Number of people employed in the organization

		Number of people employed in that organization			Total
		Less than 25	25 to 50	More Than 50	
Gender	Male	16	25	21	62
	Female	16	22	20	58
Total		32	47	41	120

Source: Primary Data

Inference: The majority of those who worked were employed in respondents with less than 25 to 50 other people in that organization.

Hypothesis

H_0 : "There is no association between the genders of those employed by the organization and the total number of people there".

H_{0c} : "There is an association between the number of women and people employed in the organization".

Table 9: Chi-Square Tests between Gender and Number of People Employed in the Organization

Chi-Square Tests			
	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	.083 ^a	2	.960
Likelihood Ratio	.083	2	.960
Linear-by-Linear Association	.007	1	.935
N of Valid Cases	120		

Source: Computed Data

a. The projected count for 0 cells, or 0% of the total, is less than 5. The lowest possible count that may be anticipated is 15.47.

Inference: The Chi-Square value is observed to be 0.083, and the Asymp sig value is shown to be 0.960, both of which are significantly higher than the crucial value (P=0.05). As a result, the null hypothesis may be trusted at a significance level of 0.05. There is no correlation between the number of people working for the organization and their respective genders.

Table 10: Cross Tabulation between Gender and Challenging Aspect

		Challenging Aspect				Total
		Determining the evaluation criteria	Creating a rating instrument	Lack of competence	Errors in rating and evaluation	
Gender	Male	17	16	24	5	62
	Female	9	26	23	0	58
Total		26	42	47	5	120

Source: Primary Data

Inference: From the analysis it is clear that the vast majority of respondents are struggling with issues stemming from a lack of competence.

Hypothesis

H₀: "There is no association between a person's gender and the difficulty of their aspect."

H_{0a}: "There is an association between gender and challenging aspects."

Table 11: Chi-Square Tests Tabulation between Gender and Challenging aspect

Chi-Square Tests			
	Value	Df	Asymptotic Significance (2-sided)
Pearson Chi-Square	9.741 ^a	3	.021
Likelihood Ratio	11.725	3	.008
Linear-by-Linear Association	.045	1	.832
N of Valid Cases	120		

Source: Computed Data

a. There are 2 cells, which is 25% of the percent, with an expected count of fewer than 5. 2.42 is the minimum lowest count that may be expected.

Inference: It can be observed that the Chi-Square value is .083, and the Asymp sig value is 0.960; both of these values are lower than the critical value, which is set at 0.05. As a result, the test results suggest that the null hypothesis should not be rejected at the significance level of 0.05. There is an association between Gender and Challenging aspect in this context.

Table 12: Cross Tabulation between Gender and Success of Performance Management

Gender	Alignment of personal objectives with	Choosing the proper approach of evaluating	Total
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	those of the business	appraisal	
Male	15	47	62
Female	21	37	58
Total	36	84	120

Source: Primary Data

Inference: It is evident from the aforementioned analysis that the great majority of respondents are facing problem selecting the right method of appraisal for their organization.

Table 13: Respondents attitude towards Decision Making: Counseling Management

Counseling Management		No of Respondents	Percent
Respondents attitude towards Decision making	Strongly Agree	64	53.3
	Agree	38	31.7
	Undecided	10	8.3
	Disagree	5	4.2
	Strongly Disagree	3	2.5
	Total	120	100.0

Source: Primary Data

Inference: From the foregoing analysis it is obvious that the great majority of respondents are quite comfortable with the idea of management counselling.

Table 14: Respondents Attitude towards Making Communication Policy Decisions

Communication policy decisions		No of Respondents	Percent
Respondents attitude towards Decision making	Strongly Agree	70	58.3
	Agree	31	25.8
	Undecided	13	10.8
	Disagree	5	4.2
	Strongly Disagree	1	.8
	Total	120	100.0

Source: Primary Data

Inference: It is evident from the aforementioned analysis that the great majority of respondents, i.e. 58.3% are strongly in agreement about the decisions agreed regarding communication policy.

Table 15: Respondents attitude towards Supervising

Supervising		No of Respondent	Percent
Respondents	Strongly Agree	69	57.5

attitude towards Decision making	Agree	27	22.5
	Undecided	16	13.3
	Disagree	7	5.8
	Strongly Disagree	1	.8
	Total	120	100.0

Source: Primary Data

Inference: From the foregoing analysis it is obvious that the great majority of respondents, i.e.57.5% are quite supportive of the idea of supervising.

Table 16: Respondents Attitude towards Planning Public Relation Program

Planning Public Relation Program		No of Respondent	Percent
Respondents attitude towards Decision making	Strongly Agree	72	60.0
	Agree	25	20.8
	Undecided	16	13.3
	Disagree	6	5.0
	Strongly Disagree	1	.8
	Total	120	100.0

Source: Primary Data

Inference: From the above analysis, it's clear that the vast majority of people who answered the survey said that they are agreed towards planning public relation program.

Table 17: Respondents Attitude towards Meeting with Client

Respondents Attitude towards Meeting with Client	No of Respondent	Percent	
Respondents attitude towards Decision making	Strongly Agree	64	53.3
	Agree	33	27.5
	Undecided	19	15.8
	Disagree	4	3.3
	Total	120	100.0

Source: Primary Data

Inference: From the above analysis, it's clear that the vast majority of people who answered the survey, i.e. 53.3% are strongly agreed towards planning public relation program.

Table 18: KMO and Bartlett's Test

KMO and Bartlett's Test	
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.	.795

Bartlett's Test of Sphericity	Approx. Chi-Square	157.310
	df	10
	Sig.	.000

Source: Computed Data

Inference: Kaiser-Meyer-Olkin 0.795 should be greater than 0.60 in order to indicate that there are sufficient items for each factor. This is the measure of sampling adequateness.

Table 19: Principal Component Analysis

Communalities		
	Initial	Extraction
Counseling management	1.000	.726
Making communication policy decisions	1.000	.704
Supervising	1.000	.923
Planning public relation program	1.000	.925
Meeting with client	1.000	.813

Source: Computed Data

Extraction Method: "Principal Component Analysis".

The communalities serve as indicators of the proportion of the variation in the variables that may be attributed to the exclusion of certain components. When it comes to "Planning public relation programmes," 93 percent of the variance has been accounted for, but only 70 percent of the variance has been accounted for when it comes to "Making communication policy decisions."

Table 20: Total Variance Explained

Total Variance Explained						
Component	Initial Eigen values			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	1.869	37.387	37.387	1.869	37.387	37.387
2	1.146	22.917	60.304	1.146	22.917	60.304
3	1.075	21.509	81.813	1.075	21.509	81.813
4	.762	15.233	97.046			
5	.148	2.954	100.000			

Source: Computed Data

Extraction Method: "Principal Component Analysis".

Inference: Only the first and second components will be used since, according to table 20, all three of these components have Eigen values larger than 1. 81.813 percent of the variance as a whole may be attributable to these variables. Factor loading describes the relationship between a certain variable and a factor that was created using the data. Only the statements for which the factor loading is greater than 0.5 will be taken into consideration when rotational factor loadings are analysed. Eliminating all of the statements whose factor loading is less than 0.5 is accomplished by the use of rotation with factor loading.

Table 21: Rotated Component Matrix^a

Component Matrix ^a	Component		
	1	2	3
Counseling management	-.076	.760	.377
Making communication policy decisions	-.181	.739	-.355
Supervising	.952	.128	.036
Planning public relation program	.959	.069	-.001
Meeting with client	-.076	-.033	.898

Extraction Method: "Principal Component Analysis". ^a

Source: Computed Data

Inference: The information provided by respondents assists the organization in the process of decision making, including but not limited to: counselling management; making decisions on communication policy; supervising; planning public relation programmes; and meeting with clients.

Conclusion

It is in the best interest of each organization to operate successfully and achieve its key goals and objectives, as public relations literature tends to indicate, because organizations are social organizations with goal-oriented, purposefully structured activity systems related to their internal and external environments, Different ideas are often used by public relations academics and practitioners to evaluate the efficacy of public relations. Public relations plays a critical role in helping an organization achieve its goals via efficient communication. In the communication of public relations, practitioners may be either communication managers who plan and organise communication initiatives or communicators who merely write and create communications. Public relations roles are also very important to increasing the success of an organization and being a branding company. In addition to that, this study looked at how every public relations professional is also capable of functioning as an effective communication manager and communication technician.

In addition, the findings of this research indicate that every owner of an organization should be aware of and consider these functions in order to expand their organization, raise the profile of their brand, broaden employee participation, and exert influence over local or federal regulations. In order to improve and achieve their organizational objectives, it is valuable that an organization's public relations team might include these highly skilled practitioners. Internal relations specialists, investor relations specialists, and media relations specialists are a few

examples of such professionals.

This research effort presented a clear image of the contribution public relations professionals provide to the organizational decision-making process. There is no relationship between the number of people employed by the organization and either the respondents' gender or their level of professional experience. With the help of factor analysis, the findings made it abundantly evident that the respondents contribute to decision making for the organization in areas such as counselling management, deciding on communication policy, supervising, planning public relation programmes, and meeting with customers.SSS

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