

TOWARDS A MODEL OF PUBLIC RELATIONS FOR PUBLIC ORGANIZATIONS IN AFGHANISTAN

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Abstract

This study seeks to compare public relation's models providing a valuable reference for Afghan public organizations engaged in public relations activities. Examining the major attitudes towards public relations creates different models. Such models are based on the tactics that public relations choose to achieve its goals and the goals that it designs its messages and programs to achieve (not clear phrase ??). Some believe there is no coherent model of public relations which could propose and attribute this to the scientific weakness of public relations theory. It should be noted that despite the fact that some public relations experts emphasize the need to adapt all public relations programs to a specific model; But it is the situation that affects choice of the models. The main model governing the program and its communication strategies must be clear and the use of other models is allowed if it does not contradict with the original model. In this study, the most important public relations models include; Press / advertising agency model, public information model, heterogeneous two-way model, peer-sided model, professional public relations industry model, professional public relations model, two-way model, hybrid model and the new two-way model were presented, furthermore we discussed the assumptions from reputed models. According to the comparison of the above models, the preferred public relations model of public organizations in the country is the two-way model that is symmetrical (equal) with the management tools (traditional and electronic) and the interaction of both with regard to the interaction and acceptance of professional values.

Keywords: Public Relations, Model, Public Information, Advertising, Unequal Bilateral, Equal Bilateral, Afghanistan

Introduction

The categorization of communication in organizations is necessary and at the same time it is sensitive and non-negligible due to the breadth of their field of activity, both within the organization and outside the organization, and even in the international dimension. This relationship, which is referred to as "public relations", is one of the most important and valuable factors in the fate of any institution and group (Bhutan and Hazleton, 2008, pp. 191-192). Public relations, according to the need based on the development of information in society and in interaction with other systems and subsystems, has played a prominent role in

the production and use of information for development of advanced systems of communication sciences. And has moved towards expanding trust and partnership between organizations and the public and ultimately the audience (Kohan, 1978, p. 57).

In this study, the researcher seeks to propose an appropriate model to public organizations in Afghanistan, this occurs comparing different models of public relations. To achieve this goal, the question that arises is "what is the optimal model of public relations for the management of the activities in public organizations? Based on which indicators the function of public relation subsystem is measured?

The term public relations, the English translation of the word (Public Relations), was first used in the United States Railroad Association (Habibi, 2007). In fact, public relations are the management of favourable relations between the organization and various audiences, management of the departments or the technique and knowledge of the administration and the overall relations of an organization and various groups (NasiriGheidari, 2003, p. 73). According to Edward Bernice, giving information to the people and making persuasive efforts to change the attitudes and behaviour of the people and trying to solidify the attitudes and actions of an organization with its audience and in return the attitudes and actions of the audience with the organization. Knows the major activities of public relations. In another definition of Gronik and White, public relations is the management of the relationship between an organization and its audience (Tench and Homans, 2006, p. 5). In other words, people in public relations who follow a symmetrical "two-way" pattern are not completely altruistic; Rather, they want to defend the interests of their employers (Gronik, 1994, p. 18; Sefidi, 1394, p. 10). Optimal public relations in today's world is an institution that relies on knowledge management, information technology management, electronic public relations and process management and creating a process-oriented attitude in organizational performance to affect the fluid, moving, lively and dynamic public opinion of society. Put. This public relation is in fact able to use all the new communication tools and technologies and use the achievements of management science in intra-organizational and extra-organizational communication and its activities (Soltanifar, MomeniNoorabadi, 1394, p. 15). In a desirable and efficient public relations structure, communication must be carefully measured and evaluated using well-known scientific methods, the audience's reaction to the messages, and the imposition of messages on people or disregard for reactions. People should be avoided in the face of messages that both lead to a lack of participation (ShukriKhaneghah, 1394, pp. 36-35).

However, the history of communications and public relations track back to the lifespan of human groups and human governments; But in the discussion of the "new public relations" the dramatic changes that took place after the Industrial Revolution in Europe and the rapid growth of factories that led to the employment of manpower on a large scale. The use of this

huge force required the organization of principled organizational communications and the sale of services and goods required the use of the principles of audience and advertising.

Ivy Ledbetter Lee, a Princeton University graduate and New York World reporter, was founded in New York City. Later, with the efforts of people like "Edward Bernice", training courses in this field were held in American universities and numerous articles and books were written in this field. In 1949, with the formation of the International Association of Public Relations and the membership of many countries, the scientific activities of public relations took on a global dimension (Bahramian, 2011).

(J.E. Grunig) and (T.Hunt) described four public relations models, he introduced in 1948. The four public relations models represent the values, goals, and behaviours that organizations apply to their public relations work. These models are presented in the same order or complete competition and are simply represented in other principles. These models are: Press and Advertising Office, General Information, Balanced and Balanced (Bhutan and Vincent, 2009, p. 27; Kazempour, Ashrafi Rizi and Abdollahi, 2013, p. 57).

The Advertising and Press Office is the public relations office of advertising that tries to attract the attention of the media in every possible way. The history of the advertising model dates back to the late 19th century. In this model, the main goal is advertising (Vindal et al., 1999, p. 177). According to this model, public relations acts as a representative of the press in the organization and seeks to feed the press by preparing various news items (Kazempour, Ashrafi Rizi and Abdollahi, 2013, p. 58). In this model, the recipient is the one who must accept a particular idea, and as Gronick and Hunt have pointed out, in this model, complete truth is not necessary. It seems that the constant distrust of this public relations is largely due to the applicability of this model. The advertising model creates a kind of public relations that has emerged for the sale of products and services (Vindal et al., 1997, p. 176). According to August Kent, this is the founding stage. The issues of the organization are told regardless of public opinion. This course is called acceptance engineering because the introduction is for admission only. This model is linear, from top to bottom (Monib, 2014, p. 60).

The public information model defines the public relations approach used by resident journalists, who usually report what is true about the organization; often they do not voluntarily spread negative information. Both of these examples are one-way models that interns follow by giving organization information to groups; But they do not seek information from people through research or informal methods. The aim of this model is to disseminate information that is not necessarily persuasive. Unlike the first model here, public relations report exactly what is happening in the organization to others (Vindal et al., 1999, p. 177). In this model, the most important task of public relations is to disseminate information and pay attention to the authenticity of the content of messages and public relations programs. Despite

the having more logical flow of communication with the audience, communication methods are still limited and one-way and research is not given the necessary importance (Kazempour, Ashrafi Rizzi and Abdollahi, 1392, p. 59). According to this model, a journalist is the one who is hired by an organization to report what is happening inside the organization to the masses. An example of the application of public relations in following this model. According to this model, 50% of most public relations organizations use this model. IV Liberd is one of the prominent figures of this period (Monib, 2014, p. 62).

The heterogeneous or organization-centric two-way model that emerged in the 1920s is more dynamic than previous models. In this model, information flows in two directions, both to and from the public. The presence of feedback in this model is a new thing; But the mere presence of feedback does not mean that power is evenly distributed between the sender and receiver. Communication in this model, the initiative is still under the power of the organization and the goal of communication is persuasion and also change attitudes and behaviour (Vindal et al., 1999, p. 177). Impacts are disproportionate; Because desirable behavioural change benefits the organization, not the groups, although many interns believe that influential groups also benefit. As a result, the heterogeneous two-way model is an example of many new and complicated current PR practices. Nevertheless, it describes a model that is consistent with the dominant system of thought that Bernice and others completed decades ago. In this model, attention to the recipients of the messengers is replaced and the feedback of the messages is considered; But attention to the feedback system is only for the benefit of the organization and the interests of the audience is not important, in other words, public relations only seeks the consent of the audience and tries to change the ideas and behaviours of social groups (Kazempour, Ashrafi Rizzi and Abdollahi , 1392, p. 60). Scientific persuasion takes the audience seriously and persuasion forms the most sublime form of communication (Bhutan and Hazleton, 2008, pp. 43-44; Sefidi, 2006, pp. 56-61).

A cohesive, audience-centric two-way model developed during the 1960s and 1970s, and PR practitioners gradually and cautiously embraced it as a communication strategy. While the hallmark of other public relations models is one-of-a-kind communication, the two-way peer-to-peer model involves the idea of dialogue. This practice leads the management of the organization to exchange ideas and opinions with other groups and possibly causes the management and their colleagues to be both affected and to adjust their attitudes and behaviours. The connection in this model is completely two-way. The purpose of this model is to create understanding (Vindal et al., 1999, p. 182).

The main feature of this model is to give an equal role to public relations towards the audience and to avoid adopting a domineering strategy in communication with him. In this model, achieving understanding with the audience, replaces persuasion, and by taking the initiative out of the power of the organization and thus giving an equal role to the audience,

the vertical relationship of the organization-audience replaces the group-group relationship. In fact, the organization and the audience are presented as two groups in the communication process of public relations. Attention to the ethical aspects of public relations still finds its place in public relations activities, although its examples are not yet clear (Sefidi, 2006, pp. 61-65; Kazempour, Ashrafi Rizi and Abdollahi, 1392, p. 63; Bhutan and Hazleton, 1387, pp. 22-36).

In contrast, the fourth model has similar effects, which the neutral observer describes as beneficial to both parties, organizations, and groups. Organizations that use the same two-way public relations approach use bargaining, negotiation, and dispute resolution strategies to bring about coexistence-based changes in the thoughts, attitudes, and behaviours of their organizations and target groups.

Many organizations occasionally use disproportionate two-way models; But the dominant model has rarely been used. In addition, organizations often use the two-way model of homogeneity alongside the two-way model of heterogeneity, refusing to accept that if communication is done under the guise of public relations, it should not be persuasive and deceptive (Bhutan & Vincent, 2009, pp. 27-29).

It is clear that the symmetric reciprocal model is the most responsible and intellectual type of communication. We associate it with the form of public relations if it is modern and comprehensive. However, other models should not be considered as erroneous and disproportionate forms of communication and should not be rejected. We consider them only inadequate. As we will see, they are still part of the common method of PR today, and we often take advantage of their possibilities under the umbrella of symmetrical reciprocal communication (Cohen, 2008, pp. 13-14).

The first four models were introduced in 1984 by Groning Hunt; But they later found that these four models did not have the capacity to adapt to all public relations programs and actions, so in 1992 they introduced models for the public relations industry. The main features of each of the mentioned models are as follows:

Comparison table of the main models of public relations based on Groning and Hunt studies (Manib, 2014, p. 66).

Description	models			
	Two Way equal	Two Way Unequal	Public Information	Advertising / Press Agency
Goal	Understanding	Scientific persuasion	Release Information	Propaganda
Nature of Communication	Two-way, balanced effects	Two-way, unbalanced effects	One-way, the truth is important	One Way, complete truth is not necessary

Nature of Research	Developmental; Assessment of comprehension	Developmental; Evaluating attitudes	Insignificant, mere readability of texts and attention to the number of readers	Less important, just for Statistic
Communication Model	Group-Group	Sender - Receiver	Sender - Receiver	Sender - Receiver
Prominent Persons	Bernice, coaches and career leaders	Edward Bernice	EV Lee	P. B. Barunom
Practical areas	Regulated trade and industry and engagements	Competitive trade and industry, engagements	Government and non-profit associations, trade and industry	Sports, theater and production promotion
Percentage of use in organizations	15%	20%	50%	15%

Another model is the public relations industry, which emphasizes the effective use of communication techniques in order to promote the organization and emphasize the use of guided tactics in public relations. This model is a combination of the advertising / press agency model and the public information model, and Gronick has made up for the lack of information to the mass media (other than the press). In such a way that not only the press does not function and inform, and in this mission, the role of other media is also highlighted; On the other hand, not only the media but also public relations are considered as information institutions and do not engage in press activities.

The professional public relations model, public and organizational public relations are considered and attention is paid to issues such as the strategic role of public relations in guiding the organization's relations with social groups to limit the organization's self-centeredness. The success of social groups is emphasized along with solving the problems of the organization with them and the potential of public relations in the strategic policies of the organization. In fact, this model has a special aspect to conflict management (solving organizational problems with groups) and persuasion management (achieving success of social groups) through negotiation.

The two-way model was introduced in 1995 by Dozier. In this model, by emphasizing the role of public relations in managing conflict and resolving disputes between organizations and social groups to overcome problems, five specific tactics to achieve the goal are proposed. In describing the two-way model, Dozier uses the "game" theory and the win-lose method. After stating the features of this model, in describing the five tactics of the game, it should be said that there is conflict and difference in the "competition" tactic.

Hybrid Model in 1996, introduced a hybrid model that added two more tactics to the previous five tactics. On the positive side, even if the opposing group insists on conflict, the organization seeks to reach a mutual benefit agreement. Unlike the tactic of agreement with the other side, in a useful and constructive tactic, it is on both sides.

The new symmetric model is composed of two-way and hybrid models that are similar to two-way activities. This model is based on "Mirofi" views, which use symmetric and asymmetric tactics. Criticizing hybrid designs and models, he believes that organizations continue to pursue their own profits while anticipating the reactions of the recipients, and that the organization's profits still have the first priority (Kazempour, Ashrafi Rizi and Abdullahi, 1392, p. 63).

Theoretical Framework

According to the records and models expressed above from public relations and the views of experts in this field, public relations as a channel of communication inside and outside the organization and an area that creates a lot of added communication value; Introduce and consider indicators such as facilitation, interaction and responsiveness to desirable public relations. It is considered desirable in general. Accordingly, the conceptual model for the desired uncle relationships of public organizations can be presented in four general indicators: interaction or symmetry of public relations, use of new tools and technologies, management and, value Orbital.

Methodology

This research is exploratory in nature and practical in type. The method used in this research is a combination. In the qualitative method of research, semi-structured interviews were conducted with 15 elites and experts in the field of communication based on non-probabilistic sampling method of judgmental and purposeful type and the desired public relations indicators of Afghanistan Public Administration were obtained. And in a small part of this research, a number of experts, experts and employees of the press and public relations department of government organizations were selected as the statistical population. A small sample in this study from among employees, professors and experts in the field of public relations using Morgan table, 66 people were selected as a sample population, of which: 34 employees, 16 experts and 16 professors by quota. The sampling method was considered quantitative, probabilistic and relative stratified sampling method.

In this research, quantitative data analysis based on descriptive and inferential methods was used. The researcher first analysed and described each of the research indicators in the form of univariate analysis in the form of frequency table and then in order to evaluate and present the desired public relations model, confirmatory factor analysis was used.

Findings

The research findings are divided into three sections: The first category is the theoretical approaches to public relations, which are based on studies of public relations models and related theories. The second category is the qualitative findings obtained from the interviews of 15 elites and experts, employees and professors in the field of public relations. Finally, the

third category is a small number of findings based on a questionnaire distributed to 66 participants.

Theoretical Findings

Based on studies in the field of public relations, three theoretical approaches can be proposed for the desired public relations of public organizations: the theory of superiority and superiority approach, the public relations approach based on the framework of the European Foundation for Quality Management and the public relations approach based on the Deming framework.

In the first approach, the theory of superiority and superiority is a general theory in public relations, which is the result of 15 years of study of optimization methods in communication management, whose research is funded by the International Association of Business Communications. This approach sets out the general principles of public relations excellence: public relations participation in strategic management; Ability to direct public relations to a direct coalition or report directly to senior management; Coherent and coordinated functioning of public relations; Public relations as a managerial function, separate from other functions; Supervising public relations by a manager, not a technician; Bilateral symmetry model of public relations; The need for an informed and advanced department to play a managerial role in symmetric public relations; Symmetric system of communication within the organization; The multiplicity of multi-role explanations of public relations; And ethics and honesty.

The second public relations approach is the organizational excellence model, which is a framework for improving the output of the organization as well as increasing the satisfaction of employees, customers and other stakeholders in this standardization and achieving the indicators of an excellent and superior public relations organization. It is punitive and decisive. This is a European model and is used by EU member states. Based on this approach, the quality of the organization's processes in the areas of leadership, employees, increasing interaction and partnership with other organizations, processes, audience orientation, employee results, community results and the benchmark of key performance results and the field of improvement Qualitative planning of nine indicators.

In Deming's approach, also known as the Japanese model (1950), the Americans examined and summarized four main strategies: planning, execution, checking, reviewing, and summarizing action (PDCA). Is read.

Although research has consistently shown that the models in the theoretical foundations of research accurately describe the work of public relations in the real world; But previous research has not yet provided a convincing explanation. Accordingly, organizations first use a

model of public relations that best fits their environment. In the latest research, organizations use models in two ways. In the first way, models that play the role of situational strategies and organizations use them for different public relations policies and issues and different target groups, and not as the only organizational framework for all public relations efforts. Second, assumptions about models as part of organizational ideology.

In another finding, the reasons why models become part of organizational ideology and organizations choose them as situational strategies can be explained by the concepts of organizational power, organizational culture and expertise of top public relations managers.

In summary, research shows that an organization's dominant coalition identifies the power of its elites, strategic groups in the environment of groups such as employees, the financial community, active groups, or consumers as the target of public relations. The dominant coalition then takes the matter to the director of public relations and instructs it on which model should be considered strategically appropriate. Which model the dominant coalition chooses depends on whether that model fits the organizational culture or not, and whether the PR manager has the expertise to implement that model.

A skilled public relations manager who implements more sophisticated two-way models is more likely to be in a dominant coalition where he or she can influence the culture, the choice of strategy group, and the situational model used.

Now that ideology and culture are emerging as major predictor variables; Because their public relations world-view does not include this model, they rarely have public relations staff with experienced staff to implement the models. Therefore, in order to change the policy of organizations in public relations, it is necessary to change the prevailing assumptions about public relations. From here, it first examines the assumptions of three heterogeneous models and then explains the assumptions of the two-dimensional homogeneous model.

As shown in previous discussions, several research traditions have proposed assumptions for the two-dimensional model of homogeneity, including alignment, systems theory, and interest group liberalism. Dispute resolution theories are also among such theories, such as those of Elling, Fisher, and Yuri. But most importantly, the fact that the proposed framework is consistent with two-pronged assumptions creates a new theory of public relations. Our job is not to borrow persuasion theory or organizational communication theories. We are mostly built on the concepts of other research traditions as well as new and first-hand concepts of public relations theory. However, parts of that theory have already been presented when discussing the four models of public relations, and more complete discussions can be found in Jay's work. Groning et al. Groning, J; Groning and Jay Groning found out.

L. Groning studied how organizations deal with active groups and concluded that none of them used the same two-way model. In other cases, other models failed to resolve the dispute. The result was usually a lawsuit or a continuation of the conflict. Therefore, he concluded that the two-dimensional model is the only model that hopes for success; Because all the other models have failed.

In a study, Turk found that only one state branch in Louisiana used the same two-way model, and that other models did not work. The two-pronged model is a more effective and responsible approach to public relations, requiring further articles and ongoing research. It is hoped that this study will affect the assumptions of those who work in public relations and formulate it. Ultimately, it is hoped that public relations will be used in a way that will make it a very valuable and effective force for resolving social conflict and improving the societies in which we live.

Groning and Hunt offer another approach to models of abstracting public relations activity from its early activities. Their four models follow the path of public relations growth and, by providing a very useful feature among public relations functions, identify the capabilities of those with the most research base. Advertising, for example, was the first tool used as a model for public relations and marked the early years of public relations. The public information model was developed to give more objectivity to the role of public relations and thus equip the organization, like government departments, with public relations services. The most well-known approach used in public relations is a model that is almost always cited as persuasion and reflects the long-standing and major contribution of the field of communication to public relations. The public relations model relies on peer-to-peer communication is the latest aid mentioned in public relations books. Although the functions of persuasion in public relations are clear; But the model of reciprocal cognition needs further explanation.

Qualitative Findings

The content analysis method and the network analysis method were used to analyze the interviews conducted in this research. In general, qualitative findings show that comprehensive, organized themes as well as the basic themes and characteristics of desirable public relations can be expressed as follows: social responsibility, moderation, democracy, merit Sovereignty, good reputation, fidelity and confidentiality, rationality, decision-making ability, planning ability, power of action and action, accountability, professional ethics, work ethic, job satisfaction, punctuality, duty Cognition, hard work, honesty and communication, communication and coordination, ability to write correspondence and long writing, ability and skill in resource management, audience knowledge, ability to speak, write, read, listen, negotiate And persuasion, creativity and innovation, new tools and technologies, speed and accuracy, two-way communication, interaction, dynamics and critical thinking,

attractiveness, simplicity, ability to coherence, uncensored, intercession in affairs, ability to persuade, art of establishment Intra-organizational and extra-organizational communication, communication with the media, public relations, attention to civil and quasi-civil institutions, and finally the necessity of two-way public relations.

The number of themes obtained from the interviews conducted in this study shows that, in general, the basic themes of desirable public relations of Afghan public organizations derived from qualitative data in the four sections are as follows:

Interactive public relations: the power of campaigning and networking, the art of communicating with the audience, communicating effectively with other institutions, communicating with the three forces, the necessity of external communication, reciprocity, the desire to exchange information to Instead of information exchange, continuous communication with the media; Increasing public relations, paying attention to civic institutions and in the field of intra-organizational communication; Attracting organized participation within, the art of establishing communication with employees, attention to democracy in the organization, effective effective communication with internal employees, the necessity of interaction and cooperation within the organization.

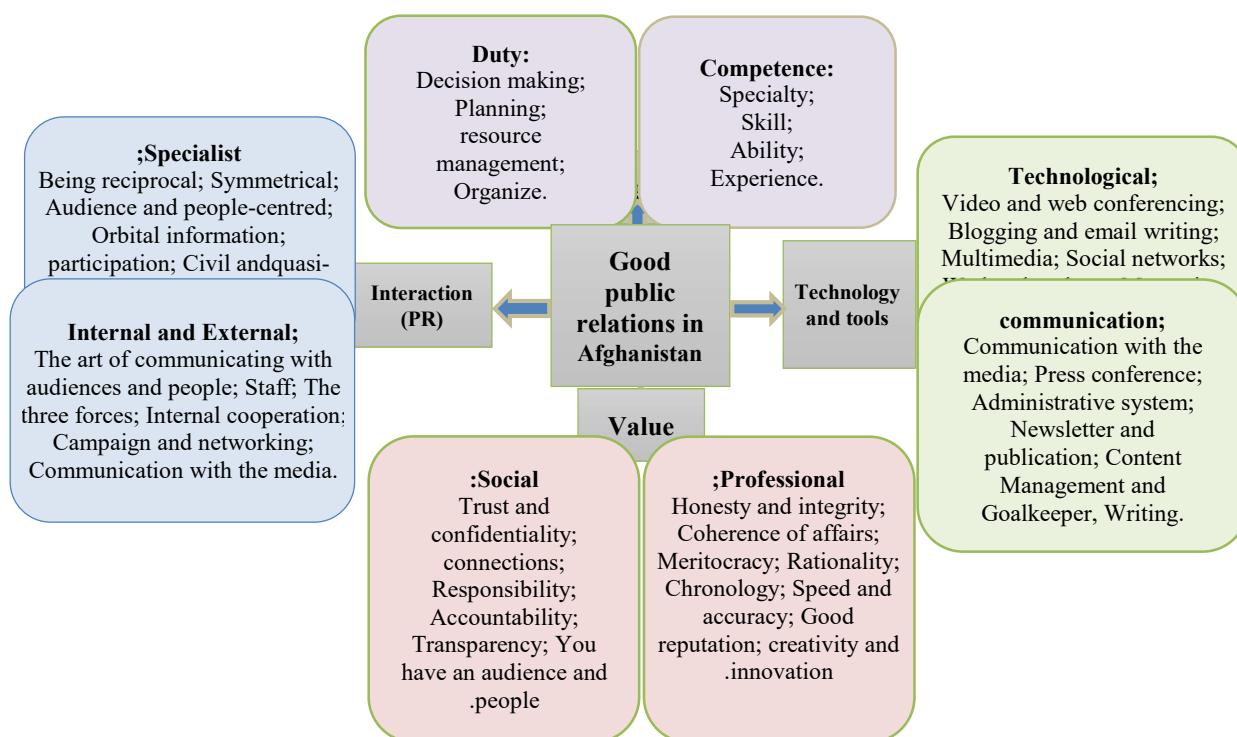
New tools and technologies: Internet, e-newsletter or e-magazine, official corporate blog, e-mail, e-brochure, paperless office system, social networks (Facebook, Twitter and YouTube), augmented messaging services, messaging services Multimedia messaging, Bluetooth, podcast, podcast, videoconferencing or teleconferencing, content management and gatekeeping, web conferencing, media communication, online newsroom.

Value orientation: comprehensiveness, simplicity and comprehensibility, coherence, creativity and innovation, attractiveness, affection, moderation, rationality and thinking, democracy, social responsibility, conscientiousness, ethics Trustworthiness and secrecy, with politeness, good reputation, meritocracy, positivity, satisfaction, punctuality, information orientation, conscientiousness, perseverance and accuracy.

Management and Ability: Audience and Content Management, Ability to Plan, Decide, Coordinate, Communication, Administrative and Analytical Correspondence, Resource Management, Resource Mobilization, Speaking Skills, Active Listening, Critical Thinking, Comprehension Negotiation, persuasion and writing, commitment to the organization and electronic management.

The main indicators	Management and ability	Orbital value	Technology and tools	PR interaction
Options selected by the interviewees	Contact management; content management; Ability to plan; Decision making; Coordination; connections; Administrative correspondence and essay writing; Organizational resource management; Organizational resource mobilization; Speaking skills; Active listening; Critical Thinking; Comprehension; Negotiation; Persuasion and writing; Commitment to the organization; Electronic management.	Simplicity and comprehensibility; Coherence; creativity and innovation; Charm and allure; Affection; Moderation; Reasoning and thinking; You have people; Social responsibility; Conscientiousness; Ethics; Trust and confidentiality; Being polite; Good reputation; Meritocracy; Positivism; satisfaction; Chronology; Orbital information; Conscientiousness; Honesty and accuracy.	Internet; E-newsletter or electronic magazine; Official organizational blog; email; Electronic brochure; Paperless office system; Social networks (Facebook, Twitter and YouTube); Added messaging services; Messaging services; Multimedia; Bluetooth; podcast; Videoconferencing, teleconferencing and web conferencing; Content Management and Goalkeeper; Communication with the media; Online newsroom.	The power of campaigning and networking; The art of communicating with audiences; Establish effective communication with other institutions; Communicating with the three forces; Requirement of external communication; Two-way public relations; The tendency to exchange information rather than exchange information; Continuous communication with the media; Increase public relations; Attention to civic institutions; Attracting organized participation within; The art of communicating with employees; Attention to democracy in the organization; Stable effective communication with employees; Necessity of interaction; Indra-organizational cooperation.

As mentioned in the table above, favourable public relations of Afghan government organizations based on interviews with experts, thinkers, professors and staff of the public relations department of government organizations, on four general themes of management, interaction, value and There were 17 themes in the field of management, 16 themes in the field of public relations interaction, 21 themes in the field of value, and 18 themes in the field of tools and technology. After receiving and extracting general and sub-themes as well as basic themes related to desirable public relations, the researcher drew the desired model of public organizations in Afghanistan as follows:



According to the topics related to the above chart, it was concluded that the desired public relations model of public organizations in Afghanistan is public relations that is appropriate in public and non-governmental organizations in the internal and external organizational departments. And is distinct. Among the important points in this model, qualified, specialized, elite, skilled, managerial and committed to the values that govern society and the profession seems to be mandatory. Organizational commitment is also one of the other important indicators that the employee and the manager of public relations are desirable in providing information system communication (information retrieval, information measurement and information and information archive), accountability to the community, transparency. In affairs, and have the skills to use new tools and technologies.

Quantitative Findings

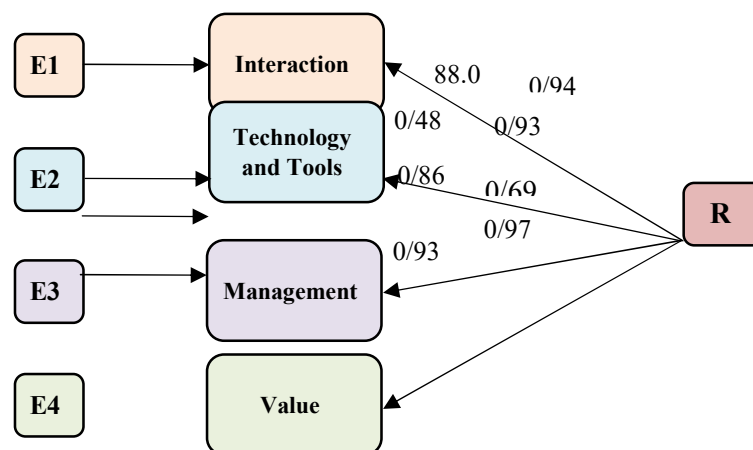
In fact, the questions addressed in the quantitative section are an inference from the theoretical foundations and qualitative findings of the conceptual model of public relations desired by Afghan public organizations. Good public relations of public organizations in Afghanistan is formed in four general categories of management, tools and technology, value and interaction of public relations and has been measured and tested with a total of 72 questions in the distribution of central statistics and the distribution of good public relations

of the organization. Afghanistan's public relations among public relations staff, university professors, and public relations and communications experts is shown in the table below:

Model indicators	Average	Crossed line	amount of deviation	Minimum	Maximum	Total
Optimal public relations (general index)	456/145	435	149/351	181	724	62
Interactive	52/333	48	13/502	26	79	66
Instrumental and technological	62/257	66	18/207	30	110	66
Managerial	249/274	231	92/747	82	385	62
Value	49/545	90	32/904	33	150	66
No. of Observation	62					

In the inferential analysis of this research, in order to present the desired public relations model of public organizations in Afghanistan, Amos software (Analysis of Moment Structure) 20 was used. In the first step, the model was presented based on the general index with observable variables (managerial, instrumental and technological, value, interactive), which finally shows the desired model based on the following standard coefficients:

Diagram of a model for measuring the desired public relations of Afghan public organizations based on standard coefficients



$$\chi^2 = 0.413 \text{ Quantitative distance} = 2 \text{ levels of probability} = 0.813$$

Based on the chart above, the proposed public relations model bears a similar resemblance to the conceptual research model based on the researcher interview. In addition, the model of

measuring the good public relations of public organizations in Afghanistan based on standard coefficients and general indicators of the conceptual model have a high degree of correlation with each other. The value of this correlation is based on standard coefficients for the value index equal to 966, for the interaction index equal to 940, for the instrumental and technology index equal to 693 and finally for the management index equal to 925. Interestingly, the highest correlation is seen in the value index.

Conclusion

This study was conducted with the aim of developing an appropriate framework and model for public relations of public organizations in Afghanistan with a combined research approach (qualitative and quantitative). Interviews and questionnaire were used to collect information. The researcher first presented the conceptual model of the research using the interview method and prepared and tested the four indicators (value, interactive, technological and instrumental and managerial) in a questionnaire.

Based on the results obtained from the qualitative method of this research, the proposed model of public relations is desirable for Afghan public organizations in various fields, especially public organizations in the areas of internal and external communication. To perform this model better and more effectively, public organizations must have specialized, experienced and efficient human resources. To manage the public relations department, employees and managers of the public relations department should be acquainted with the components of competence and value as well as organizational commitment. Bilateral public relations activities, accountability, transparency, moderation, confidentiality and trustworthiness, good reputation, creativity and innovation and finally self-confidence and organization, including indicators of achieving organizational goals through relationships The public is favoured by Afghan public organizations. Another important factor that was considered in this study and the result was obtained, is the creation of an information-based system; This system makes the public relations department both informative and informative, and finally by measuring, processing and archiving information, public relations can perform its activities better and the effectiveness of the performance of organizations. Raise the public.

Also in this study, the results obtained from quantitative findings show that the overall public relations index (managerial, value, interactive and instrumental and technological) model of public relations desired by public organizations in Afghanistan, at a high level and It is relatively desirable. Of course, the results were almost identical in the views of professors, staff and experts. However, the results of quantitative findings also show that there was a value index at a high level of acceptance.

In general, the conceptual model obtained based on the collection of information from the interviewees is in fact similar to the studies obtained from the theoretical foundations of the research and other models and theories of public relations. Among the four models of Gronick and Hunt, the two-way model is equal or equal. The results of this study also show that the favourable public relations model of public organizations in Afghanistan is two-way, interactive and one of the models of excellence based on the study. Gronick in 1994. One of the different results obtained in this study is the value orientation of the activities of the public relations sector in the country, which is due to the value and idealism of society.

Recommendations

Based on the results of the research findings, the researcher offers the following practical suggestions for the public relations departments of public organizations:

Employing employees and managers in the public relations department who are both value-oriented and have sufficient expertise, skills and competence.

In the second priority, the researcher suggests that managers of public relations in the field of management such as decision making, strategic planning, implementation, monitoring and consulting with senior management and subordinates of public relations to play an appropriate role.

Based on the obtained results, it is suggested by the researcher that the employees and managers of the public relations department have sufficient proficiency, skills and ability to use new tools and technologies in order to carry out their mission. Among these, the researcher's specific suggestion in the field of learning and teaching electronic skills and electronic public relations.

One of the researcher's suggestions according to the results of this research is to strengthen the value foundations (both organizational and community) that employees and public relations managers can improve this practice as a model for public organizations.

Public relations work is not just about creating, providing, expanding and consolidating external communications; Rather, the researcher suggests that the public relations department should try to provide and strengthen communications within the organization as much as it does in the field of informing and providing external communications.

Based on the results of the present study, the researcher suggests that the public relations department in full coordination with the strategic department of public organizations to create and strengthen an information-oriented system.

The results of this study also suggest that the public relations department to establish studies and research departments to provide appropriate contexts for measuring public opinion regarding the mission of public organizations and the feedback of the public and the audience to Will be achieved.

Finally, the latest proposal of the present study is that in order to strengthen the activities and missions of the public relations department, it is necessary to create a favourable monitoring system at various stages.

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