Effect Of Public Relation In Developing Organizational Image Through Organizational-Public Relationship In Libyan Context

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ABSTRACT

In recent years, the terms "relationships" and "image" have emerged as the focal concepts in explaining the purpose and value of public relations. The concepts of organization-public relationships and organizational image can be integrated within a theoretical framework of public relations effectiveness. When those concepts are integrated in a model, the role of public relations can be captured more clearly than when there is a separate focus on each of the concepts. Therefore, the purpose of this study was to investigate the link between organization-public relationships and organizational image. Survey research was used to collect data, and structural equation modelling (SEM) was used to empirically test the causal effects of organization-public relationships on organizational image for four Libyan public organizations. In the causal model, organization-public relationship predicted organizational image, taking into account the exogenous influences of five independent communication related variables. The results of the study showed a significant positive effect of organization-public relationship on organizational image for all organizations studied. This exploration will likewise help different organizations confronting comparative issues in public relations and subsequently, it will be essential to such organizations in enhancing their organizational public relations. Thus, this study looks to offer a thorough commitment towards deciding the status not just of the demonstrable skills of the local Public Relations industry but to the worldwide industry all in all.

 Keywords: *Organization-Public Relationship, Organization Image, Problem Recognition, Constraint Recognition, Self-involvement, Community Involvement, Personal Experience .*

Introduction

Public relation (PR) has been considered as solid bit of the business managing so they don't put them in special plans, anyway in a firmly related capacity with the organization of the association. Communication is vital (Baker, 2019; Bullinger, 2017; Ozdemir et al., 2020), regardless of whether one is offering principally in a business-to-business (B2B) setting or one are to a greater extent a business-to-shopper (B2C) kind of organization. A sign of the developing significance of communication to the corporate world is that notoriety is seen increasingly more as a sound resource that organizations must save. Alansari, (2013) characterizes an organization and spurs its kin. "In the information economy, an organization's picture and the for the most part held feeling of personality go up against uplifted esteem." Quality submitted associations require a bond among association and people. It gives that additional vitality that is important to do regular assignments.

(Ganesan & George, 2019) characterized public relations as the administration of communication between an association and its public.

"Public relations" has turned into a catchphrase in the control of public relations. There is an expanding accord among industry researchers and experts that public relations should move past its specialist job to one that adds to vital administration. Associations don't exist in a vacuum (René Benecke & Bezuidenhout, 2011). They impact and are affected by various factors inside the earth. Explicit issues and issues, alongside various publics emerge and retreat around associations. Substantial associations, particularly worldwide enterprises and NGOs confront an assortment of concerns and difficulties everywhere throughout the world (Verčič, Razpet, Dekleva, & Šlenc, 2001,

Hsieh & Li, 2008, Waters, 2013, Kwofie et al., 2016).

Expanding globalization, close by the quick improvement of media and innovation, has brought about a circumstance that no one could precisely foresee. The web has turned into an essential channel for publics to get together in the internet for communication (Graham & Cascio, 2018); it has given the populace chances to stand up (Lee, 2012). All the equivalent, this electronic sounding-board has turned into a decent place to identify issues and issues when they emerge. Advances in innovation have united the world and hurried communication (Kwofie et al., 2016, Kanso, Sinno, & Adams, 2001, Mason-Jones D.R., 1999). Therefore, associations need to convey quicker than any time in recent memory with a developing number of crowds. Associations including Non-Governmental Organizations have been progressively mindful of the significance of understanding what is happening in their condition, among the supporters and the networks (Capolupo et al., 2019; Xie et al., 2015; Yudarwati & Tjiptono, 2017a). They utilize different techniques for social occasion this data, for example, observing news media or leading studies. Increasingly over various public relations researchers and experts have kept up that associations should try more endeavors to find issues in their underlying stages, previously they influence the associations. Via cautiously watching and filtering their condition, associations can distinguish issues early with the goal that they can be proactive in overseeing them.

The concept, history, and meaning of PR are results of financial and political conditions of its time and advance as indicated by the requirements of these more extensive situations. Public relations experts and researchers have for quite some time been hunting down key concepts to evaluate the estimation of public relations. In this research, PR is comprehended as an umbrella term speaking to the administration function that incorporates both inward and outer communication of an organization. Public relation has the right to be considered important by organizations, in any case, most occasions, it is relegated exclusively 'low end' undertakings, given jobs that perpetually belittle its esteem. In this manner, the home for public relations functions is as yet not clear in many organizations. Thompson (2016) hypothesizes that

the public relations discipline is regularly either misconstrued or purposely confounded so it is utilized deprecatorily, partner it with promulgation, 'economy of reality' or avoidance. Most organizations slight public relations as a necessary piece of the organization. In many cases, organizations possibly recognize the significance of public relations when things turn out badly and in the midst of an emergency (Dodd, 2016; Navarro et al., 2018; Powell & Pieczka, 2016; G. Thompson, 2016b). Rittenhofer and Valentini (2015) underlines that to take care of these issues, organizations need to perceive and recognize and begin from the introduce that public relations is the function that deals with the communication between an organization and its publics so as to assemble and improve solid relationships to the advantage of all gatherings included (Brunton & Galloway, 2016).

The observational information was gathered in Finland and mean to fill the examination hole in regards to how practically speaking, contemporary Finnish experts add to organizational basic leadership. It doesn't concentrate on how basic leadership forms function, or how PR experts decide (Laskin, 2012). Rather, the exact work attempts to pick up a superior comprehension of what sort of jobs PR experts satisfy, what sort of errands they have, and what sort of abilities experts in their view require so as to add to organizational basic leadership. Together this work plans a hypothetical and exact structure for the examination of the PR function and its commitment to organizational basic leadership (Vardeman-Winter & Place, 2015). As some PR departments have lost communication and relationship functions to different departments the need to underscore the significance of a PR department has turned out to be much more prominent (Rittenhofer & Valentini, 2015). While trying to discover progressively about these elements that are influencing PR and how PR can enable firms to be effective and accomplish their objectives this investigation intends to give a response to the exploration inquiries beneath.

From this investigation, the discoveries of this examination could be utilized to enhance the benchmarks of demonstrable skill inside public relations. This examination looks to be a further commitment to the current assortment of PR learning: it is among the principal endeavors to coordinate fundamental speculations of public relations, sociological investigation of callings and models of vital administration in a worldwide point

of view so as to make better components of polished methodology inside PR the board past conventional PR hypotheses. The purpose for this examination was to research the impacts of public relation on organizational image from the viewpoint of publics. Interestingly, researchers regularly have recommended that public relations acquire an incentive by helping organizations diminish organizational expenses, related with issues, emergencies, direction, prosecution, and awful publicity, by methods for developing quality relationships with key publics. This exploration will likewise help different organizations confronting comparative issues in public relations and subsequently, it will be essential to such organizations in enhancing their organizational public relations. Furthermore, different analysts who have an enthusiasm for this field will discover this archive helpful and it tends to be utilized as an optional wellspring of their information. Thus, the aim of this study was to determine how public relation is effective in impacting organizational image and if Organization-Public Relationship impacts organizational image through public relation in Libyan public organizations.

Literature Review

Public Relation

Public Relation is the management of communication between an organization and its public. R. Younis and Hammad (2020) state that public relations programs are important because they help organizations achieve their goals by creating relationships with strategic publics: "Individual communication programs such as media relations, community relations, or customer relations are successful when they affect the cognitions, attitudes, and behaviors of both publics and members of the organization—that is, the cognitive, attitudinal, and behavioral relationships among organizations and their publics". Thus, effective public relations programs are valuable to organizations because of their contribution to the organization's mission, goals, and bottom line.

According to Pereira de Castro Casa Nova et al. (2018), "the program level has been the traditional focus of evaluative research in public relations". Public relations programs are ongoing strategic efforts to communicate and develop relationships with publics (Fennimore, 2017). Public relations campaigns, on the other hand, are communication strategies that end at a specific point (e.g., after a certain amount of time elapses, after the campaign's

objectives are achieved). Artto et al. (2017) established the Excellence theory as a normative model for public relations. This model serves as a guideline or benchmark for effective public relations programs that help achieve organizational goals. According to Melián-González & Bulchand-Gidumal (2016), "Excellent public relations departments will practice public relations in a way that is similar to our normative model, in contrast to the way that public relations is practiced in the typical, less excellent department". Although this study uses the Excellence theory of public relations as a theoretical framework, the review and application of its generic principles will focus on those that are relevant to the current research, including: public relations as an integrated function; formative research, environmental scanning, and evaluation; building and maintaining relationships with publics; and two-way symmetrical communication.

Public relations professionals and scholars have long been searching for key concepts to assess the value of public relations. Vercic and Zerfass (2016) wrote: "For at least 25 years, public relations professionals and researchers have struggled to develop measures that would establish that public relations is effective or adds value". Public relations professionals have attempted to measure public relations effectiveness as they increasingly have faced the challenge of demonstrating the value of public relations to their organizations. For example, Kim (2018) described practitioners' challenge from their organizations as follows: "CEOs' demands for accountability [of public relations] have become more tenacious than ever" because of recent budget cuts in the public relations industry.

Ismail and Umar Baki (2017) stated that relational management now is the dominant "paradigm" in public relations scholarship and practice since Esterhuyse (2019) called for a paradigmatic shift of public relations research to relationships between organizations and publics. Secondly, about reputation, (Browning et al., 2018; Huang-Horowitz & Freberg, 2016) have pointed out that public relations professionals have widely embraced "reputation management" to demonstrate the economic viability of the public relations function. Specifically, Valentini and Kruckeberg (2018) maintained that the accountability of public relations at the organizational level could be demonstrated well by showing the effect of reputation on financial performance of the organization. Business scholars have studied the

reputation concept and developed measures of reputation. In the field of public relations, it was the IABC Excellence study that first elucidated factors contributing to public relations effectiveness and, specifically, the importance of relationship management.

In addition to the focus on the value of public relations at the organizational level, public relations scholars have also extended the value of public relations to society in general based on the relationship concept (Ismail & Umar Baki, 2017; S. Kim et al., 2019; Ospanova et al., 2018; Remund & McKeever, 2018; Strauβ & Jonkman, 2017; Yin et al., 2019), for example, called for a communitarian approach in public relations. They explained that the role of public relations is to restore and maintain a sense of community that "had been lost because of the development of modern means of communication/transportation". S. Dhir, and A. Shukla (2019) concluded, for an organization to be effective, it should behave ethically and be socially responsible, which means that an organization engages in "quality relationship management" with its publics.

Problem Recognition

Yue et al. (2019) used problem recognition to explain the reasons for people's rational behavior, or genuine decision behavior, and habitual behavior depending on situations. They defined problem recognition as "the perception that something is lacking in a situation" (Yue et al., 2019). People engage in rational behavior when they recognize a situation as problematic; otherwise, they engage in habitual behavior (Wilson, C. 2016). About communication behaviors, J. Grunig (1992) theorized that, when people face habitual situations, they would need less information than in genuine situations. In other words, people are more likely to actively search for information in genuine decision situations. When publics recognize problems but lack information, or have little previous decision-making experience, they would exercise rational behavior and search for information. However, J. Grunig (1992) suggested that, even after recognizing problems, publics would not be likely to engage in active communication behaviors if they recognize that their ability to solve the problem is limited, which is the second variable in the theory. Thus, the following hypothesis was suggested to study:

H1: There is significant direct effect of problem recognition on Organization-Public Relationship

Constraint Recognition

The concept of constraint recognition refers to a situation in which people's active communication behavior is discouraged by barriers to their behaviors. According to J. Grunig and Hunt (1984), people do not engage in active communication behavior to solve their problems because they believe they can do little in the situation; people are less likely to engage in active communication behavior when they believe they have limited personal efficacy to solve problems (S. Kim, 2016; Maiorescu, 2017; E. E. Thompson, 2018). After constraint recognition, J. Grunig (1984) added a third variable, level of involvement, as an independent variable explaining communication behavior. When people believe organizational behaviors could affect them (i.e., a genuine decision situation), he theorized that people would actively search for information. Thus, this study hypothesizes that;

H2: There is significant direct effect of Constraint Recognition on Organization-Public Relationship

Level of Involvement

As the last independent variable, Chung et al. (2016) added Krugman's (1965) concept of level of involvement in his situational theory to explain active information search in genuine decision situation but passive attention to information in non-decision situations. J. Grunig (1984) pointed out that high problem recognition and low constraint recognition will increase both information seeking and information processing behaviors. However, unlike such variables, level of involvement increases information seeking but seldom affects information processing. In other words, unless publics are involved in situations—or they believe organizational behaviors affect them personally, they are unlikely to seek information. T. Harrison & Stone (2018) isolated two types of involvement: 1) internal involvement: "ego involvement, as defined by (Ganesan et al., 2018)" and 2) external involvement: "situational connections, as defined by Madden (2018) and more recently by Teng et al. (2020). Although public may not perceive both types of involvement in every situation, internal and external involvement

alike increases public's active communication behaviors.

Ganesan et al. (2018) pointed out that active public, or at least potentially active public, are most likely to be strategic public for an organization. Therefore, Capolupo et al. (2019) said that organizations should work to cultivate high quality relationships with strategic public, or active public, using symmetrical communication programs so as to get public's support for attaining organizational goals. Also, the goals of a public must also be a part of an organization's goals once both relational parties, an organization and its strategic public, cultivate quality relationships. Baker (2019) added as follows: "Public relations makes organizations more effective by building relationships with strategic public. Strategic public is public with which organizations need relationships—that is, they possess the antecedent characteristics [active communication behaviors] in the model we are developing". Thus, the researcher hypothesizes that:

H3: There is significant direct effect of self-involvement on Organization-Public Relationship

Also, among the independent variables that predict communication behaviors, "community involvement" generally was most significantly associated with types of organization-public relationships. Such findings also suggested a communitarian approach: Participants cared about how each of the organizations studied was involved with the community as well as how responsible it was to the community in forming reputations of the organizations studied. Thus, this study formulates the following hypothesis:

H4: There is significant direct effect of community involvement on Organization-Public Relationship

Personal Experience

G. Mayowa (2020) suggested that personal experience is one of the strong predictors of familiarity with an organization, and that direct (or first-hand) experience will result in higher familiarity with an organization than indirect (or second-hand) experience. Therefore, personal experience functions were taken as a predictor of familiarity with organizations. However, personal experience of publics were not imposed to affect the quality of organization-public relationships or reputation directly (Buhmann & Ingenhoff, 2015; Esterhuyse, 2019; Łada et al., 2020). This was because the existence of personal (first-hand or second-hand) experience was considered to be not a direct predictor of organization-public relationship outcomes and organizational reputation. Rather, the degree of personal experience can influence perceptions of organization-public relationship outcomes and organizational reputation through the mediation of familiarity. Thus, the following hypothesis were suggested to study:

H5: There is significant direct effect of personal experience on Organization-Public Relationship

Organizational Image

Image literally means the level of reputation and an overall picture a company has been able to create in the eyes of public, competition, end-customers and other subjects involved. It is the sum of activities linked with corporate culture, corporate identity and design, delivered by company's communication. According to H. K. Overton (2018), image represents a set of opinions, thoughts and impressions, which one creates about a firm or a product. Attitudes and acts of humans have connection with image of the firm or product. Corporate image is the eye of the receiver. It is simply the picture that an audience has of an organization through the accumulation of all received messages. It is determined by all company's actions.

Corporate image is the combined impact of made on an observer by all of a corporation's planned and unplanned visual and verbal communications as well as by outside influences (Gerstroem, A., 2015). When a customer regards one's company as a good community player, honorable employee, an innovator or added value creator, then one's outgrowth is trusted, one has achieved a successive level of image (Gerstroem, A., 2015). In general, external image contributes to gain a long term relationship with customers, investors, suppliers and other stakeholders while internal identity boosts employee's loyalty. And the visual statement is one of the strongest weapons in a company's image management; therefore, Corporate Image is recognized to be a beneficent marketing tool.

Organizational-Public Relationship and Organizational Image

Business scholars have emphasized the critical role of quality relationships between a corporation and its strategic constituents in the corporation's obtaining favorable reputation (Allen et al., 2017; Dumay et al., 2017; Guerrero & Challiol-Jeanblanc, 2017; Ozdemir et al., 2020). For example, (Capolupo et al., 2019) emphasized the role of organization-public relationships as an important precursor of corporate reputations: "To acquire a reputation that is positive, enduring, and resilient requires managers to invest heavily in building and maintaining good relationships with their company's constituents". For reputations of corporations to be maintained properly, J. Macnamara (2020) suggested that corporations should manage good long-term relationships with their strategic constituents. Ronda et al. (2018) investigated how strategic actions, or behaviors, of

new firms affect corporate reputation. They found that relational actions (i.e., corporate actions to establish stakeholder-corporation relationships) influence corporate reputation over time. Most recently, Formentin, M. and Bortree, D. (2019) explained that, in terms of "corporate citizenship", socially responsible behaviors of organizations are the primary factor in forming favorable organizational reputation. Summing up the review of the literature, the following hypothesis is suggested:

H5: There is significant mediating effect of Organization-Public Relationship on organizational image by all independent variables of public relation

This study, therefore, formulated five hypotheses and modelled this structure on the basis of above literature review (Figure 1).
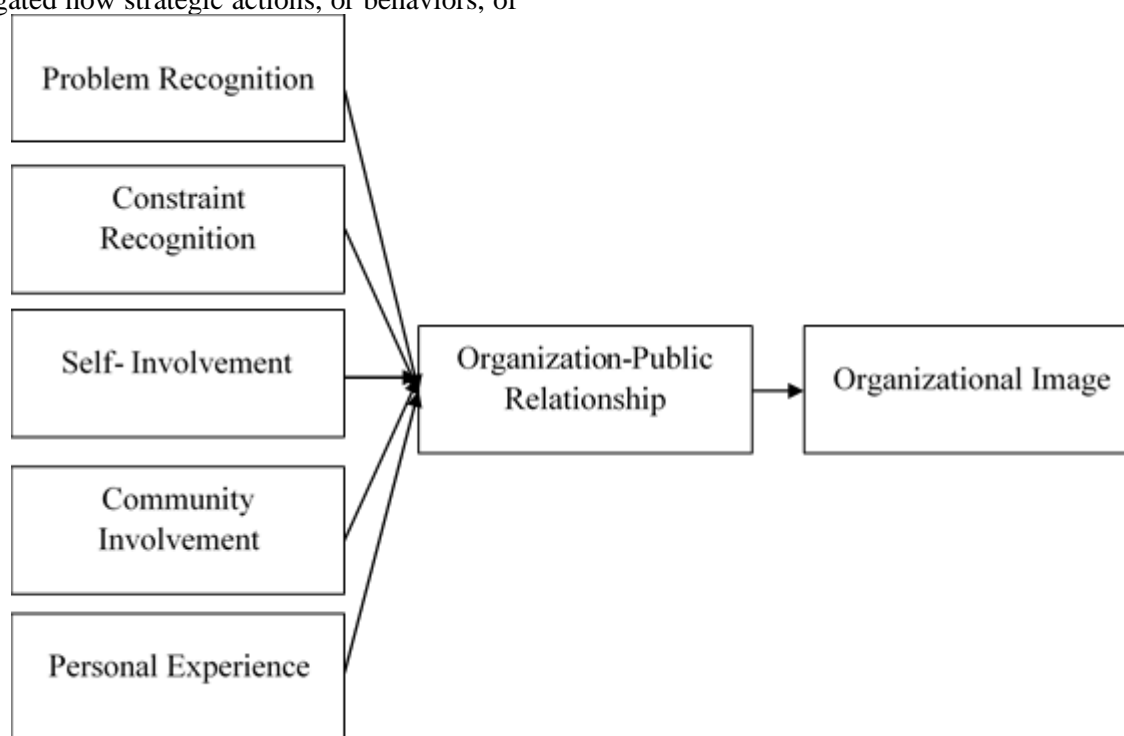

Figure 1: Conceptual Model

Methods

A quantitative survey was employed where a self-administered questionnaire was used to gather data. Questions were formulated from the review of relevant literature in order to provide valuable insight into the objectives of the study. The first series of questions measured indicators of communication behaviors and familiarity and four predictor variables of such communication

behaviors. The second series measured indicators of the quality of organization-public relationship outcomes and the two types of organization-public relationships. Additionally, an item was used to measure perceived media image of organizations. The fifth series measured prior experience with each of the organizations studied whether each participant had direct or indirect experiences and, if so, what was the dominant source of experience.

Finally, the sixth series measured demographic information on sex, age, and education levels. In addition to J. Grunig and Hung's (2002) measurement items, scales were added to measure personal experience, one item used to measure familiarity (i.e., familiarity with the media coverage of the organization), one item measuring level of involvement (i.e., community involvement), and one item measuring perceived media reputation.

Scales used for the closed-end questions were Likert-type scales with five categories ranging from "strongly agree" to "strongly disagree" or other labelling of response categories, such as "very unlikely" to "very likely" or "not at all" to "very much." Next, this study introduced measurement questions used in the questionnaire. Each participant was informed of the complete information about the study in the cover letter of the questionnaire with assurance that respondents can skip any questions they do not want to answer. Secondly, to protect participants, participants' responses were anonymous. The questionnaires did not ask for any specific identifying information about the participants, except basic demographic information such as age, sex, and education level. Structural equation modeling (SEM) was used as the primary statistical method to analyze hypothesized causal links imposed in the proposed model. Additionally, the answers of the open-end measure of cognitive representations were analyzed by means of content analysis.

This study used quota sampling to collect data for this study. Random sampling is ideal for data collection because a researcher can establish external validity to generalize the findings of a survey (Joo & Lee, 2017; Su et al., 2020). However, this research chose quota sampling for data collection for convenience and economy of sampling. The population of the survey consisted the employees working in Libyan public organizations. This study attempted to ensure homogeneity of the sample, following Bromley's (1993) suggestions on the selection of homogenous elements to measure organizational image. For quota sampling, this research selected participants between the ages of 25 and 60 years; replicated the proportions of sex and age from the population. From the Libyan Demographic Statistical, a governmental bureau in charge of statistical information, this study obtained the most recent Libyan census data and planned to "replicate" the quota of choice in a final sample. This study found that the data of this study had almost the same proportions of sex and age with the population. As a result, the researcher chose this quota (i.e., sex and age in the ages of 25 and 60 years) because this study considered that participants within this age range were most likely to have prior experience with the organizations studied and hence were able to answer questions in the questionnaire, in particular the open-end measure of organizational image. Each of the participants to answer questions about four Libyan public organizations. According to Kline (1998), common descriptive guidelines about sample size for structural equation modeling (SEM) are small if $N < 100$, moderate if $N < 200$, and large if $N > 200$. Four research assistants gathered questionnaires from participants following the assigned segments of the quota. 400 potential participants were contacted. Returned questionnaires totalled 336 with 84 percent response rate.

Results and Discussion
Questionnaires that had missing data were then no longer considered for further analysis, which related to around 6% of the total responses. 315 completed questionnaires were considered to be usable for further analysis, which is an acceptable number of responses for this study. Participants were about 60 percent male (n = 189) and 40 percent female (n = 126). The age of participants, ranged from 25 to above 65 years old, distributed as follows: 25 to 35 (n = 46; about 14.6 percent), 36-45s (n =78; about 24.76 percent), 46-55 (n = 125; about 39.6 percent), 56-65 (n = 45; about 14.29 percent) and above 65 (n = 21; about 6.67 percent). Majority of sample held Bachelor degree 61.35%. However, there was a considerable percentage of respondents who held a high education degree (master and PhD) which indicates to the awareness of employees towards improving their experience.

Most of the participants had direct experience with the organizations except Public organization no.2. Hence, this study considers that the survey participants, in general, had "experiential" relationships (i.e., relationships based on first-hand experience) with the organizations studied rather than "reputational" relationships (i.e., relationships based on second-hand experience), using J. Grunig and Hung's (2002) terms. Public organization no. 1 was the organization for which the most participants (n = 196; 62.22%) reported "Customers," followed by Organizations no. 3 and 4 (n= 159, 50.47%) and (n= 152; 48.25%) respectively. Very few reported as investor for all the organizations. Most of participants, related to organization 2, had indirect

experience. More specifically, 81.27% respondents reported indirect experience with organization no. 2. In relation with indirect experience, only 30.16% percent respondents had such experience with organization no. 1. In contrary, organization no.2 had the highest respondents who had indirect experience.

Fundamentally all these five independent variables consider as communication behavior of public. To measure the latent variable, "communication behaviours of publics," this study used the concepts of personal experience following the situational theory of publics (e.g., J. Grunig, 1997; J. Grunig & Hunt, 1984). Also, for the independent variables of such communication behaviours, this research used problem recognition, constraint recognition, and two types of involvement as the situational theory of publics also explains (e.g., J. Grunig, 1997; J. Grunig & Hunt, 1984). First, for the indicator variables of communication behaviours, results revealed that the participants reported relatively higher personal experience for organization no. 1 (M = 3.87, SD = 1.02) and organization no.4 (M = 3.82, SD = .92) than for organization no.2 and 3. For constrain recognition, participants reported, relatively, higher values for organization 2 (M = 3.89, SD = .87) and organization 3 (M = 3.72, SD = 1.24), than for the, the organization 4 (M =3.67, SD = .96) and the organization 1 (M = 3.58, SD = 1.21). This may be because the participants in general tended to seek more information about products or services of those organizations studied.

Secondly, for the independent variables of communication behaviours, participants reported the highest values for problem recognition (M = 3.89, SD = .96), constraint recognition (M = 3.89, SD = .87), community involvement (M = 3.88, SD = 1.22), and the second lowest value for constraint recognition (M = 3.09, SD = 1.19) for all the four organizations. This study found a similar pattern for Omanis public organizations, (Yang & J. Grunig, in press). In particular, across two different surveys, participants consistently reported relatively low values for self-involvement and high values for problem recognition for the Libyan public organization. In summary, descriptive statistics indicates that there existed "strong" associations between the five independent variables, as the situational theory of publics predicts (e.g., J. Grunig, 1997; J. Grunig & Hunt, 1984).

Bryman (2008) commented that factor analysis is "employed in relation to multiple-indicator measures to determine whether groups of indicators tend to bunch together to form distinct cluster, referred to as factors". Exploratory factor analysis has been used to separate the numerous Likert-wide calculation objects, identifying dimensions of public relation affecting organizational-public relationship and organizational image in the Libyan public sector. In this study, construct score values were added to assess their correlation by means of a structural equation model (SEM).

Table 1 Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	2.753	18.353	18.353	2.753	18.353	18.353	2.444	16.296	16.296
2	2.614	17.427	35.780	2.614	17.427	35.780	2.229	14.859	31.155
3	1.900	12.670	48.450	1.900	12.670	48.450	2.146	14.306	45.461
4	1.684	11.227	59.677	1.684	11.227	59.677	1.922	12.810	58.271

5	1.580	10.530	70.207	1.580	10.530	70.207	1.790	11.936	70.207
6	.751	5.009	75.216						
7	.608	4.056	79.272						
8	.551	3.674	82.946						
9	.489	3.259	86.205						
10	.472	3.149	89.354						
11	.431	2.874	92.228						
12	.347	2.313	94.541						
13	.305	2.035	96.576						
14	.287	1.912	98.488						
15	.227	1.512	100.000						

Extraction Method: Principal Component Analysis.

The research analysed results against the all-important assumption of structural equation modelling. The fitness indices showed that the results fit well with the data from the survey. All total goodness-of-fit figures were in an appropriate fit. The Normed Chi-square was less than 5 and the RMSEA and RMR were less than 0,10 and 0,08 respectively. This finding was confirmed by the values of the normed fit index and other fit indices far above the desired level, suggesting support for the conceptual model. Similarly, goodness of fit revealed that the model is well fitted based on p value, GFI, AGFI, RMR, and RMSEA. Values for all indicators were higher than minimum requirement. So that it can be concluded that these three constructs represent and measure PR effectively. Consequently, these results suggest that the conceptual model was well and adequately fit and gave confidence to test proposed hypothesis.

Table 2 shows the results for hypothesis testing including beta value, significant value, and critical value. Table 2 shows that the value of multiple coefficients of determination was 0.678, signifying that 67.8% of the variation of Organization-Public Relationship can be explained by the all five independent variables for the four Libyan public organizations. Moreover, results show that there was a statistical significance at the 0.001 level (p=.000), meaning problem recognition had a large influence on Organization-Public Relationship. However, there is no direct effect of all these five variables on the organizational image except problem recognition. Not only path coefficient, but also significant value indicated that there is no sign of strong effect of these five independent variables on aby of the Libyan public organizations image. Therefore, it is clear that in order to improve public organizational image, Libyan public organizations must improve their organizational public relationship. Also, results clearly showed that identifying problem, involving their stakeholders and personal experience have significant positive

effect in improving organizational public relationship.
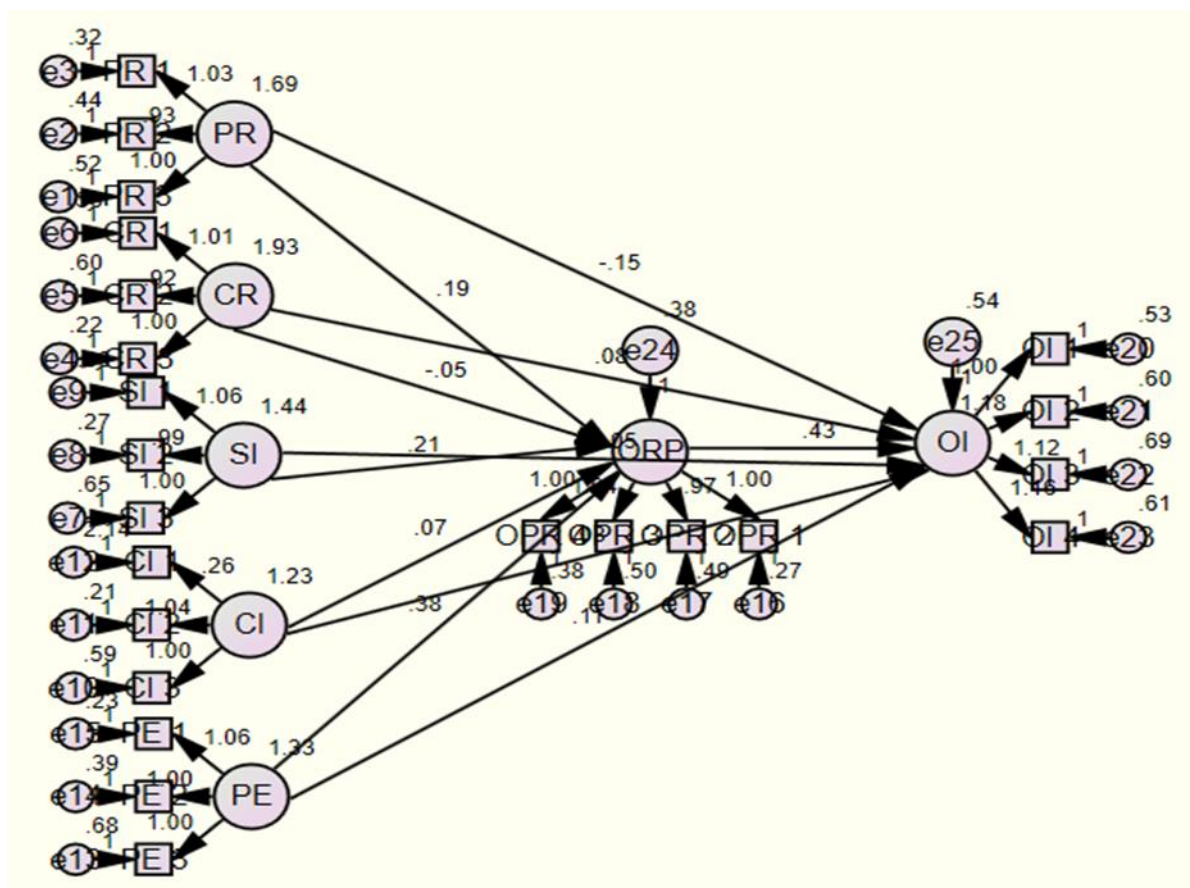
Table 2 Path coefficients for the Final Model

Variable		Variable	Path Coefficients	Sig.	Critical Ratio
Problem Recognition	→	Organizational Image	-.153	***	2.245
Constraint Recognition	→	Organizational Image	.083	.145	1.456
Self-Involvement	→	Organizational Image	.054	.453	.750
Community Involvement	→	Organizational Image	.026	.718	.361
Problem Recognition	→	Organization-Public Relationship	.188	***	3.512
Constraint Recognition	→	Organization-Public Relationship	-.053	.273	-1.097
Self-Involvement	→	Organization-Public Relationship	.207	***	3.537
Community Involvement	→	Organization-Public Relationship	.072	.245	1.162
Organization-Public Relationship	→	Organizational Image	.428	***	2.900

Thus, based on the stronger association between the types of organization public relationships and the organization-public relationship outcomes, the results suggested that organization-public relationship types affect the quality of organization-public relationship outcomes more for the public organizations. Additionally, the correlations with the organizational image also showed differential effects of organization-public relationship for the Libyan public organizations studied. Nonetheless, the correlations between the two types of organization-public relationships and the organizational reputation variables were consistent and in the same direction, as theoretically expected.To measure the mediating effect of the

organizational public relation on organizational image, this study evaluated the total, direct and indirect effect by using bootstrap method, with 95% confidence interval. Results presents in Table 3 clearly showed that there is significant mediating effect of organizational public relation with organizational image with three independent variables including, problem recognition, self-involvement and personal experience The significant value for these variables were less than 0.05, which strongly suggested that these variables improve organizational public relation, which eventually boost the Libyan public organizations image to their stakeholder as well as in the market. Therefore, the study hypothesis 5 is partially accepted.

Table 3 Mediation Analysis

	PR	CR	SI	CI	PE
Direct Effects					
OPR	.188	-.053	.207	.072	.383
OI	-.153	.083	.054	.026	.110
Indirect Effects					
OPR	.000	.000	.000	.000	.000
OI	.081	-.023	.254	.031	.164
Sig Value	.004	.184	.011	.125	.004
Total Effects					
OPR	.188	-.053	.207	.072	.383
OI	-.073	.060	.143	.057	.274

Figure 2: Final Model

Based on the quantitative results of this study, it is concluded that public relations are a fast growing and modem management discipline but has not yet become a 'true' profession like medicine, law and accountancy. Not surprisingly, public relations have been highly valued and recognised at the corporate level, as today's corporations must be able to interact with various internal and external stakeholders. PR roles and responsibilities assist in these interactions. There are growing needs and demands in public relations especially for service corporations in a complex and competitive business environment. However, the talents and competencies of current PR practitioners are still expected to be at a low level.

Current PR practice (with regard to performance and the tools used) is neither complex nor sophisticated. The serious issue of the talents and competencies among the current PR practitioners studied raises the critical question of whether public relations need to be regulated. The findings of this study revealed that accreditation (registration) would be a very important requirement in the professionalisation of PR practice. This accreditation should be based on a voluntary rather than an imposed mandatory system. There is a need to develop a universal professional body in public relations to regulate and serve the PR fraternity. The main focus should be on providing technical and managerial knowledge and skills that are more complex and more sophisticated.

In the light of the exclusive jurisdiction of public relation, public relation is seen as an exclusive strategic external function of organisations, which is in line with other management science disciplines such as marketing, human resources, finance and suchlike. In the overall organisational system, public relation is integrated with other management disciplines, especially marketing, and these have a strategic external function to grab opportunities in the marketplace and harness the core business of organisations. Public relation also plays a major role in safeguarding and sustaining the organisational image and image in a strategic way for the long term. The results of this study confirmed that for business leaders, the core functions and responsibilities of public relation are stakeholder relations, image management, corporate branding, corporate social responsibility and community relations.

Because of the main responsibilities of public relations, it is ranked at the top of the agenda of organisational strategy development. At the corporate level, consultative and corporate advisory services are key functions of public relations. Some business leaders expected that PR professionals would be able to influence the thinking and judgement of CEOs about how to communicate corporate policies strategically to their internal and external stakeholders. Thus, real PR professionals become 'the key representative and flag bearer of corporations' in their critical mission to safeguard and sustain the organisational image.

Concerning the quality of the competencies of PR practitioners, nurturing PR professionals is vital to meet the growing needs and demands of the PR industry, which requires the establishment of an exclusive qualification and training school. Although experience and exposure to this field are considered very important criteria, possessing the right academic and professional qualifications as a knowledge base is what will enable practitioners to practice the profession professionally. It is understood that public relations deliver intangible results to corporations, but some business leaders expected that PR professionals must nevertheless be trained using distinctive and formal measurement techniques such as key performance indicators, return on investment, and suchlike. The intangible will need to be measured.

Importantly, adhering to a code of ethics is very, very important to PR professionals. Although many corporations have their own code of ethics that is practised by all employees including PR practitioners, practising an exclusive code of ethics set by a professional body is seen as being vital to gain professional credibility. PR practitioners must protect the public interest. However, litigation can only be accomplished if PR practitioners become members of the professional body. Indeed, managing trust, transparency and good governance are among the most difficult things for every organisation to gain credibility from their stakeholders. Thus, PR professionals acting as corporate guardians must protect and sustain the image of organisations.

Implications for Public Relations

In recent years, organizations have demanded evidence that public relation is effective. Consequently, professionals and scholars alike in the field of public relations have looked for the key concepts to establish the value of public relations. The terms "relationships" and "image" have emerged as the focal concepts in the study and practice of public relations. Along with the emphasis on such concepts, leading public relations scholars have suggested a "management" perspective in defining public relations and in conducting research. By bridging the terms "relationships" and "image" with the management perspective, both scholars and professionals in public relations now use the terms "relationship management" or "image management" regularly to describe the contemporary practice of public relations. For example, J. Grunig (1992) maintained that "relationship management" has emerged as a "paradigm" for public relations scholarship and practice. Similarly, Zhao, L. and Moon, S. (2019). said: "… 'image management' is gaining ground as a driving philosophy behind corporate public relations.".

Interestingly, many public relations scholars (e.g., Hutton et al., 2001; J. Grunig & Hung, 2002) have pointed out that public relations professionals and scholars have demonstrated the value of public relations differently using the concepts of relationships and image. More specifically, influenced by Fortune image surveys and business scholars studying corporate image, public relations professionals have widely embraced image management to show economic effects of public relations. For example, public relations scholar, Kim (2001) examined the "economic value of public relations" by testing causal relations between public relations expenses, organizational image, and revenue increase. On the other hand, public relations scholars, in general, have suggested that public relations can have value because it helps the organization cultivate good relationships with strategic publics, and Hon and J. Grunig (1999) also have shed light on relationship management in public relations.

In this study, divergent approaches to relationships and image are not necessary. The concepts of organization-public relationships and organizational image can be integrated within a theoretical framework of public relation effectiveness. When those concepts are integrated

in a model, the role of public relation for its effectiveness can be more clearly captured than separate focus on each of the concepts. Therefore, this study contributes to a theoretical body of knowledge in public relations by filling the gap between existing theoretical claims and empirical research to support such theories: demonstrating how organization-public relationships affect organizational image in a causal model.

Methodologically, I believe that I chose appropriate methods for the purpose of this study. First, structural equation modeling (SEM) allowed me to test a causal model with non-experimental data. Consequently, I assessed organization-public relationships and organizational image, based on past interactions of research participants with the organizations studied. Secondly, I aligned the theoretical definition of organizational image and its operationalization by measuring the distribution and valence of cognitive representations that participants held of the organizations studied. Finally, I compared the hypothesized causal model across the four different types of organizations studied.

By connecting such relevant theories from different perspectives, this study empirically demonstrated the effect of organization-public relationships on organizational image: Organizational image is a direct product of organization public relationships, so management of quality organization-public relationships tends to produce favorable image for an organization. By clearly demonstrating a causal link between organization-public relationships and organizational image, this study contributes to public relations theory since the contemporary literature of public relation has increasingly focused on "relationships" or "image" as the primary vehicle of public relations value, or the key role of public relations at the organizational level (Hutton et al., 2001).

Implications for Public Relations Practice

This study contributes to the practice of public relations in several ways. Although practitioners have increasingly embraced "image management", it is imperative that public relations research demonstrate a sound theoretical framework of image formation. This study shed light on the causal link between organization-public relationship outcomes and organizational image, which include key antecedents of organization public relationships and organizational image, such as communication

behaviors of publics, experience, familiarity, and types of organization-public relationships. After connecting relevant theories to hypothesize a causal model, this study compared the hypothesized model across different types of organizations.

Bad behaviors of organizations produce bad relationships with publics and in turn a negative image of an organization (J. Grunig & Hung, 2002). As the Excellence study suggested, for public relations to be valued, public relations practitioners should practice strategic management of public relations: They should be included in the dominant coalition to influence organizational behaviors and to bring the voices of publics into the decision-making process (L. Grunig, J. Grunig, & Dozier, 2002). In particular, for effective management of relationships and image, the findings of this study suggest that practitioners need to 1) implement strategic management of communication by identifying publics with active communication behaviors and 2) help the organization to behave responsibly to value the interests of publics and communities. Therefore, the findings of this study are useful for practitioners to understand the importance of quality organization-public relationships and responsible organizational behaviors on the acquisition of favorable image. In contrast to the common focus on the familiarity-based route to image formation, this study suggests more focus on the "communication-based" and "communitarian" routes to image formation. Indeed, those conceptual frameworks are almost identical to image scholars' claims about the role of good stakeholder-organization relationships and corporate citizenship in image management.

Additionally, the findings of Wolf, K. and Archer, C. (2018a) were strongly supportive of these conclusions. They found "negative" effects of media visibility on images of 292 corporations sampled in Fortune's 1985 study. Literally speaking, the findings indicated that the more visibility of a company in the media, the less favourable corporate image. Thus, their study suggested risks associated with a publicity-centered practice for image management. Überschaer, A., Baum, M., Bietz, B. T., and Kabst, R. (2016) warned against a manipulative, symbolic management of public relations practice as follows: "Public relations was born as a manipulative art... Stunts, sensationalism, and embellished, highly selective truth were the hallmarks of the trade. Such crass manipulation made for short-term rather than long-term impact, thereby limiting the effectiveness

of public relations.". In this regard, for public relations effectiveness, the findings of this study suggest that practitioners need to focus on quality behavioral relationship management with publics, who engage in active communication behaviors, and to help their organizations behave responsibly.

Limitations of the Study

Potential cultural influences on the measurement items of this study, possible misspecification in the hypothesized causal model, risks in the validity of the measure of experience, unnecessary cues for participants' reporting cognitive representations in the survey questionnaire, low construct reliability of familiarity and communication behaviours, low construct validity of some latent variables and one-way evaluations of organization-public relationships limited in the perspective of publics could be some of the limitations of this study.

Suggestions for Future Studies

First, this study found that the links between organization-public relationships and organizational image can be useful for future public relations research, in particular as mediating variables. Secondly, future studies can investigate reputation formation in more in-depth ways than this study. For example, one can study how organizational reputation has been created through multiple flows of social networks such as interpersonal relations and diverse use of the media (e.g., web blog or discussion board on the Internet). Finally, future studies can examine "non-recursive" links between organization public relationships and organizational reputation or "moderating effects" of segmented publics on the link between organization-public relationships and organizational reputation. Thus, it will be interesting to conduct a qualitative investigation of the link between organization-public relationships and organizational image. Another possible approach is to design a longitudinal study in which the concepts of relationships and reputation are measured over time (as a panel study) so that the causal effects of relationships and reputation can be compared.

Conclusion

Overall, the findings of this study indicate that public relation has importance to an organisation as it supports the organisation and to community when it cultivates good connections with public and the favourable image may be achieved by the creation of quality organization-public relations. These

findings will help the detainment facilities department to discover the inside reasons for its poor execution in public relations which has influenced its general execution. This will help the detainment facilities department to survey the manner in which they do their public relations so as to enhance their administration conveyance and in general organization execution. In, endless supply of this investigation, the discoveries of this examination could be utilized to characterize a selective purview for public relations that is troublesome for different occupations to impersonate.

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