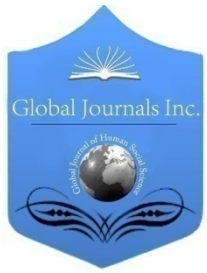
Volume 15 Issue 28
Originally issued as C4



Global Journal of human-social science: C
Sociology & Culture
Volume 15 Issue 4 Version 1.0 Year 2015
Type: Double Blind Peer Reviewed International Research Journal
Publisher: Global Journals Inc. (USA)
Online ISSN: 2249-460X & Print ISSN: 0975-587X

A Test of Five-Factor Model on Different Roles of Government and Private Public Relations Practitioners in Indonesia

By Putu Budhi Parthawa, Rachmat Kriyantono & Darsono Wisadirana

University of Brawijaya, Indonesia

Abstract- Research attempts to explore the information about the role of Public Relations (PR) played by governmental and private practitioners it based on five factors suggested by Moss and De Santo. Research uses quantitative approach and examines 300 PR practitioners of government and private who are arranged within the association of Indonesian Public Relations (BPP PERHUMAS). Data collection method is survey. T-test is conducted to compare of Public Relations role between government and private. Result of data analysis shows a significant difference between both on several factors such as Issues Management Expert, Troubleshooting/Problem Solver and Communication Technician. Not quite significant difference is found in some factors such as monitoring and evaluation, and also key policy and strategy advisor.

Keywords: *public relations, five-factor model, indonesia.*

GJHSS-C Classification : *FOR Code: 160899*



Strictly as per the compliance and regulations of:



© 2015. Putu Budhi Parthawa, Rachmat Kriyantono & Darsono Wisadirana. This is a research/review paper, distributed under the terms of the Creative Commons Attribution-Noncommercial 3.0 Unported License http://creativecommons.org/licenses/by-nc/3.0/), permitting all non-commercial use, distribution, and reproduction in any medium, provided the original work is properly cited.

A Test of Five-Factor Model on Different Roles of Government and Private Public Relations Practitioners in Indonesia

Putu Budhi Parthawa [α], Rachmat Kriyantono [σ] & Darsono Wisadirana [ρ]

Abstract- Research attempts to explore the information about the role of Public Relations (PR) played by governmental and private practitioners it based on five factors suggested by Moss and De Santo. Research uses quantitative approach and examines 300 PR practitioners of government and private who are arranged within the association of Indonesian Public Relations (BPP PERHUMAS). Data collection method is survey. T-test is conducted to compare of Public Relations role between government and private. Result of data analysis shows a significant difference between both on several factors such as Issues Management Expert, Troubleshooting/Problem Solver and Communication Technician. Not quite significant difference is found in some factors such as monitoring and evaluation, and also key policy and strategy advisor.

Keywords: public relations, five-factor model, indonesia.

I. Introduction

Five-factor model of Public Relations Role is developed from four characteristics of European Public Relation suggested by Steyn (2003). As said by Steyn (quoted in Moss and De Santo, 2011), one of these four characteristics is Reflective. European PR characteristics have changed standards, values and viewpoints used by general communities to develop mission and standard of organization. Two general roles in PR are estimated: PR as technician, which undergoes work activity related to tactical communication and PR as manager, with work activity related to strategic communication (Lattimore, Baskin, Heiman, Toth and Leuven 2007). The role of technician as assumed by PR practitioners may include tactical assignments such as writing, editing, taking photograph, producing communication, making coordination for specific event, and providing communication to media (Lattimore et al, 2007). Media relations is important to keep positive image or good reputation (Syahri, Kriyantono, Nasution, 2015).

According to Moss and De Santo (2011:107), *Five-Factor Model* can help improving the performance of PR senior practitioner in several ways. First is that the model can improve the ability to work with other senior management to identify and to clarify organizational values, operational principles, policies and strategies which guarantee the organization to empower the legitimacy. Second is that the model helps improving the skill and knowledge of reading, interrogating and interpreting the characteristics of internal and external stakeholder, and also helps to identify problems and opportunities and to explain them to senior managers, thus making PR practitioners being as the key of organizational decision making. Third is that the model may increase the understanding of business goal and the ability to contribute to business by involving stakeholders, enlisting their support, representing their interest, and promoting organization through their image. Fourth is related to the skill and knowledge to make strategic plan and to build PR Plan which supports organizational goal and provides proper resource for evaluation. Fifth is concerned with the ability to set the plan in effective and efficient ways. Sixth is that the model can help PR practitioners to work with others in organization, including senior manager and other employees, to understand the complexity of communication inside organization.

In relative with the progress of organizational goals, PR manager who acts as technician may not be quite involved into organizational issues, especially on strategic decision making, because they are not invited into managerial session or even seniority-based discussion (Cutlip, Scoot, 2006). In other hand, PR practitioners usually assume managerial role when they are the part of organizational management and can use strategic skills to determine end result or final impact of PR activity. Developing the environment, building the relation, managing the problems or programs of organization, and serving the higher-level advisors in certain policy-making or decision making are main focuses of their work assignment (Cutlip, Scott, 2006).

In previous research by Rosalynne Whitaker-Heck, it is asserted that PR senior practitioners in college do not have plenty engagements with their managerial role. Their technical role seems dominating managerial role. It is also found that PR senior practitioners in college level do not have direct access to director president or high-level manager positions. In other words, PR senior practitioners do not have quite important standing (do not have *seat at table*), although some exceptions remain such as during promotion or when the college experiences crisis. In the case of crisis,

Author α σ ρ: Magister Program of Communication Science, Faculty of Social and Political Sciences, University of Brawijaya, Malang Veteran Road, 65145. e-mails: budhiblue@gmail.com, rachmat_kr@ub.ac.id, darsono_wisa@ub.ac.id

© 2015 Global Journals Inc. (US)

PR senior practitioners are proposed to be the executive part of the college. It is consistent to David Malbert as quoted in Jefkins (1987) who find that many people assume that PR is the part of marketing but its function is almost similar to marketing. Therefore, it is not surprising if marketers underestimate PR. Some business peoples declare that PR represents a managerial function which serves organizations throughout the company, and the most internal part of PR is marketing. However, PR is not yet considered as important to several companies or agencies.

De Santo, Barbara, Moss, Danny, Newman and Andrew (2007) have identified and explained main elements of managerial works of PR Managers in a certain context and culture of organization. Five-Factor Model continues to evolve. It is expected that the Model will have wider application which covers the role of PR Managers in the organization at various nations and cultures. Five-Factor Model of Public Relations has been widely used in Western researches. Indonesia is belonged to Eastern part and shall be different in perspective.

Based on this background, the author is interested to follow-up the research by Moss and De Santo and therefore, the author decides to use Five-Factor Model to explain PR practitioners in Indonesia. Five-Factor Model is tested against PR Managers in the government (state-owned enterprises) and private in Indonesia. The test over Five-Factor Model of Indonesian PR will be a new review that is becoming important step to produce better Indonesian PR. The author also insists on understanding how important is PR position in Indonesia. Public Relations practitioners in Government (State-Owned Enterprises) and Private are selected by considering their different PR orientation. The orientation Governmental PR is given to policies and services, while Private PR is oriented toward business issue and profit. Therefore, the author will examine BPP PERHUMAS as the structure to collect the data because this Agency comprises of Public Relations practitioners from government and private who work at central sectors of an organization.

II. Researh Method

Research uses quantitative approach. Method of research is survey while data collection instrument is questionnaire. Survey type is explanatory. The population of research includes Public Relations senior practitioners from the government and private who was the membership of BPP PERHUMAS in Jakarta. The active population is 300 senior practitioners. Sampling is referring to Slovin Equation and the result is 36 persons of sample.

The role of Public Relations is made to operational with indicators of Five-Factor Model adopted by Whitcacker (9-14, 2014) as shown in table

Table 1 : Indicators of Five-Factor Model

Variables	Indicators	Descriptors	Remarks
Five-Factor Model	Monitor and Evaluator	Public Relations practitioners have managerial responsibilities of organizing, controlling and monitoring.	1. I prepare periodic report about communication operation for senior management. 2. I am responsible to determine target for PR Functions. 3. I cooperate with superior to determine the target based on PR Functions. 4. I must ensure that communication function of PR is operated favorably based on the budget. 5. I am responsible to supervise externals especially in evaluating PR Strategies. 6. I am responsible to monitor the performance of communication function of PR to achieve the expected target. 7. My primary work is negotiating with other managers about work resources and work loads. 8. I negotiate with senior management about target and function of PR.
	Key Policy and Strategy Advisor	Public Relations practitioners have strong relation with senior management of the organization and are actively engaged within policy making process.	1. I give regular inputs to top management about relevant/business problems and challenges. 2. I give regular contributions during meetings for administrative/high-level managerial policy-makings. 3. I have a stake in determining policy-making.

© 2015 Global Journals Inc. (US)

			4. I suggest to management about how to take strategic decisions and how to make them appeal to media. 5. I give inputs to the management about important issues of stockholders. 6. My primary work is to set plan of PR Strategies for internal and external stakeholders. 7. I cooperate with top management in formulating PR Strategies. 8. I am directly involved within organizational decision at board level. 9. I am responsible to apply communication strategies inside the organization. 10. I cooperate with President (Principal) to ensure that PR Strategies are understandable.
	Issues Management Expert	Related to the ability of Public Relations role in diagnosing and anticipating external threats from big or small problems.	1. I monitor external trends that influence organization. 2. I collect and analyze external intelligences that are relevant to organization. 3. I give suggestions to organization in responding the threats. 4. I am responsible to manage the programs to solve the identified problems. 5. I help the organization to solve problems caused by conflict against stakeholder. 6. I am responsible to deal with the internal and external occurrences in company that are unexpected and possibly threatening organizational wellbeing. 7. I am considered as expert when my company experiences crisis. 8. My primary work is maintaining contact and negotiation with external stakeholders.
	Troubleshooting/ Problem-Solver	In relative with the reaction of Public Relations practitioners in dealing with internal and external threats or crises faced by organization.	1. Helping to resolve problems caused by others in organization is one of my main responsibilities. 2. My work involves exchanging information with others and controlling certain information. 3. I represent the PR/ Communication function at meeting policy that might affect the communication function's role or resources is discussed.
	Communication Technician	Concerning with activities of supervising and in many cases, it also connects to implementation case, communication technique, and relation with media.	1. My work is always making connection with staffs in my section to ensure that staffs are working effectively. 2. I ensure that information and system of organizational communication report are effectively functional. 3. My work is also processing emails and correspondences. 4. I often handle technical aspect of the production of communication/materials for PR. 5. I supervise visual/design materials for my organization.

© 2015 Global Journals Inc. (US)

III. Result and Discussion

The comparative test that compares journalist perceptions about governmental PR and Private PR, and media relations is conducted using independent t-test. The criterion of test is explained as follows. If t-test statistic value is equal or more than significant level (alpha), there is significant difference between two groups of PR. Result of comparative test between journalist perception about Governmental PR and Private PR, and media relations, is exposed in the following explanation.

Table 2 : The Comparison of Public Relations Role between Governmental and Private Organizations in Monitoring and Evaluation

Indicator	Public Relations	Average	t-test	Probability
Monitor and Evaluator	Private PR	2.798	-3.393	0.001
	Governmental PR	3.337		

Result of test in above table indicates that statistic t-test is -3.393 at probability of 0.001. It means that probability is bigger than level of significance ($\alpha = 5$ %). it can be said that the is significant difference of Public Relations role between governmental and private organizations in Monitoring and Evaluation.

In average perspective, Public Relations role in government organization in the monitoring and evaluation has bigger average than that of private organization. It means that Public Relations role in Monitoring and Evaluation is more significantly bigger in governmental organization than private organization

Table 3 : The Comparison of Public Relations Role between Governmental and Private Organizations in Key Policy and Strategy Advisor

Indicator	Public Relations	Average	t-test	Probability
Key Policy and Strategy Advisor	Private PR	2.271	-1.732	0.087

Result of test in above table shows that statistic t-test is -1.732 at probability of 0.087. It means that probability is bigger than level of significance ($\alpha = 5$ %). It can be declared that there is no significant difference of Public Relations role between governmental and private organizations in Key Policy and Strategy Advisor.

Based on average perspective, Public Relations role in government organization in Key Policy and Strategy Advisor has bigger average than that of private organization, but the difference is not quite big (not significant). It means that Public Relations role in Key Policy and Strategy Advisor is different not-significantly between governmental organization and private organization.

Table 4 : The Comparison of Public Relations Role between Governmental and Private Organizations in Issues Management Expert

Indicator	Public Relations	Average	t-test	Probability
Issues Management Expert	Private PR	2.923	-2.554	0.013
	Governmental PR	3.288		

Result of test in above table reveals that statistic t-test is -2.554 at probability of 0.013. It means that probability is smaller than level of significance ($\alpha = 5$ %). It can be estimated that there is significant difference of Public Relations role between governmental and private organizations in Issues Management Expert.

By considering the perspective of average, Public Relations role in government organization Issues Management Expert has bigger average than that of private organization. It means that Public Relations role in Issues Management Expert is bigger in governmental organization than in private organization.

Table 5 : The Comparison of Public Relations Role between Governmental and Private Organizations in Troubleshooting/Problem-Solving

Indicator	Public Relations	Average	t-test	Probability
Troubleshooting/ Problem-Solving	Private PR	2.981	-3.393	0.001
	Governmental PR	3.565		

© 2015 Global Journals Inc. (US)

Result of test in above table explains that statistic t-test is -3.393 at probability of 0.001. It means that probability is smaller than level of significance (α = 5 %). It can be estimated that there is significant difference of Public Relations role between governmental and private organizations in Troubleshooting/Problem-Solving.

Taking count the perspective of average, Public Relations role in government organization Troubleshooting/Problem-Solving has bigger average than that of private organization. It means that Public Relations role in Troubleshooting/Problem-Solving is bigger in governmental organization than in private organization.

Table 6 : The Comparison of Public Relations Role between Governmental and Private Organizations in Communication Technician

Indicator	Public Relations	Average	t-test	Probability
Communication Technician	Private PR	3.731	-2.832	0.006
	Governmental PR	4.235		

Result of test in above table indicates that statistic t-test is -2.832 at probability of 0.001. It means that probability is smaller than level of significance (α = 5 %). It can be estimated that there is significant difference of Public Relations role between governmental and private organizations in Communication Technician.

If average perspective is considered, Public Relations role in government organization Communication Technician has bigger average than that of private organization. It means that Public Relations role in Communication Technician is bigger in governmental organization than in private organization.

IV. Conclusion

Five-Factor Model is a new review over Public Relations role. Five-Factor Model is also important to understand how far managerial and technical roles played by Public Relations senior practitioners in a company or an organization, especially when they must develop good relationship with other management or top management. It is expected that PR practitioners can give the best solution in dealing with problems or in making decisions. Public Relations practitioners are functionally very important part of the organization. During the review of Five-Factor Model, Public Relations practitioners are required to undergo communication management favorably inside the organization and to have good relationship with internal and external stakeholders. Therefore, PR is quite important component in an organization.

The objective of research is to understand how far managerial and technical roles played by Public Relations senior practitioners in a company or an organization. In this matter, research concerns with the relationship between Public Relations senior practitioners with other sections or with top management. Every section or department in organization shall have good cooperation with counterparts.

Result of data analysis concludes that Monitor and Evaluator Category and Key Policy and Strategy Advisor Category are not significantly different in the Public Relations role played by governmental and private organizations. The Categories of Issues Management Expert, Troubleshooting/Problem Solver, and Communication Technician, are significantly different between governmental and private organizations. Comprehensively at Jakarta Govermental PR has better PR than Private PR.

V. Suggestion

This current research is a follow-up from previous researches about Five-Factor Model. By this research, the author attempts to understand Public Relations role using Five-Factor Model which describes the practitioners of Governmental PR and Private PR in Indonesia. However, the finding is not universal because the research only uses Indonesia perspective, and therefore, it is hardly representing Asia continent with various different demographics. It is suggested that the results of this research will give good insight for Public Relations practitioners such that they can improve performance quality of PR role in an organization because PR role is very important to develop organizational performance. For academicians, results of research may contribute to the literatures of next researches. Various findings shall strengthen the interest in developing and exploring the review of Public Relations.

The writers should thanks to The Global Journal of Human Social Science (GJHSS) that willing to publish this study and to all parties who contributed in this study

References Références Referencias

1. Baskin, Otis & Craig Aronoff & Lattimore (1997). Public Relation: The profession and the practice 4th *ed*. NewYork: Mc Graw Hill
2. Cutlip, Scott M., 2007. Effective *public relations* (Ed.9 cet.2). Jakarta: kencana Predana group.
3. DeSanto, dkk. (2007). building and understanding of the main elements of management in the communications/public relations context: A study

© 2015 Global Journals Inc. (US)

U.S. practitioners practices, *Journalism & Mass Communication Quarterly*, 1-11
4. Dozier, David M. (2014). Manager's guide yo excellence in public relations and communiation management. 1-30
5. Effendy, Onong Uchjana 1989. *Human relations and public relations* dalam management. Bandung; Mandar maju
6. Grunig, James E. Excellence theory In Public Relation, 1-3
7. Grunig, L. A., Grunig, J. E., & Dozier, D. M. (2002). *Excellent public relations and effective organizations: A study of communication management in three countries.* Mahwah, NJ: Lawrence Erlbaum Associates.
8. Kriyantono. Rachmat. 2006.*Teknik praktis riset komunikasi: Disertai contoh praktis riset media, public relations, advertising, komunikasi organisasi, komunikasi pemasaran.* Kencana Prenada Group. Jakarta.
9. Kriyantono, Rachmat. 2008. Public relations writing: *Media public relation membangun citra korporat*. Prenada Media Group. Jakarta
10. Kriyantono, Rachmat.2014. *Teori public relations perspektif barat dan lokal*: *Aplikasi penelitian dan praktik*. prenadamedia Group. Jakarta
11. Lattimore, D., Baskin, O., Heiman, S., Toth, E., & Leuven, V. (2007). Public Relations: The profession and the practice. New York: McGraw-Hill.
12. Moss, Danny, Barbara DeSanto.2011. Public Relations*:* A Managerial perspective Los Angeles: SAGE
13. Rosalynne Whitaker-Heck, E. A. (2014). An Examination Of the Roles And Work Activities Of The Public Relations Officer In Higher Edication Using the Five-Factor Dimension Model.Public Relation Society of America. 8(1), 9-14
14. Schriner, M. (2014). The Public Role Model In Public Relations:An Integrated Approach to Understanding Personal influence In Public Arena, 1-18.
15. Sterne, G. D. (2008). Public Relations Among The Management A new Zealand Perspective. 2 (3), 1-16
16. Syahri, M. A, Kriyantono, R., Nasution, Z.(2015).An explanative study on the different perception of journalist toward media relations of government and private public relations, Asian Journal of Humanities & Social Science,3(1),36-48.

© 2015 Global Journals Inc. (US)