

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

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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.

Index terms— public relations, five-factor model, indonesia.

1 I. Introduction

ive-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, Year 2015

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PR senior practitioners are proposed to be the executive part of the college. It is consistent to David Malbert as quoted in Jeffkins (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.

3 II. Researh Method

4 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.

5 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.

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Variables	Indicators	Descriptors	Remarks
Five Factor Model	Monitor and Evaluate	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.

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Figure 1: Table 1 :

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Indicator	Public Re- la- tions	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-significant between governmental organization and private organization.

Figure 2: Table 3 :

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Indicator	Management Expert Public Re- la- tions	Average	t- test	Probability
Issues	Private PR	2.923	- 2.554	0.013
Management Expert	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 in Issues Management Expert has bigger average than that of private organization. It means that Public Relations role in Issues Management Expert is bigger in government organization than in private organization.

Figure 3: Table 4 :

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

Figure 4: Table 5 :

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governmental and private organizations
Troubleshooting/Problem-Solving.

Taking count the perspective of average, Public Relations
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.

Figure 5: Table 2 :

Indicator	Public Relations	Communication Technician	Average
Communication	Private PR	3.731	-2.832
Technician	Governmental PR	4.001	-2.832
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 ($\alpha = 5\%$). 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.			
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.			

Figure 6: Table 6 :

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