

**Intellectual and practical approaches to public relations
and their application perspectives**
**Approches intellectuelles et pratiques des relations
publiques et leurs perspectives d'application**

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Abstract

Public relations services are characterized by a consultative nature linked to the management of internal and external relations, and the development of the public relations sector permanently and cooperatively, to address and respond to emergency crises. Therefore, the general framework of public relations is embodied in the degree of understanding achieved between alignment and the public in the context of making planned efforts, aimed at gaining the understanding, sympathy and support of the masses, to preserve the survival and continuity of the institution.

Our topic highlights the functional aspect of public relations and clarifies the theoretical approach that explains the effectiveness of this function. And through theoretical interpretations, we try to reveal the intellectual and practical applications of public relations activities.

Keywords: Public relations, Organization and Public, Facing crises.

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Résumé

Les services de relations publiques se caractérisent par une nature consultative liée à la gestion des relations internes et externes, ainsi qu'au développement continu et coopératif

du secteur des relations publiques afin de faire face aux crises d'urgence et d'y répondre efficacement. Ainsi, le cadre général des relations publiques se manifeste dans le degré de compréhension établi entre l'organisation et le public, à travers des efforts planifiés visant à obtenir la compréhension, la sympathie et le soutien des masses, dans le but de préserver la survie et la continuité de l'institution.

Notre sujet met en lumière l'aspect fonctionnel des relations publiques et clarifie les approches théoriques qui expliquent l'efficacité de cette fonction. À travers des interprétations théoriques, nous tentons de révéler les applications intellectuelles et pratiques des activités de relations publiques.

Mots-clés: relations publiques, organisation et public, gestion des crises.

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Introduction

The success of organisational actions for public relations objectives is linked to external variables and indicators that depend on the impact of the organisational achievements of the public relations function in achieving its objectives by means and methods that ensure its continuity and survival. This is related to achieving the public benefit for the public that prevents it from being exposed to emergency crises, and thus achieving a competitive advantage that gives it a good reputation within the market and with various customers.

Therefore, public relations activities are practically linked to mutual connections through facing risks and crises and achieving successes that come from contributions to social life, and through these contributions, the communication process between organisations and the public interacts, with the aim of establishing friendly and sound relations with the various public groups, in order to adapt to the environment and the nature of social activities.

Because the public relations function is one of the most important functions of management and work to develop programmes that are consistent with the public interest. Within the framework of this analysis, it is able to determine the policies and procedures directed to the activity and performance of the institution, but in accordance with the general interest of the public before the private benefit. This has compounded the need for the formation of public relations departments in all organisations, regardless of the nature and size of their activities.

Therefore, the main objective of the public relations function is to help the organisation maintain a social environment that grows and thrives by rationalising the organisation's behaviour and ensuring the public interest. To this end, our topic focuses on researching the functional aspect of public relations, what are the theoretical explanations of this function, and how the functional applications of public relations in facing crises and dealing with obstacles contribute to achieving success.

1. Functional Analysis of Public Relations

One of the most important policies that highlight the human aspect of organization is public relations programs that work to achieve various organizational processes within the institution, such as communication, coordination, understanding, and joint cooperation between interactors inside and outside the work environment. Therefore, our focus in this topic is on relationships with individuals or groups that make up the organization's audience, by which we mean every group or segment of society with which the organization has a relationship.⁽¹⁾

Public relations in this context refers to the degree of understanding achieved between an individual, organization, body, or audience, with the application of methods and means that lead to the achievement of this relationship.⁽²⁾

In this approach, which focuses on the public and the organization in embodying the concept of public relations, Katlib and Senter believe that public relations manifests itself in the planned effort to influence management and trends through good performance and effective two-way communication from the organization to its audiences and from the audiences to the organization.⁽³⁾

According to this definition, public relations is based on the idea of communication between the organization and the public, with the aim of gaining the public's trust, understanding, and support. In this sense, public relations works to create and establish friendly relationships and close ties based on cooperation and mutual understanding.

Since public relations has fundamental programs in organizational matters, it is primarily an administrative function based on specific scientific foundations with clear objectives and powers, especially in establishing good relations with the organization's audience, through which the institution is committed to developing the policies and achievements necessary for its program, which is generally represented in communicating with various audiences, with the aim of achieving the public good before private benefit.

In this utilitarian context, Kotler and Dubois define public relations as an impersonal stimulus used to promote a product, service, or institution, obtained through information published in the press, radio, television, or through the organization of similar objectives.⁽⁴⁾

Considering that public relations is a set of activities carried out by institutions of various kinds in order to create good and sound relationships with groups of individuals with whom they deal in order to gain their trust and satisfaction, Paul Garrett, an expert in public relations management at the American company Motors, emphasized that it is not a defensive means of making the

1- Taher Morsi: **The Art and Science of Public Relations**, Dar Al Nahda Al Arabiya, Cairo-Egypt, 1992, p. 22.

2- Abdullah Ahmad: **Public Relations and Public Opinion**, World of Books Cairo-Egypt, 1999, p. 16.

3- Fariha Muhammad Karim: **Public Relations: Intellectual and Practical Dimensions**, Dar Al-Oloum Publishing and Distribution, Annaba-Algeria 2012, p. 8.

4- Kotler philip, Dubois Bernar: **marketing management, nouveaux horizons**, paris-France, p. 564.

institution appear in a manner contrary to its true image, but rather a continuous effort on the part of management to gain the trust of the public by carrying out activities that are of interest to them.⁽¹⁾

On this basis of general utility, intellectual and opinion leaders throughout ancient times recognized the existence of public relations between individuals through the power of public opinion. The idea of influencing public opinion through objective information is considered one of the most important and effective policies for gaining public trust.

To confirm this general beneficial path for public relations in its early stages, American Abraham Lincoln stated that nothing fails thanks to public opinion, and nothing succeeds without public opinion.⁽²⁾

From the above, Edward Robinson concludes that the concept of public relations is nothing more than the practical application of social and behavioral sciences, which is embodied through measuring, evaluating, and explaining the attitudes of the public associated with the institution, in order to achieve a balance between the institution's goals and the goals and interests of the public. This can only be achieved by helping management set goals aimed at increasing understanding and instilling mutual trust between the organization and its audiences. It also involves promoting activities and programs that make audiences satisfied with the organization's products, plans, policies, and employees.⁽³⁾

We conclude that public opinion is the field of public relations and its primary goal is to influence its trends and gain its sympathy and trust. Public relations is a communicative function with mutual influence, based on honesty and free from deception and fraud. In addition to being a planned, organized, and purposeful activity that balances the interests of the institution with those of its audience and the surrounding environment. Therefore, public relations represent the outcome of positive and negative interactions between different audience groups and the management of organizations.⁽⁴⁾

In other words, the task of public relations is to disseminate information, ideas, and facts that are explained and interpreted to the organization's internal and external audiences, and then convey them back to the organization in order to achieve relative social harmony or adaptation between it and its audiences. In order to do this well, public relations experts must be specialized in dealing with various media and communication channels, and be proficient in studying the mentality of the public and methods of measuring public opinion.⁽⁵⁾

1- Zuhair Yassin Al Tahat: **The Psychology of Public Relations and Advertising**, Dar Yafa Scientific Publishing and Distribution House, Amman-Jordan, 2011, p. 24, 25.

2- Jean Chamely, Denis Huisman: **les relations publiques, collection que sais -je**, puff, paris-France, 1967, p. 10.

3- Ajwa Ali: **Public Relations- Theory and Practice-**, World of Books, Cairo-Egypt, 2011. p. 17.

4- Fariha Muhammad Karim: **op. cit**, 2012, p. 11.

5- Zuhair Yassin al tahat: **op. cit**, 2011, p. 26.

Hence, there is an urgent need to organize public relations programs in modern society, especially with the increasing power and influence of public opinion in democratic societies, the growing size of economic institutions, and the increasing intensity of competition in the labor market. In addition to the rapid shift from agriculture to industry, and the emergence of media and technology aimed at keeping pace with intellectual and scientific progress. Its goal is also limited to attracting public opinion through various available and possible strategies.

2. Intellectual reflection on the function of public relations

There are many social theories that explain the function of public relations, based on the idea that humans are social by nature and tend to live in groups that provide them with security and stability and meet their biological and psychological needs in particular, but within the framework or limits of the group's principles. Therefore, humans tend to bond, cohesion, and rely on the strength of the group, forming an internal system that strives to maintain its balance within this system.

This means that the characteristic of interdependence between all elements of the system is fundamental in the view of functionalists, because if a change occurs in one element within this system, all other elements change in accordance and response to it due to the close connection that characterizes the structure of the system, which necessarily differs from the structure of the external environment.

Therefore, systemic research aims to form a framework specific to systems in sociology, as it seeks to identify the similarities and differences between various systems, particularly in its analyses of the concepts of relationship, elements, structure, and pattern. As mentioned above, any change in one of its components is followed by a change in the other components and their relationships.⁽¹⁾

One of the most prominent pioneers of the social structure approach is Talcott Parsons, who emphasized that we cannot talk about building a theoretical social structure without talking about the establishment of cultural patterns, especially value orientation patterns. Motivational processes in the social structure are processes that are formed and occur from a group of actors interacting in a socio-cultural situation.⁽²⁾

Therefore, the function of public relations depends on the stability of this system, which ensures control over the stability of values and standards for various actors within the organization or for members of the system, thereby ensuring coordination and objective and rational work, and achieving effective adaptation to the social climate of the organization. This stability is most

1- Irving Zitelman: **Contemporary Theory in Sociology- A Critical Study-**, Translated by Mahmoud Oda and Ibrahim Othman, Dar Al Maarifa Al Jamiya, Al Azariya, Egypt, 1998, p. 47.

2- Fariha Muhammad karim: **op. cit**, 2012, p. 88.

effectively achieved when the institution seeks to understand the needs and requirements of its audience and, in the long term, achieves audience satisfaction and gains their trust in both its products and services.

In order to achieve a systematic understanding of the function of public relations, we delve deeper into the functional constructivist theory derived from Parsons' writings, which focus on both structure and function. Piaget refers to three meanings of the term "structure": totality, transformation, and self-regulation. In other words, construction is a system of transformations that comply with laws intended to preserve the primary elements of systems, without these elements exceeding their limits or relying on external elements.⁽¹⁾

As for function, as mentioned by Merton, it is those results or effects that lead to adaptation and conformity in a certain pattern.⁽²⁾ In other words, the function aims to analyze societies and determine the extent to which the components and elements of society contribute to the formation of the overall function, given the distinctive nature of the relationships between the parts and the whole.

Functionality starts from a preliminary assumption that society is a system composed of a set of social systems and specific cultural patterns, and in return, patterns of social action seek to achieve and meet societal needs within the framework of social and cultural values. Here, Merton refers to the idea of functional alternatives, which include the possible diversity of means and possibilities for satisfying these needs and requirements. In addition to the idea of supporting social phenomena and revealing latent and apparent functions.

In general, the functionalist approach, in its interpretation of the function of public relations, focuses on the cultural and biological systems and the personality system within the framework of the normative relationships between them. Furthermore, attention to the conditions of the system, its interaction, and its integration serves to maintain the dynamic functional orientation of public relations by adapting the system to other systems, adapting it to the natural environment, and achieving its goals and balance in achieving stability and integration. This is known as analyzing the conditions of system stability and effectiveness.⁽³⁾

In the context of interactions with the public, the public relations function is bound by all mutual influences in order to maintain relationships within the framework of values such as loyalty, trust, and fidelity, among other interrelated symbols, in order to preserve the continuity of this function. This is a step that goes beyond functional constructivism with the presence of the symbolic human dimension in the formation of the self during the process of interaction between

1- **ibid**, p. 89.

2- Mohammed Ali Mohammed: **History of Sociology- Pioneers and Contemporary Trends-**, Dar Al Maarifah Al Jamiya, Alexandria-Egypt, 1978, p. 44.

3- Fariha Muhammad karim: **op. cit**, 2012, p. 91,92.

individuals. This is what symbolic interactionism has focused on in preserving the value content of things related to the public and the organization. Symbolic interactionism is inseparable from the process of communication in the symbolization of social events.⁽¹⁾

In terms of public opinion, it plays an influential role in mass media messages in terms of both form and content. This has been confirmed by pioneers of public opinion theory who have studied the trends and attitudes of individuals, taking into account that public opinion is a latent and hidden desire within society, as it constantly aims to preserve its entity. This reinforces public opinion as a social phenomenon that expresses the views of the masses after they interact in a logical and rational manner, so that through this interaction they feel a sense of belonging and the achievement of common interests. ⁽²⁾

Most of these intellectual trends interpreted public relations from the perspective of the audience benefiting from the service, focusing more on structure, function, and public opinion. As for the deconstruction of the characteristics and traits of the public and the importance of elements of interaction, such as knowledge, perception, and organization, many scientific and social theories have addressed these issues, particularly scientific dissonance theory, cognitive balance, cognitive analysis of social media, social organization, and social learning theory. These theories have focused in particular on studying the attitudes of service users towards the institution.

3. Functional applications of public relations activities

Based on indicators of trust, mutual respect, and mutual freedom, the practical foundations of public relations as a function within an organization become clear. The image that is imprinted in the minds of the public is created by fostering a spirit of community and cooperation among the members of the organization, regardless of their administrative levels. This is necessarily reflected in the external public thanks to the ethical values prevailing among the internal public in all its actions.

To this end, the public relations function works to spread awareness among the masses and guide public opinion to achieve the public good of society, and in return, gain the trust and respect of the public thanks to satisfaction with the institution performing all its duties. This requires institutions to carry out cooperative activities with other institutions within their planned program and achieve their general objectives, which are based on public acceptance in order to maintain their survival and stability.⁽³⁾

1- Khalil Ahmad Khalil: **Basic Concepts in Sociology**, Dar Al Hadatha Publishing House, Beirut-Lebanon, 1984, p. 52.

2- Hussein Abdul Hamid Ahmed Rashwan: **Public Relations and Media from a Sociological Perspective**, Modern University Office, Alexandria-Egypt, 1993, p. 84.

3- Mohammed Abdullah Abdul Rahim: **Consumer Relations- A Behavioral Approach**, Dar Al Jamiya, Cairo-Egypt, 1978, p. 12.

Therefore, institutions must pay attention to the communication process within and outside the organization, regardless of the nature of the products or services.⁽¹⁾ because the function of public relations requires striving and making efforts to maintain a stable and balanced social environment, so that it grows, develops, and achieves a competitive advantage and reputation that confirms its popularity among the public, thereby achieving the public interest.

By successfully implementing public relations in a dynamic and effective manner, an institution proves that it is an open system that has a reciprocal relationship with its surrounding environment. According to Philip Kotler and Bernard Dubois, the environment consists of forces and obstacles that affect the institution ⁽²⁾, without neglecting public attitudes and reactions towards the organization, or what we call the surrounding psychological environment.

The recognition of public relations as a function in various types of institutions makes it necessary to continuously adhere to the ethical behavior and ideals of employees. Therefore, public relations employees are distinguished by their outstanding scientific preparation to perform their duties successfully, to be experts in performing their duties based on having a likable personality and the ability to communicate.

These qualities are achieved thanks to a set of characteristics that are distinctive to those who hold this position, such as: attractiveness, curiosity, balance, concern for others, objectivity, enthusiasm, integrity, purposeful and fertile imagination, courage, and willpower. In addition to certain skills such as reading, writing, listening, and speaking.

In other words, a public relations employee or expert must have the ability to form good and positive relationships with various actors and stakeholders, with the ability to find solutions and innovate. They must also have the ability to influence the thinking of others, bearing in mind that the goal of influencing others includes changing their ideas to suit their own ideas, those of their organization, and the public interest.

Public relations is an ongoing endeavor that involves multiple activities, the most important of which is understanding human nature in order to predict behavior and responses. The stronger the personality of the public relations officer, the greater their influence in persuading others to engage in positive public relations.⁽³⁾

The need to organize public relations programs arose following major changes in society. Modern society is characterized by significant changes in its political, social, and economic structure, which have led to the emergence of certain factors that contributed to the emergence of public relations as a function within institutions. These factors can be explained as follows:

1- Jassim Fakhri Suleiman & al: **Public Relations**, Ministry of Higher Education Baghdad-Iraq, 1981, p. 18.

2- Kotler philip, Dubois Bernar: **marketing management, nouveaux horizons**, paris-France, 1984, p. 141.

3- Belkheiri Radwan, Jabri Sara: **Introduction to Communication and Public Relations**, Jisr Publishing and Distribution, Algeria, 2013, p. 193, 194, 195.

- The growth of industrial and commercial institutions and increased competition between them, resulting in the emergence of large companies with large automated equipment that employ thousands of workers, produce many goods, and deal with millions of people in different parts of the world as manifestations of modern society.
- The emergence of multiple conflicting forces, each trying to attract public opinion, with the emergence of political parties, professional unions, federations, and cooperative associations, each trying to highlight its role and activities to its audience.
- The advancement of media and publishing as a result of significant intellectual and technological progress.
- Public relations is one of the effective means by which a sense of responsibility can be developed among citizens, thereby transforming them into a positive audience that cooperates with the government.⁽¹⁾

We find that public relations represents a special and permanent function of management and administration for the institution, where its primary task is to employ specialists in opinion analysis and communication techniques in order to preserve the organization and improve the climate of understanding and mutual trust with a view to achieving the institution's objectives.

Therefore, in order to win the affection of individuals, public relations must strive for honest and sincere communication against false opinions and ideas. For this reason, Verdi believes that public relations are genuine relationships that transcend all ideological concerns, with the aim of winning public sympathy for the institution. In other words, public relations aim to place the institution at the disposal of its employees on the one hand and the external public on the other.⁽²⁾

To achieve the functional application of public relations, it is necessary to realize the concept of social responsibility in the work of institutions and concern for the public, which is reflected in how crises are dealt with and addressed before they occur, and in the adoption of a theoretical and practical model on which public relations is based.

3.1. Consideration of public opinion in making final decisions

Public relations is a structured institutional activity that aims to raise the profile of an institution and improve its image. Therefore, it is characterized by continuity, as it is an ongoing activity based on evaluation and re-evaluation, which increases its effectiveness as a communication activity based on building effective communication relationships, whether within the institution with employees or outside the institution with the public, the media, and various stakeholders.

1- Ali Farjani: **Public Relations and Communication Strategies**, Dar Amjad Publishing and Distribution, Amman-Jordan, 2018.2018, p. 114.

2- Salah Abdel Hamid: **The Arts of Advertising and Marketing**, Tayba Publishing and Distribution Cairo-Egypt, 2014, p. 70.

For this reason, and due to the sensitivity of the work involved in public relations, management strives to make the public relations department a strong, effective body with diverse expertise. This reflects the growing interest that modern institutions have in public opinion, both inside and outside the institution, because it is not possible for an institution to modify its policies and regulations unless we know the opinion of the groups it deals with and their position on all functional practices towards these groups in particular.

In other words, public relations is an organized communication activity based on well-studied scientific principles and rules, which fundamentally recognizes the authority of public opinion, which greatly influences the final decision-making of an institution. Therefore, public relations does not only represent the institution and its employees, but also public opinion and its influence on final decision-making. ⁽¹⁾

Public opinion plays an important role in the lives of individuals, groups, and institutions. It has become an undeniable reality with power and influence that cannot be ignored. This necessitates paying close attention to it, studying it, and examining the factors that influence it. Abraham Lincoln agreed with this when he said, "Nothing goes with public opinion, and nothing can succeed without it." The establishment of specialized agencies to develop an institution's relationship with its audience is confirmation of these institutions' awareness of the importance of public opinion and its powerful influence. These agencies study and measure public opinion, its trends, and the factors that influence it. It also has a strong influence and impact on senior management, as it guides the institution's plans and general policies, just as it does at the state level. Public opinion thus constitutes a popular force that plays an important and fundamental role in shaping and guiding the goals and general policies of democratic societies. ⁽²⁾

According to the above, public relations as a communication concept and institutional work is an inevitable result of developments in modern society and the growing power of public opinion. Therefore, from this perspective, public relations helps raise awareness in society about the importance of the issues it addresses, the importance of the services and programs implemented, and their vital connection to the interests of society.

Since public relations broadens individuals' awareness of the organization's philosophy and mission and evaluates its programs and social services, it helps convey policies and opinions to gain public support for the organization's positions and support them positively and effectively. Thanks to the optimal and most effective use of its financial resources in the public interest and to create good relations with the public within a framework of credibility, because the central

1- Issam Suleiman Al Mousa: **Introduction to Mass Communication**, 8th edition, Dar Ittrak Publishing and Distribution, Amman-Jordan, 2012, p. 250, 251.

2- Abdul Nasser Jaradat: **Introduction to Public Relations**, Dar Al Yazouri Scientific Publishing, Amman-Jordan, 2019, p. 71, 70.

goal of public relations is to provide the public with all the facts as they exist in reality, or what is known as achieving the realism of the organization's work. In general, the organization has a constant need to know the opinions and reactions of society when making any decision or implementing any activity, as it aims to gain the trust of the public in the organization, which must first be available among the organization's employees, because internal distrust necessarily leads to the failure of external relations. ⁽¹⁾

In order to gain the trust and support of employees, which is necessarily reflected in the external community, it is necessary to follow methods of boosting employee morale based on applying the principles and foundations of human relations to human resource management. Human relations involve creating an atmosphere of trust, understanding, and mutual respect between management and employees to achieve goals efficiently and effectively. Therefore, the human factor is the fundamental basis of strategic management that drives the workforce.

Referring back to the importance of public opinion in influencing decision-making, it can be clarified that public opinion plays an important role in the lives of individuals and groups, and has a significant influence on systems, as it can change or amend certain decisions, laws, or policies.

By balancing the importance of the law and the decision with the reaction of public opinion based on the available information, the authorities can determine the steps to be taken in terms of the extent of change or amendment. This confirms the close link between public opinion and legitimate policy aimed at serving the public interest and eradicating corruption.

Public opinion in this sense is the expression of social trends and judgments that necessarily require change and amendment.⁽²⁾ Public opinion also reveals the foundations and principles that help establish friendly and sound public relations between different segments of the population and between institutions. Through public opinion, it is possible to gauge the degree of harmony between members of society and government and private institutions.⁽³⁾ We conclude from the above that public relations has become a complex field that requires a high degree of intelligence, strength of character, and scientific knowledge. It is mainly concerned with affirming a particular point of view and presenting it to the audience with whom it deals, which in turn requires a great ability to persuade and a good knowledge of the psychological and social conditions of the audience. This means that public relations work involves a combination of persuasive and psychological techniques.

1- Abdul Razzaq Al Dulaimi: **Communication Sciences in the 21st Centur**, Dar Al Yazouri Scientific Publishing House, Amman-Jordan, 2015, p. 263, 264.

2- **ibid**, p. 370, 371.

3- Zuhair Abdullatif Abed: **Public Opinion and Methods of Measuring It**, Dar Al Yazouri Scientific Publishing House, Amman-Jordan, 2016, p. 118.

Persuasion is considered successful if decisions are consistent with long-term treatment.⁽¹⁾ This requires the public relations department to monitor public opinion and accurately and credibly determine public attitudes in order to develop policies, strategies, and plans to change public opinion in a way that ultimately increases public confidence. All of this is done through careful planning based on facts and reality.

3.2. Crisis management

Talking about crises and how to deal with them requires trying to prepare for and deal with the crisis before it happens, as the institution, regardless of the nature of its activities, relies on planning, which is the cornerstone of any crisis management, as it effectively contributes to preventing expected crises. In other words, it means the ability to avoid risks and predict potential crises. Prediction is a positive step in facing and planning for a crisis on the part of crisis management.

This requires gathering sufficient information about everything related to the institution, such as financial obligations, the identification of products that are susceptible to competition or damage, the extent to which laws affect the organization's activities, realistic knowledge about parties related to the organization's performance, such as competitors, public opinion, or others, as well as the surrounding environment related to the existence of specifications that are compatible or incompatible with the organization's activities.

Therefore, when faced with crises, imbalances, or deviations, the public relations department is committed to conducting a comprehensive study of its internal and external environment. This includes preparing files related to previous crises in advance, in order to review the methods used to address and deal with them, as well as the results achieved. Thanks to this planning process, the public relations department can easily avoid some of the crises it may face, or at least be better prepared to deal with them and mitigate their negative effects or consequences. ⁽²⁾

Public relations plans may vary from one institution to another depending on the circumstances surrounding each institution. These circumstances include the size and number of audiences connected to the institution, the nature of the institution's activities and operations, its financial position, and the public's attitude towards it. Regardless of these differences, it is necessary to plan public relations activities.

Before beginning the planning process, it is essential to conduct a comprehensive study of the institution and examine every detail, large and small, to identify its problems or crises. The planner must examine the organization's material capabilities, internal systems, and working

1- Issam Suleiman Al Mousa: **op. cit.**, p. 253.

2- Mustafa Youssef Kafi: **Media, Public Opinion and Public Relations in the Face of Crises**, Dar Al Hamed Publishing and Distribution, Amman-Jordan, 2017, p. 305, 306.

methods so that the planning objectives are consistent not only with the organization's circumstances but also with the desires and interests of its audience.⁽¹⁾

With regard to crisis management in public relations, the primary reference point for establishing crisis management is the public relations manager, through the tasks assigned to him or her to ensure effective crisis management. Their primary and ongoing role is to maintain close relations with the media, given their strategic and collaborative role alongside the institution during a crisis.

Therefore, he is keen to appoint competent members to form a unified crisis management team, so that each member of the team is aware of his specific role, which complements the roles of the other members, as this team is an integrated whole in the formation of a public relations unit ready to take all necessary measures when needed. It should be noted that this team is represented by an official spokesperson for the institution to deal with the media.

In this context, planning to deal with or confront crises is necessarily remedial in nature, or what we call remedial planning, which differs from the constructive or routine planning of an institution. The distinctive feature of remedial planning is familiarity with all aspects and implications of the crisis and its dimensions. Therefore, each institution adopts a remedial plan that distinguishes it from others in crisis management.⁽²⁾

Therapeutic planning for crisis management requires material and human resources, as well as technical and technological means. The institution is obliged to cover and provide these resources in order to achieve the objectives of the plan. Among these resources, as mentioned above, is the crisis management team, which is the active mechanism in building this therapeutic plan to deal with the crisis. Therefore, the success or failure of crisis management depends on the crisis management team, as it is characterized by division of labor and specialization in performing roles within a coordinated unit.

The development of assumptions and expected possibilities for the future circumstances of the institution falls under the concept of crisis scenarios, as it includes a presentation of certain necessary developments that may occur, using intellectual reasoning that allows for the visualization of different paths for the crisis.⁽³⁾

Thanks to crisis scenarios, decision-making is facilitated to deal with and confront anticipated risks or unexpected changes, and all critical situations that prevent the smooth running of the institution's activities. In rare cases, unexpected situations arise, requiring adjustments to the treatment plan, i.e., modification of the roles in the scenarios.

1- Nizar Awani Al Labadi: **Public Relations Management and Development**, Dar Dijla, Amman-Jordan, 2015, p. 122, 123.

2- Dennis L. Wilcox, Philip H. Ault, Warren K. Agee: **public relations- strategies and tactics**, 5thed, Addison-Wesley educational publishers inc, U.S.A, p. 181.

3- Mustafa Youssef Kafi: **op. cit**, 2017, p. 309.

These scenarios are practical conceptions and assumptions of the reality of expected crises, so they are prepared in writing to be reviewed and modified in line with practical reality. Therefore, crisis management scenarios are considered hypothetical realities for dealing with crisis developments.

In addition to this strategic role of therapeutic planning for crisis management in the field of public relations, the role of public relations in crisis management can only be understood through the communication process, which we have already referred to as the presence of a representative and official spokesperson for the institution to deal with the media. Therefore, public relations has communication tasks that serve as basic functions, whether in communicating with the internal audience or the external audience. ⁽¹⁾

Through these communication tasks, all employees in the organization and in all locations are informed of the crisis so that they can prepare for and deal with it. A brief presentation or statement about the crisis is given to all employees, as they will be exposed to the media, in order to get through the initial moments of the crisis with confidence and determination, provided that this department presents the facts of the crisis as they are to the media and reports on developments with credibility and accuracy, with the aim of gaining the public's trust and ensuring its support for the organization's position in facing the crisis.

The official response to the media is made by the spokesperson for the public relations department, who is characterized by intelligence, insight, steadfastness, self-confidence, loyalty to the institution, honesty, credibility, good reputation, proper manner of address, and other qualities that suggest good relations.⁽²⁾

3.3. Successful public relations (adopting intellectual and practical strategies)

Achieving success in public relations is linked to several strategic steps that ensure an effective system for serving the public and achieving a strong competitive advantage in the market, thanks to:

- Convince senior management of the vital importance of public relations based on the principle of serving the public good and public interest, in order to retain the public and maintain positive public opinion, thereby strengthening public loyalty to the institution and its products in the long term.
- Continuously working to change the organizational culture in line with the culture of the larger community, not just changing the culture among employees. This will necessarily reflect on creating a desire to work and a love of mastering work to achieve satisfaction with the institution

1- Houwida Mustafa: **Media and Contemporary Crises**, Dar Al Mahrousa, Cairo-Egypt, 2008, p. 81.

2- Mustafa Youssef Kafi: **op. cit**, p. 316.

and ensure its continuity and the development of its human resources, both materially and morally.

- Adopt a system of positive and negative incentives so that employees realize that their efforts are rewarded with appropriate incentives, especially since these efforts are related to achieving public satisfaction.

- The senior management should take into account the process of selecting and appointing employees in the institution, meaning that specific conditions must be met in the public relations department, as it is the department that attracts the institution's reputation, especially with regard to appropriate appearance, communication skills, self-control, patience, cooperation, speed of execution, love of work, and a smile when dealing with the institution's customers, because the institution's goal towards its audience is to instill reassurance and confidence in the institution.⁽¹⁾

- Continuous training of public relations staff, especially on solving problems and adapting to the endless needs of various actors and stakeholders, both inside and outside the organization. It is essential for public relations staff to discuss solutions to the problem encountered rather than discussing the problem itself. They are automatically obliged to provide a range of alternatives to solve the problem, especially if they involve the public in taking their opinions into account in solving the problem, within the capabilities and limits of the institution.

- Conducting field surveys on the extent of public satisfaction with the institution or conducting personal interviews to gather suggestions and comments, reduce complaints, and achieve the required quality standards. Therefore, continuously measuring the quality of the service or product and surveying opinions helps to achieve stability, balance, and continuity for the institution in the market.

- Rewarding employees who excel in their work and providing them with various appropriate means and methods to improve the institution's performance.⁽²⁾

In general, the success of public relations in crisis management, problem solving, and gaining public trust and satisfaction depends on many intellectual and practical variables. The most important factor distinguishing this success is taking into account a dynamic and fundamental indicator in various currents and interactions aimed at achieving the public interest, which is the indicator of recognizing the importance of time. as it is one of the governing variables in crisis management, because speed is a necessary requirement for recognizing a crisis before it escalates

1- Abdul Muti Muhammad Assaf, Muhammad Faleh Saleh: **Fundamentals of Public Relations**, Dar Al Hamed Publishing and Distribution, Amman-Jordan, 2004, p. 79, 80.

2- Mustafa Mahmoud Abu Bakr, Abdullah bin Abdul Rahman Al Baridi: **Effective Communication: A Strategic Approach to Quality Relationships in Life and Business**, Dar Al Jamiya, Alexandria-Egypt, 2008. 2008, 41.

and the ability to deal with it is lost, as well as for considering alternatives and delaying decision-making.

One of the modern methods for achieving excellence and distinction is the creation of early warning systems that are efficient, accurate, and capable of detecting signs of danger and communicating them to decision-makers. The process of preparing for crises involves developing practical capabilities to prevent crises from occurring or to deal with them if they do occur, by reviewing preventive measures, developing strategic response plans, and providing ongoing training to employees on their various roles during crises and improving institutional performance. ⁽¹⁾

Finally, we conclude that public relations plays an important and fundamental role in modern institutions, as it is a tool for internal and external communication aimed at improving the image of the institution through its practical practices related to programs, objectives, and strategies.

Conclusion

One of the most important indicators of successful public relations activities is the utilization of all available opportunities to guide public opinion, which requires evaluating the implementation of public relations programs so that these programs are based on intellectual and practical dimensions, as well as the availability of an effective indicator to guide employees to perform their duties with proficiency and accuracy in achievement, which is the belief and conviction in the importance of public relations in institutional organization and working to harness all the necessary resources to motivate work.

Public relations represent the lifeblood of the institution, due to their direct impact on decision-making and in determining the expected behaviors of various actors inside and outside the institution. In general, it is necessary to establish an effective system that aims to achieve the public interest and ensure a good reputation for the institution in order to continue and maintain public relations.

In conclusion, we conclude that the philosophy of organizations does not necessarily arise to achieve financial goals or private benefits, as they are also obliged to contribute socially in the exercise of their organizational roles, because the behavior and culture of the organization primarily means the public good. Thus, public relations are an essential element in the activities of the organization and in achieving continuous communication between the organization and the public.

1- Mustafa Youssef Kafi: **op. cit.**, 2017, p. 318.

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