

## Communication Strategies in Public Relations in Arab World Governmental Organizations

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### ABSTRACT

*The purpose of this study is to identify dialogue strategy in (PR) in Egyptian Government organizations comprising between government and Bahraini Organizations, applying on a sample of 272(PR) practitioners and their managers (N=272) working on different Egyptian and Bahraini organizations were participated in this study.*

*The study has found that most of respondents stated that there was easy dialogue in the organizations, and the high administration enables (PR) practitioners to express their opinions freely in any situation, so the (PR) depends on dialogue strategy in contact with the public and top management*

*The study has found that the most communication tools used by (PR) practitioners in the Egyptian organizations with others were: Mobile phones, Whats App, Interviews, Meetings, Publications, Social Network Sites (Facebook, Twitter,), Short Message Service (SMS), E-mail*

*The study has found that communication tools used by internal and External Public with (PR) were: Contact by Mobile phones , Submit complaints and criticism , The Contact with organization's leadership , Submit their opinion in Organization Publications , Send E-mail , Submit proposals and information , Contact with (PR) department , Send Short Message Service (SMS)*

*The results showed that the factors enhancing dialogue practice were: The skills of (PR) practitioners in dealing with conflict, The organization history, The involvement and commitment among group members, The available resources such as money and time, The level of credibility, Previous negative attitudes, The level of opposition, If (PR) represent the view of top management, The number sharing in dialogue, Work seriously away from personal differences, The economic situation in the organization.*

**Keywords:** *Communication Strategies–Dialogue Strategy- Arab governmental organizations*

### INTRODUCTION

Organizations have encouraged dialogue as the main role of efficient communication with their public, dialogue is taken as outstanding role in mass Communication, and Public Relations (PR) studies confirmed this view in recent years, so dialogue become an important element in (PR) practice.

With increasing of the dialogue connotation in (PR) practice, it is necessary to understand dialogue term. Some researchers have used this term during discussing efficient (PR), so dialogue plays a significant role in discussions on mass communication in general.

Dialogue refers to a specific instance of two-way discussion; dialogic thinking is a broader philosophical stance informing a procedural approach to create an open interactive communication environment in which the views

and interests of others are recognized and respected.

Dialogue represents the communication result. This result can be open-ended— which is the general goal of conceptor closed, which means the target of (PR) practice.

In (PR) practice, dialogue is described in some cases as a direct communication about issues with audience. Dialogue is equalized with “discussion”, dialogue is the support task of organizational communication.

Organizations communication with their clients have become a common feature of their activities and efficient competitive element for innovative in organizations ‘activities. Competition requires an outstanding search for new and more efficient tools of communication.

(PR) has developed to do much more than sharing key messages with audiences. While

tried-and-true tactics of a PR program – media relations, press trips, events – are still at the foundation of a solid plan, (PR)' real power is when it's built into a larger integrated communications strategy. Dialogue knows how PR works with other channels such as email, web and advertising to help brands meet and exceed defined business goals and objectives.

The purpose of this study is to identify dialogue strategy in (PR) practice by government organizations in Bahrain and Egypt.

### LITERATURE REVIEW

One of the most pressing problems facing organizations today is how to motivate (PR) specialist to work more productively while increasing their production, involvement, and commitment depending on dialogue Strategy.

**Kent & Taylor (2002)** clarifies the concept of dialogue in (PR) , the study showed that dialogue can contribute in building relationship between organization and public interest.

**Stoker & Tusinski (2006)** points out the dialogue and its importance in (PR) , the study showed that pure dialogue reduced values individually and differences and spread agreement between organization and public.

**Ayad (2008)** indicates the dialogue strategy in profit and nonprofit organizations in Egypt and the UAE, the study showed that (PR) department did not apply dialogue strategy through their websites, also there was weak use of interactivity in some websites in Upward Communication only.

**Grunig (2011)** shows the (PR) and strategic management applying on dialogue strategy, the study showed that continued dialogue reduced conflict and disagreement in organization, the study also showed that dialogue strategy in (PR) emphasizes two way Communication to provide Publics with a voice in management decisions and to facilitate dialogue between management and Publics.

**Bentley (2012)** compares and contrasts theories of pedagogy Kent and Taylor's (2012) dialogic (PR) model, the study showed that dialogic (PR) is proposed as a helpful approach to make PR education more rational and student-centered , also revealed that practical ideas are suggested for applying dialogic (PR) principals to classroom teaching.

**Theunissen & Norbani (2012)** indicates the key features of dialogue strategy used by (PR) practice , the study concluded that There is no motive to take part in dialogue, also the study

showed that dialogue is equated of two way communication which enhances developing of (PR) Dialogue strategy.

**Abdulla (2014)** explains the online website-based Communication strategies use by (PR) departments in Government institutions, the study showed that the online website used dialogue strategy by 38.46 % in favor of 61.54 % not used, also the study revealed that dialogue strategy included communication content the interests of organization and its public through instant chat programs, Social Networks Sites and Blogs.

**Petrovici (2014)** points out the use of dialogue strategy through internet in promotion an organization, the study showed that dialogic communication formed by the strategic use of Electronic (PR) is one way for practitioners to build relationships with Public , also the study pointed out that Electronic (PR) has great chance as a communication tool because (PR) is and always will be about human relationships.

**Albadwy (2015)** points out the dialogue strategy in Internet environment with target Public, the study showed that Internet promoted and applied interactive tool in urging the Public to participate in community engagement especially volunteerism activities in Social networks sites.

**Anderson & et al (2016)** indicates the importance of dialogic Communication in (PR) , the study showed that real-time interactive writing requires practice, ability to think quickly, and also showed that conversation with professionals do reflect some natural understanding and use relationship initiation, responsiveness, and interactivity , but less use of engagement and dialogic approach.

**Stehle & Huck-Sandhu (2016)** points out the (PR) role with regard to the relevance of dialogue, it analyzes how dialogue may be linked to individual or organizational contexts, the study showed that dialogue practice may be linked to contextual variables such as one's personal life.

**Burger (2016)** points out the principles of dialogue strategy in (PR), the study showed that dialogue represented in the stakeholders-organization relationship, and the study revealed that dialogue formed part of (PR) specialist's practice as the organization talks to stakeholders.

**Laura (2016)** clarifies the role of dialogue strategic role in professional (PR), the study

showed that dialogue strategic increased understanding of different point of views, so the good (PR) is based on dialogue strategic between organization and the stockholders preparing management to manage the communicatively difficult confrontation.

**Macnamara (2016)** indicates the dialogue between the organizations and their publics as two way communication, the study revealed that there are significant benefit available to organizations from effective dialogue and the level of trust, also the study revealed that dialogue, co-orientation, relationships incorporating satisfaction enhanced the level of trust.

**Alenka Jelen-Sanchez (2017)** points out the themes, contexts, theoretical perspectives and methodological approaches of engagement and dialogue research in (PR) , the study concluded that public engagement tends to be conceptualized as a phenomenon that organizations need to “manage” to advance their interests rather than to understand in terms of dynamics, connectedness, participation, dialogue, and interactions with publics.

**Habahab (2017)** indicates the interactive communication between the organization and public by using dialogue tools through Internet, the study concluded that the (PR) depends on dialogue strategy in contact with the public. The study also showed that (PR) practitioners have mutual understanding of all the principles of dialogic communication through websites and Facebook pages in varying proportions, and that the respondents’ understanding of the principles of dialogue on Facebook is higher than the websites.

**Toledano (2018)** indicates the use of dialogue and persuasive strategy in (PR) political practice, the study concluded that ethical (PR) practice depends less on the form of communication, and more on transparency, honesty, openness, and respect in the way dialogue or strategic communication are conducted.

**Wirtz & Zimbres (2018)** points out the peer-reviewed research that applied principles of dialogic communication to organizational websites, blogs, and social media, the study concluded that 83% reported the results of a content analysis. Only 25% of studies presented a theoretical implication; 75% discussed practical implications.

A review of literature review indicates that different variables affect dialogue strategy in

various organizations such as use of interactivity, relationship between organization and public interest, individually and differences, two way Communication, practical ideas, communication content, mutual understanding, relationships incorporating satisfaction, transparency, honesty, openness and other demographic variables such as gender, Organization Type, The number of years of work, and profession position.

### STATEMENT OF RESEARCH PROBLEM

(PR) has been developed in this decade, it makes about 14 billion dollars and employs around 3 million people, there are over 40% of all the (PR) practitioners and around 11.500 (PR) consultancies in the United States of America (Verčiča & et al, 2018, pp156-157), this indicates that (PR) is a fast growing, so dialogue becomes an essential tool in (PR) Practice all over the world. It helps in gathering knowledge about behaviors and communication habits enables organizations to better understand their audience, and consequently achieve their communication goals and enables (PR) practitioners to conduct ethical and effective interactions between organizations and their publics.

In recent years, dialogue is the bedrock of (PR) practice in all organizations in the world, literature Review confirmed the importance of dialogue in (PR) Practice and reveals principals of dialogism. These principals are the first step toward explaining the theory of dialogue in (PR).

This strategy combines two-way communication and communicative content reflects the views of both parties: the organization, and its audience. This strategy includes consulting the Public about the policies of organization, and takes his opinion on various issues, and also involving the Public in the decision-making process to facilitate interaction in policy making.

So, this study aims to offer critical reflection about the role of dialogue in government organizations, applying on (PR)’ practitioners to explain their perceptions of the dialogue strategy usage in building relationship between government organizations in Bahrain and Egypt and their publics.

### Study Significant

- The study provides information about dialogue and its role in (PR). The information provided feedback on the types of dialogue that are important in motivating (PR)’ specialists in government organizations

in Bahrain and Egypt to do their best to accomplish the aims and mission of these organizations.

- The study contributes in the research literature regarding the affective dialogue in government organizations in Bahrain and Egypt.
- The importance of dialogue in solving many problems between top management and the public and removing or reducing the ambiguity surrounding some policies and procedures.
- Finally, the results of this study may assist organizations in making major administrative decisions, by sharing (PR) practitioners in all policies and procedures depending on dialogue Strategy.

### Dialogue Strategy

Dialogue in common language usage is defined as verbal exchange between two or more aimed at common understanding of underlying perceptions and assumptions (Duffy & O'Rourke, 2015, p406)

The concept of dialogue in (PR) comes out of organizations should work to create open relationship with individuals and groups instead of remaining closed and secretive, the latest trend among (PR) professionals is how to create relationship dialogue involves a mutual understanding between organization and all participants (Kent & Taylor, 2002, p26).

## THEORETICAL FRAMEWORK

### Dialogue Definition

Dialogue is defined as orientation that values sharing and mutual understanding between organization and its public, dialogue occurs when the organizations consult publics who may be affected by their policy and in favor public transfer their views and demands to the organization (Anderson & et al, 2016, p4098).

### Dialogue Requirements

Dialogue requires some assumptions, such as:

- Dialogue is a continuous process occurs in separate episodes.
- Dialogue is an activity which takes part between two groups.
- Dialogue requires differences in viewpoints.
- Dialogue goes beyond exchanging ideas and knowledge to the other thinks and understands one's another views.
- Dialogue requires an open-minded to find common ground, in same time it doesn't

require resolution to all differences or common way of thinking.

- Dialogue requires respectful attitudes between organization and the public.
- Dialogue is viewed as valuable and productive between organization and the public by thinking similarity to change the thinking in some points (Anderson & et al, p4099).
- Dialogue enquires an effort to understand the right attitudes, motivations, of all parties of dialogue (Wierzbicka, 2006, p700)

### Principles of Dialogue Strategy

There are five principals of Dialogue strategy in (PR) that have been used to evaluate the relationship between organization and public:

- Dialogue allows to public to communicate with organization and make a mutual understanding between them.
- Dialogue encourages the organization to respond to public questions and concerns to build rational trust and commitment.
- Dialogue creates the basic for long time relations by offering up-to-date information on changing issues to maximize the quality of communication between organization and public.
- Dialogue provides information as quickly and efficiently as possible to match the needs of diverse publics.
- Dialogue should include essential links to focus on message and issues of interest of key publics (Sheila & et al, 2009, pp 223-224).
- Dialogue depends on two-way communication and feedback instead of monologue.
- Dialogue represents positively and co-operation to build symbiotic relationship between the organization and its publics (Kent, 2006, pp29-33).
- Dialogue raises awareness about beliefs, encourages collaboration, and enhances the quality of decisions and actions (Burger, 2016, p14).

### Values of Dialogue Strategy

Dialogue has fundamental values such as human dignity, equality, justice, freedom of thoughts, actions and behaviors, participation, sustainability, and unity in diversity (Stückelberger, 2009, p349)



The values of dialogue strategy can be applied in (PR) when:

- Respect the fundamental values above.
- Allow the participants to define themselves and their goals.
- Clarify the dialogue objectives and the characters of participating actors.
- Clarify the problem's definition and allow to discuss it without limitation.
- Refuse imposing the ideology of any participants and commit the fundamental values of dialogue.
- Agree on compromise guidelines.
- Accept the confrontation is a tool of communication and creative.
- Accept the ethical fundamental based on trust and transparency (Laura,2016, p125).

### Dialogue in (PR)

- Dialogue is a bridge between (PR) and organization communication.
- Dialogue is not debate about clash ideas, but dialogue is a conversation between individuals respects the views of each other, and they seek the benefits of organization.
- The concept of dialogue in (PR) has been associated with work on dialogue features of web site, more generally the Internet.
- Dialogue is a not continuously process, but in sometimes.
- Dialogue expresses the mutual interest between the top management and the employees under supervision of (PR).
- Dialogue occurs among individuals in different views, but they aware that the dialogue subject is important.
- Dialogue is not only an exchange of ideas, but also understanding how the other thinks.
- Dialogue does not aim to resolve all differences between individuals, but aims to achieve common ground, and both sides desire to change their thinking for the benefit of organization.
- Dialogue requires respect and goodwill.
- The participants in dialogue must refrain from attacking one's partners.
- The participants must see the dialogue as productive and valuables (Piecza, 2011, pp113-114).

Kent and Taylor identified five aspects of dialogic (PR)

- **Mutuality:** refers to the organization should seek collaboration with their publics in spirit of respect and equality.
- **Propinquity:** refers to the organization should be accessible with their publics before making decisions.
- **Empathy:** refers to the organization should respect the views of their publics, even it does not agree with that view.
- **Risk:** refers to the sharing of information with others leads to unexpected consequence, the difference in views should lead to enrich dialogue not seen as obstacle.
- **Commitment:** refers to the desire of making conversation should lead to acceptance of each other's not lead to doubt (Bentley,2012, p5-6).

### Study Objectives

The objectives of this study are.

- To explain the perception of dialogue strategy among top management and (PR) practitioners in Government organizations in Bahrain and Egypt.
- To Investigate similarities and differences between communication tools used by (PR) practitioners in Government organizations in Bahrain and Egypt with others and communication tools used by internal and External Public with (PR).
- To explore the benefits of organization websites in communicating with publics.
- To find out the attitudes toward dialogue strategy among top management and (PR) practitioners in Government organizations in Bahrain and Egypt

### Research Hypothesis

For providing answers to the research questions, the researcher tested the following hypotheses:

**H1:** The communication tools used by (PR) practitioners are related positively to factors enhancing dialogue practice in government organizations in Bahrain and Egypt.

**H2:** The contents used by (PR) practitioners to contact with publics are related positively to the factors enhancing dialogue practice in government organizations in Bahrain and Egypt.

**H3:** The benefits of organization websites in communicating with publics are related positively to the factors enhancing dialogue practice in government organizations in Bahrain and Egypt.

**Research Questions**

**RQ1:** What is the perception of dialogue strategy among top management and (PR) practitioners in government organizations in Bahrain and Egypt?

**RQ2:** are there similarities and differences between communication tools used by (PR) practitioners in government organizations in Bahrain and Egypt with others and communication tools used by internal and External Public with (PR)?

**RQ3:** which benefits of organization websites in communicating with publics?

**RQ4:** is there significant difference in attitudes toward dialogue strategy between top management and (PR) practitioners in government organizations in Bahrain and Egypt.

**Operational Definition of Terms**

**Dialogue**

Dialogue is a tool of (PR) practice to establish and maintain relationship with all publics affected by government organizations in Bahrain and Egypt actions and decisions to reduce the ambiguity surrounds these actions and decisions.

**Dialogue Strategy**

Dialogue Strategy combines between two-way communication and the communication content of government organizations in Bahrain and

Egypt to express the views of these organizations and its publics and involving in decisions making process.

**Government Organizations**

Government organizations in this study refer to non-profit organizations (Service Organizations) that aimed at serving the public in Bahrain and Egypt.

**Study Type**

The study is descriptive and non-experimental, the quantitative method was used to collect the data, and therefore quantitative method was used to test or verify explanations and theories (Maqbool,2017, p183)

In this study, the researcher used descriptive study to describe and analyze the dialogue strategy in Government organizations in Bahrain and Egypt.

**Population of the Study**

The study population consists of public practitioners in government organizations in Bahrain and Egypt, four positions categories were taken as the study sample through: General Manager, department manager, Head of a department, and (PR) practitioners.

The research conducted his study on these organizations and its branches in Bahrain and Egypt in the period between 1<sup>st</sup> February to 30<sup>th</sup> July 2018.

Name of organizations in Egypt	Name of organizations in Bahrain
Central Agency for Organization & Administration	Civil Service Bureau
Ministry of Housing, Utilities & Urban Communities	Ministry of Housing
Ministry of Health and Population	Ministry of Health
ministry of local development	Ministry of Works, Municipality Affairs and Urban Planning
Ministry of Education	Ministry of Education

**Sampling Techniques**

For the purpose of sampling, stratified sampling techniques was used for this study to increase sample’s statistical efficiency, and to ensure that the organizations with their different numbers of staff are well represented (Adeniji,2011, pp 67-68)

The researcher used stratified sampling techniques because of organizations were chosen consists of various categories of (PR) depending upon their nature of work and the nature of organization.

**Sample Size**

In order to provide answers to all study questions, the researcher used a large-scale quantitative study, applying on a sample of

272(PR) practitioners and their managers (N=272) working on different government organizations in Bahrain and Egypt were participated in this study.

In the sample, Respondents ranged in age from 20 years to 60 years, and their total work experience was from 1 year to 30 years in the areas of (PR) area, the samples included other variables such as: gender, education, specialization, and profession position and organization type.

Participants were recruited via survey using information provided by the sample organization. The researcher sent out a total of 274 of practitioners in Government organizations in Bahrain and Egypt who met the criteria for this study, there were 26 incomplete

survey that were not included for analysis in this study.

**Table1.** Details the demographic information.

Variables	Items	Frequency	Percentage
Gender	Male	123	44.89
	Female	151	55.11
profession position	General Manager.	4	1.47
	department manager	11	4.04
	Head of a department.	32	11.76
	(PR) specialist	225	82.72
The number of years of work	Less than 5 years.	142	51.82
	From 5 years to less than 10 years.	43	15.69
	From 10 to less than 20 years.	31	11.31
	From 20 to less than 30 years.	28	10.22
	More than 30 years	30	10.95
Organization Type	Egyptian.	172	62.77
	Bahraini	102	37.23
The Socio-Economic Level	High	49	17.88
	Moderate	152	55.47
	Low	71	25.91

From the table 1, it is clearly shown that:

- The gender: The number of female respondents is higher than male respondents sampled. The percentage of female respondents was 55.11% while the percentage of male respondent's was 44.89%.
- Profession position: In terms of profession position, the majority of respondents were (PR) specialist 82.72%, followed by Head of a department 11.76%, department manager 4.04 %, and General Manager 1.47%.
- The number of years of work: In term of the number of years of work, the majority of respondents were Less than 5 years 51.82 %, followed by From 5 years to less than 10 years 15.69%, From 10 to less than 20 years 11.31 %, More than 30 years 10.95%, From 20 to less than 30 years 10.22%.
- Organization Type: In term of Organization Type, the majority of respondents were From Egyptian organizations 62.77%, the minority of respondents were Bahraini Organizations 37.23%.
- The Socio-Economic Level: In term of the Socio-Economic Level 55.47%, followed by Low 25.91%, High 17.88%.

### Questionnaire

Questionnaire is considered as common survey instrument; questionnaire consists of written structured questions to measure the attitudes of respondents regarding the particular issues (Abdullah,2013, p150)

A structured questionnaire was prepared items relating to Dialogue strategy in (PR) in

governments and Bahraini organizations, the final questionnaire was administrated by the researcher for twelve days between 15-29 January 2018 on random stratified sample, respondents were chosen during attending promotion courses in the Central Agency for Organization and Administration(CAOA),an employee must be full-time and regularly communicated with coworkers, the questionnaire compromised multiple choice questions and on average tool less than 10 minutes to complete.

Questionnaire asked about respondent's attitudes towards various dialogue strategy aspects, using a 5 point Likert scale which in the analysis correspond to figures 1 to 5 as follows: 1 = To a very low degree or not at all, 2 = To a low degree, 3 = To a certain degree, 4 = To a high degree and 5 = To a very high degree. These scores were summed to indicate dialogue strategy in this study. Statistical Package for Social Sciences (SPSS) 24 software 2018 was used for data analysis. A statistical analysis was conducted to examine the dialogue strategy in government and Bahraini organizations.

For finding a relationship and exploring difference between variables, the researcher used different statistical techniques and tests including Pearson and independent samples T-test to test correlation between different variables to determine differences between participants about dialogue strategy.

Questionnaire was distributed in Arabic language, because most of participants knew did not knew English language, so questionnaire was converted to Arabic as they were comfortable with Arabic.

**Reliability and Validity of the Research Instrument**

The researcher used measurement such as content validity and face validity to ensure that instrument measured the variables that intended to measure.

**Validity**

Validity refers to the ability of instrument to measure variables in the study, the validity in this study includes:

**Content validity**

Refers to the instrument covers all the dimensions of the topic of research, in these study experts reviewed the objective of the study and questionnaire items to ensure that all the questions covered the research topic, the experts made judgements to the questionnaire, and the researcher performed all the observations (Asika, 2000, p65).

**Reliability**

Refers to the instrument gives the same results when different researcher conducted the study under same conditions and assumptions (Adeniji,2011, p73)

**Test-re-test reliability**

In test-re-test reliability, the same measuring instrument is used to take two separate measurements on the same populations at different times (Adeniji,2011, p74)before starting the main data collection.

The reliability depended on Cronbach’s alpha method. The Cronbach’s Alpha was 0.902 which indicates the high level of internal consistency.

The researcher used Statistical Package for the Social Sciences (SPSS) for data analysis; results were classified as significant ( $\leq 0.05$ ) or highly significant ( $\leq 0.01$ ).

**RESULTS**

**Table2.** Details if there is dialogue strategy between (PR) practitioners and their public

Stating opinion	Organizations				Total		Z-test
	Egyptian		Bahraini		Frequency	Percentage	
	Frequency	Percentage	Frequency	Percentage			
Yes.	98	56.98	24	23.53	122	44.53	5.39
To some extent	55	31.98	44	43.14	99	36.13	1.86
No	19	11.05	34	33.33	53	19.34	4.51
Sum	172	100	102	100	274	100	

From the table 2, it is clearly shown that:

- In term of if there is dialogue strategy between(PR) practitioners and their public in the Egyptian and Bahraini organizations, the results showed that 44.53%stated that there was easy dialogue, to some extent 36.13%, in favor of 19.34% stated there was no easy dialogue.
- The results in Table 3 shows that there are significant difference in if there is dialogue strategy between (PR) practitioners and their public in the Egyptian organizations in: Yes in favor Egyptian organizations by percentage 56.98% versus 23.53% for

Bahraini organizations, the calculated Z-value of 5.39was found to be lower than the critical Z-value of 2.58 at the .01 level of significance at the alpha degrees of freedom, the results also revealed that there was significant difference in if there is dialogue strategy among (PR) practitioners and their public in organizations in: No among in stating easy dialogue favor in favor Bahraini organizations by percentage 33.33% , versus 11.05% for Egyptian organizations, the calculated Z-value of 4.51 was found to be lower than the critical Z-value of 2.58 at the .01 level of significance at the alpha degrees of freedom.

**Table3.** Details if the high administration enables (PR) practitioners to express their opinions freely

situation	Organizations				Total		Z-test
	Egyptian		Bahraini		Frequency	Percentage	
	Frequency	Percentage	Frequency	Percentage			
Yes	54	31.03	49	48.04	103	37.59	2.75
To some extent	33	18.97	38	37.25	71	25.91	3.30
No	85	48.85	15	14.71	100	36.50	5.77
Sum	172	100	102	100	274	100	



From the table 3, it is clearly shown that:

- In term of ifthe high administration enables (PR) practitioners to express their opinions freely in any situation, the results showed that 37.59 % express their opinions freely, 36.50% don't express opinions freely in any situation, in favor of 25.91% express to some extent.
- The results in table 3 revealed that there was significant difference In term of if the high administration enables (PR) practitioners to express their opinions freely in any situation in the Egyptian organizations in: No in favor Egyptian organizations by percentage 48.85% versus 14.71% for Bahraini

organizations, the calculated Z-value of 5.77 was found to be lower than the critical Z-value of 2.58 at the .01 level of significance at the alpha degrees of freedom, the results also revealed that there was significant difference In term of ifthe high administration enables (PR) practitioners to express their opinions freely in any situation in the Egyptian organizations in: Yes, to some extent in favor Bahraini organizations by percentage 48.04% , 37.25 % , versus 31.03%, 18.97% for Egyptian organizations, the calculated Z-value of 2.75. 3.30 were found to be lower than the critical Z-value of 2.58 at the .01 level of significance at the alpha degrees of freedom.

**Table4.** Details the shape of dialogue strategy

situation	Organizations				Total		Z-test
	Egyptian		Bahraini		Frequency	Percentage	
	Frequency	Percentage	Frequency	Percentage			
Written document	49	28.49	66	64.71	115	41.97	5.87
General Practice	105	61.05	32	31.37	137	50.00	4.75
Outdated or not in use	18	10.47	4	3.92	22	8.03	1.93
Sum	172	100	102	100	274	100	

From the table 4, it is clearly shown that:

- In term of the shape of dialogue strategy, the results showed that 50.00% practices dialogue strategy as general Practice, 41.97% practices dialogue strategy under written document, in favor of 8.03% Outdated or not in use.
- The results in Table 4 revealed that there was significant difference In term of the shape of dialogue strategy in the Egyptian organizations in: Written document in favor Bahraini organizations by percentage 64.71% versus 28.49% for Egyptian organizations,

the calculated Z-value of 5.87 was found to be lower than the critical Z-value of 2.58 at the .01 level of significance at the alpha degrees of freedom, the results also revealed that there was significant In term of the shape of dialogue strategy in the Egyptian organizations in: General practice in favor Egyptian organizations by percentage 61.05 % , versus 31.37% for Bahraini organizations, the calculated Z-value of 4.75 were found to be lower than the critical Z-value of 2.58 at the .01 level of significance at the alpha degrees of freedom.

**Table5.** Details communication tools used by (PR) practitioners in the Egyptian organizations with others.

Communication tools	Organizations	N	Mean	Standard Deviation	t-test	Level of freedom	significance	General mean
Mobile phones	Egyptian	172	3.13	1.455	1.412	272	.014	2.95
	Bahraini	102	2.87	1.321				
Short Message Service (SMS)	Egyptian	172	1.56	.499	-.239	272	.652	1.56
	Bahraini	102	1.57	.495				
E-mail	Egyptian	172	1.43	.499	.239	272	.652	1.43
	Bahraini	102	1.42	.495				
Social Network Sites (Face book, Twitter,).	Egyptian	172	1.72	.449	.519	272	.283	1.70
	Bahraini	102	1.69	.462				
Publications	Egyptian	172	1.68	.467	.877	272	.099	1.71
	Bahraini	102	1.73	.440				
WhatsApp.	Egyptian	172	1.82	.385	.148	272	.767	1.81

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	Bahraini	102	1.81	.390				
Meetings	Egyptian	172	1.67	.473	2.738	272	.000	1.78
	Bahraini	102	1.82	.381				
Interviews	Egyptian	172	1.82	.385	.598	272	.220	1.79
	Bahraini	102	1.78	.409				

From the table 5, it is clearly shown that:

- In term of communication tools used by (PR) practitioners in the Egyptian organizations with others, the results showed that the communication tools came as follow: Mobile phones by mean 5.95, Whats App by mean 1.81, interviews by mean 1.79, meetings by mean 1.78, Publications by mean 1.71, Social Network Sites (Face book, Twitter,) by mean 1.70, Short Message Service (SMS) by mean 1.56, E-mail by mean 1.43.
- The results in Table 5 revealed that there was significant difference in term of communication tools used by (PR) practitioners in the Egyptian organizations

with others in the Egyptian organizations in favor of Egyptian organizations in: Mobile phones by mean 3.13 versus 2.78 for Bahraini organizations, the calculated T-value of 1.412 at the .014 level of significance at the alpha degrees of freedom, the results also revealed that there was significant difference in term of communication tools used by (PR) practitioners in the Egyptian organizations in the Egyptian organizations in favor of Bahraini organizations in: Meetings by mean 1.82 versus 1.78 for Egyptian organizations, the calculated T-value of 2.738 at the .000 level of significance at the alpha degrees of freedom.

**Table6.** Details communication tools used by internal and External Public with (PR).

Communication tools	Organizations	N	Mean	Standard Deviation	t-test	Level of freedom	significance	General mean
Submit complaints and criticism	Egyptian	172	3.41	1.284	-.401	272	.689	3.50
	Bahraini	102	3.50	1.419				
Contact by Mobile phones	Egyptian	172	3.87	1.178	.663	272	.508	3.79
	Bahraini	102	3.77	1.339				
Send E-mail	Egyptian	172	2.56	1.234	-.037	272	.971	2.51
	Bahraini	102	2.52	1.272				
Submit proposals and information	Egyptian	172	2.33	1.282	-.592	272	.554	2.44
	Bahraini	102	2.47	1.342				
Send Short Message Service (SMS)	Egyptian	172	2.23	1.276	.633	272	.527	2.15
	Bahraini	102	2.13	1.306				
Submit their opinion in Organization Publications	Egyptian	172	2.62	1.356	.090	272	.928	2.68
	Bahraini	102	2.66	1.285				
Contact with (PR) department	Egyptian	172	2.28	1.039	.861	272	.390	2.34
	Bahraini	102	2.40	1.120				
Contact with organization's leadership	Egyptian	172	2.54	1.210	2.113	272	.035	2.78
	Bahraini		2.31	2.082				

From the table 6, it is clearly shown that:

- In term of communication tools used by internal and External Public with (PR) , the results showed that the communication tools came as follow: : Contact by Mobile phones by mean 3.79, submit complaints and criticism by mean 3.50, the contact with organization's leadership by mean 2.78, submit their opinion in Organization Publications by mean 2.68, send E-mail by mean 2.51, submit proposals and information by mean 2.44, contact with (PR) department

by mean 2,34, send Short Message Service (SMS) by mean 2,15.

- The results in Table 6 revealed that there was significant In term of communication tools used by internal and External Public with (PR) in the Egyptian organizations in favor of Egyptian organizations in contact with organization's leadership by mean 2.54 versus 2.31 for Bahraini organizations, the calculated T-value of 2.113 at the .035 level of significance at the alpha degrees of freedom.

**Table7.** Details the benefits of organization websites in communicating with publics

Website benefits	Organizations	N	Mean	Standard Deviation	t-test	Level of freedom	significance	General mean
Facilitate vertical communication from top management to customers	Egyptian	172	3.35	1.390	.873	272	.383	3.27
	Bahraini	102	3.20	1.438				
Continuous follow-up of comments and user feedback related to the work of organization to improve its communicative performance	Egyptian	172	2.92	1.33	1.375	272	.170	3.04
	Bahraini	102	3.15	1.41				
Allow customers to understand, respond to, and answer their questions	Egyptian	172	2.77	1.321	2.142	272	.033	2.95
	Bahraini	102	3.11	1.472				
Provide useful information commensurate with the richness of the Internet	Egyptian	172	2.36	1.03	2.724	272	.007	2.54
	Bahraini	102	2.78	1.401				
Providing important links to the site and related sites	Egyptian	172	4.36	1.088	.699	272	.485	4.30
	Bahraini	102	4.21	1.140				
Conduct digital research and surveys to respond to the needs of the masses	Egyptian	172	4.15	1.127	-.992	272	.322	4.17
	Bahraini	102	4.24	1.080				

From the table 7, it is clearly shown that:

- In term of the benefits of organization websites in communicating with publics came as follow: Providing important links to the site and related sites by mean 4.30, conduct digital research and surveys to respond to the needs of the masses by mean 4.17, facilitate vertical communication from top management to customers by mean 3.37, facilitate vertical communication from top management to customers by mean 3.27, continuous follow-up of comments and user feedback related to the work of organization to improve its communicative performance by mean 3.04, allow customers to understand, respond to, and answer their

questions by mean 2.95, provide useful information commensurate with the richness of the Internet by mean 2.54.

- The results in table 7 revealed that there was significant difference interm of the benefits of organization websites in communicating with publics in favor of Bahraini organization in: Allow customers to understand, respond to, and answer their questions, provide useful information commensurate with the richness of the Internet by mean 1.476, 1.40821 versus 1.321, 1.098 for Egyptian organizations, the calculated T-value of 2.142, 2.724 at the .033, .007 level of significance at the alpha degrees of freedom.

**Table8.** Details the communication shapes used by (PR) practitioners to contact with publics

Contents	Organizations	N	Mean	Standard Deviation	t-test	Level of freedom	significance	General mean
News	Egyptian	172	2.67	1.236	-.934	272	.351	2.75
	Bahraini	102	2.82	1.443				
Photos	Egyptian	172	2.79	1.216	-.701	272	.484	2.85
	Bahraini	102	2.90	1.420				
Reports	Egyptian	172	2.85	1.143	-.771	272	.442	2.91
	Bahraini	102	2.97	1.396				
Documents and Decisions	Egyptian	172	2.86	1.326	-1.135	272	.257	2.95
	Bahraini	102	3.04	1.405				
Surveys	Egyptian	172	1.59	.492	.867	272	.387	1.56
	Bahraini	102	1.54	.499				
Awards and Quality Certificates	Egyptian	172	1.40	.492	-.867	272	.387	1.43
	Bahraini	102	1.45	.499				

From the table 8, it is clearly shown that:

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- In term of the communication shapes used by (PR) practitioners to contact with publics came as follow : Documents and decisions by mean 2.95, reports by mean 2.91 I prioritize my work affairs to my personal affairs by mean 2.85, photos by mean 2.85, news by mean 2.75, surveys by mean 1.56, awards and Quality Certificates by mean 1.43.
- The results in table 8 revealed that there was no significant difference in term of the communication shapes used by (PR) practitioners to contact with publics.

**Table9.** details the improvements of (PR) practitioners because of dialogue practice

Improvements	Organizations	N	Mean	Standard Deviation	t-test	Level of freedom	significance	General mean
Develops knowledge of rights and duties	Egyptian	172	4.09	1.138	.210	272	.834	4.02
	Bahraini	102	4.09	1.133				
Develops personal growth	Egyptian	172	3.27	1.674	.883	272	.380	2.90
	Bahraini	102	2.82	1.458				
respect people different from me	Egyptian	172	3.27	1.486	-.323	272	.748	3.39
	Bahraini	102	3.47	1.362				
Discover experiences of others	Egyptian	172	4.18	1.165	.385	272	.701	4.04
	Bahraini	102	4.08	1.249				
Develops cooperation with others	Egyptian	172	4.27	.904	1.195	272	.236	3.84
	Bahraini	102	3.78	1.391				
Develops public speaking	Egyptian	172	1.82	.404	1.825	272	.072	1.56
	Bahraini	102	1.58	.502				

From the table 9, it is clearly shown that

- In term of the improvements of (PR) practitioners because of dialogue practice came as follow: I discover experiences of others by mean 4.04, develops knowledge of rights and duties by mean 4.02, develops cooperation with others by mean 3.84, respect people different from me by mean 3.39, develops personal growth by mean 2.90 ,developspublic speaking by mean 1.56.
- The results in table 9 revealed that there was no significant difference in term of the improvements of (PR) practitioners because of dialogue practice.

**Table10.** details participation in any meeting dialogue in the organization

participation	Organizations				Total		Z-test
	Egyptian		Bahraini		Frequency	Percentage	
	Frequency	Percentage	Frequency	Percentage			
Yes.	106	61.62	43	42.15	149	54.37	3.13
No	66	38.38	59	57.85	125	45.63	
Sum	172	100	102	100	274	100	

From the table 10, it is clearly shown that:

- In term of participation in any meeting dialogue in the organization, 54.37% participated in any meeting dialogue, in favor of 45.63% did not participated.
- The results in Table 10 revealed that there was significant difference in term of participation in any meeting dialogue in the organization by percentage 61.62% versus 42.15% for Bahraini organizations, the calculated Z-value of 3.13 was found to be lower than the critical Z-value of 2.58 at the .05 level of significance at the alpha degrees of freedom.

**Table11.** Details the organization management encouraged dialogue strategy

dialogue strategy	Organizations				Total		Z-test
	Egyptian		Bahraini		Frequency	Percentage	
	Frequency	Percentage	Frequency	Percentage			
Yes.	101	58.72	76	74.51	177	64.60	2.46
No	71	41.28	26	25.49	97	35.40	
Sum	172	100	102	100	274	100	

From the table 11, it is clearly shown that:



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- In term of the organization management encouraged dialogue strategy, 64.60% of organization management encourages dialogue strategy, in favor of 45.63% did not encourage.
- The results in table 11 revealed that there was significant difference In term of the organization management encouraged

dialogue strategy: Yes in favor Bahraini organizations by percentage 74.51% versus 58.72% for Egyptian organizations, the calculated Z-value of 2.46 was found to be lower than the critical Z-value of 2.58 at the .05 level of significance at the alpha degrees of freedom.

**Table12.** Details the factors enhancing dialogue practice

Obstacles	Organizations	N	Mean	Standard Deviation	t-test	Level of freedom	significance	General mean
The economic situation in the organization	Egyptian	172	2.00	.978	-.610	272	.543	2.04
	Bahraini	102	2.00	1.055				
The level of credibility	Egyptian	172	3.01	1.344	-1.101	272	.272	3.13
	Bahraini	102	3.24	1.351				
The level of opposition	Egyptian	172	2.86	1.313	-1.191	272	.235	2.97
	Bahraini	102	3.07	1.378				
Work seriously away from personal differences	Egyptian	172	2.34	1.136	-.657	272	.512	2.42
	Bahraini	102	2.42	1.147				
The number sharing in dialogue	Egyptian	172	2.33	1.102	-3.367	272	.001	2.65
	Bahraini	102	2.85	1.311				
The available resources such as money and time	Egyptian	172	3.13	1.312	-.423	272	.673	3.15
	Bahraini	102	3.12	1.400				
The involvement and commitment among group members	Egyptian	172	3.06	1.378	-1.241	272	.216	3.16
	Bahraini	102	3.22	1.429				
The organization history	Egyptian	172	3.27	1.383	.311	272	.756	3.26
	Bahraini	102	3.26	1.382				
Previous negative attitudes	Egyptian	172	2.87	1.295	-1.008	272	.320	3.00
	Bahraini	102	3.03	1.390				
If (PR) represent the view of top management	Egyptian	172	2.74	2.330	-1.051	272	.295	2.89
	Bahraini	102	3.06	1.379				
The skills of (PR) practitioners in dealing with conflict	Egyptian	172	3.61	1.399	-.124	272	.902	3.64
	Bahraini	102	3.65	1.473				

From the table 12, it is clearly shown that

- In term of the factors enhancing dialogue practice came as follow: The skills of (PR) practitioners in dealing with conflict by mean 3.64, the organization history by mean 3.26 , the involvement and commitment among group members by mean 3.16, the available resources such as money and time by mean 3.15, the level of credibility by mean 3.13, previous negative attitudes by mean 3.00, the level of opposition by mean 2.97, If (PR) represent the view of top management by mean 2.89, the number

sharing in dialogue by mean 2.65, work seriously away from personal differences by mean2.42, the economic situation in the organization by mean 2,04, .

- The results in Table 12 revealed that there was significant difference in term of the factors enhancing dialogue practice in: The number sharing in dialogue in favor of Bahraini organizationsby mean 2.85, versus 2.33 for Egyptian organizations, the calculated T-value of 3.367 at the .001, level of significance at the alpha degrees of freedom.

**Table13.** details the role of (PR) Practitioners in dialoguepractice.

The role	Organizations	N	Mean	Standard Deviation	t-test	Level of freedom	significance	General mean
I mediate between the organization and the internal and external public	Egyptian	172	1.86	.326	1.422	272	.156	1.82
	Bahraini	102	1.83	.398				
I regard the level of public when writing press release	Egyptian	172	1.14	.393	-.051	272	.959	1.19
	Bahraini	102	1.13	.394				

I persuade the public when applying new decision	Egyptian	172	1.86	.393	.051	272	.959	1.80
	Bahraini	102	1.87	.394				
I carry my responsibility when communicate with the Public	Egyptian	172	2.71	1.238	-.821	272	.413	2.87
	Bahraini	102	2.90	1.313				
I support my organization's top management during problem solving	Egyptian	172	2.90	1.294	-.098	272	.922	2.98
	Bahraini	102	2.91	1.309				
I mediate between my organization and the environment	Egyptian	172	2.95	1.242	.100	272	.920	2.97
	Bahraini	102	2.92	1.308				
I try to achieve harmony between all parties participated in the dialogue	Egyptian	172	3.00	1.260	-.151	272	.880	3.01
	Bahraini	102	3.03	1.289				
I make strategic decisions regarding all parties participated in the dialogue	Egyptian	172	2.90	1.258	-.284	272	.777	2.98
	Bahraini	102	2.95	1.328				
I use step by step in persuade the other side	Egyptian	172	2.14	.959	-1.265	272	.207	2.33
	Bahraini	102	2.30	1.170				
I use various channels to persuade the other side	Egyptian	172	3.00	1.327	-.270	272	.788	3.09
	Bahraini	102	3.13	1.354				
I am always stress on my loyalty toward my organization and the public	Egyptian	172	1.72	.439	.698	272	.486	1.71
	Bahraini		1.62	.462				

From the table 12, it is clearly shown that

- In term of the role of (PR) Practitioners in dialogue practice came as follow : I use various channels to persuade the other side by mean 3.09, I try to achieve harmony between all parties participated in the dialogue by mean 3.01, I make strategic decisions regarding all parties participated in the dialogue by mean 2.98, I mediate between my organization and the environment by mean 2.97, I carry my responsibility when communicate with the Public by mean 2.87, I use step by step in persuade the other side by mean 2.33, I mediate between the organization and the internal and external public by mean 1.82, I persuade the public when applying new

decision by mean 1.80, I am always stress on my loyalty toward my organization and the public by mean 1.71, I regard the level of public when writing press release by mean 1.19.

- The results in Table 12 revealed that there was no significant difference in term of the factors enhancing or not enhancing dialogue practice in Egyptian and Bahraini organizations.

**Hypothesis Testing:**

H1: The communication tools used by (PR) practitioners are related positively to factors enhancing dialogue practice in government organizations in Bahrain and Egypt.

**Table13.** details relationship between communication tools used by (PR) practitioners and the factors enhancing dialogue practice in Egyptian organizations.

Variables (N= 172)	Pearson	P value
communication tools	.203	.000
dialogue practice		

Table 13 shows that communication tools used by (PR) practitioners are significantly and positively related to the factors enhancing

dialogue practice in Egyptian organization. ( $p \leq 0.01$ ), and the correlation is average ( $R = .203$ ).

**Table14.**Details relationship between communication tools used by (PR) practitioners and the factors enhancing dialogue practice in Bahraini organizations.

Variables(N=102)	Pearson	P value
communication tools	.306	.000
dialogue practice		

Table 14 shows that communication tools used by (PR) practitioners are significantly and

positively related to the factors enhancing dialogue practice in Bahraini organizations. ( $p \leq 0.01$ ), and the correlation is high ( $R = .306$ ).

H2: The contents used by (PR) practitioners to contact with publics are related positively to the factors enhancing dialogue practice in government organizations in Bahrain and Egypt.

**Table 15.** details relationship between the contents used by (PR) practitioners to contact with publics and the factors enhancing dialogue practice in organization.

Variables (N= 172)	Pearson	P value
contents	.050	.478
dialogue practice		

Table 15 shows that the contents used by (PR) practitioners to contact with publics are not significantly related to the factors enhancing

dialogue practice in Egyptian organization. ( $p \leq 0.01$ ).

**Table 16.** details relationship between the contents used by (PR) practitioners to contact with publics and the factors enhancing dialogue practice in Bahraini organizations.

Variables(N=102)	Pearson	P value
contents	.323	.000
dialogue practice		

Table 16 shows that the contents used by (PR) practitioners to contact with publics are significantly and positively related to the factors enhancing dialogue practice in Bahraini organizations. ( $p \leq 0.01$ ), and the correlation is high ( $R = .323$ ).

H3: The benefits of organization websites in communicating with publics are related positively to the factors enhancing dialogue practice in government organizations in Bahrain and Egypt.

**Table 17.** details relationship between the benefits of organization websites in communicating with publics and the factors enhancing dialogue practice in organization.

Variables (N= 172)	Pearson	P value
contents	.114	.000
dialogue practice		

Table 17 shows that the benefits of organization websites in communicating with publics are significantly and positively related to the factors

enhancing dialogue practice in Egyptian organization ( $p \leq 0.01$ ), but the correlation is low ( $R = .114$ ).

**Table 18.** details relationship between the benefits of organization websites in communicating with publics and the factors enhancing dialogue practice in Bahraini organizations.

Variables(N=102)	Pearson	P value
Benefits	.211	-.000
dialogue practice		

Table 18 shows that the contents used by (PR) practitioners to contact with publics are significantly and positively related to the factors enhancing dialogue practice in Bahraini organizations. ( $p \leq 0.01$ ), and the correlation is average ( $R = .211$ ).

Toledano, 2018), therefore dialogue strategy in (PR) emphasizes two way Communication to provide Publics with a voice in management decisions and to facilitate dialogue between management and Publics (James E. Grunig, 2011).

## DISCUSSION

- The study has found that most of respondents stated that there was easy dialogue in the organizations, and the high administration enables (PR) practitioners to express their opinions freely in any situation, so the (PR) depends on dialogue strategy in contact with the public and top management (Selim Albahbah, 2017), this depends on transparency, honesty, openness, and respect in the way dialogue or strategic communication are conducted (Margalit

- The study has found that the most communication tools used by (PR) practitioners in the Egyptian organizations with others were : Mobile phones , WhatsApp , Interviews , Meetings , Publications , Social Network Sites (Facebook, Twitter,) , Short Message Service (SMS) , E-mail , this indicates that Electronic (PR) has great chance as a communication tool because (PR) is and always will be about human relationships (Mihaela Amalia Petrovici, 2014).

- The study has revealed that the general practice and the written document were the most shape of dialogue strategy in the organizations in favor of outdated or not in use shape, these results indicated that the general practice is the domain shape depending on personal relations among employees in the organizations, so dialogue strategy in (PR) emphasizes two way Communication to provide Publics with a voice in management decisions and to facilitate dialogue between management and Publics (James E. Grunig ,2011).
- The study has found that the communication tools used by (PR) practitioners in the Egyptian organizations with others were: Mobile phones, WhatsApp, Interviews, Meetings, Publications, Social Network Sites (Facebook, Twitter, ), Short Message Service (SMS), E-mail, these results showed the importance of new media in (PR) practice to facilitate the communication between the public and the organizations instead of traditional communication ,so dialogic communication formed by the strategic use of Electronic (PR) is one way for practitioners to build relationships with Public (Mihaela Amalia Petrovici,2014).
- The study has found that communication tools used by internal and External Public with (PR) were : Contact by Mobile phones , Submit complaints and criticism , The Contact with organization's leadership , Submit their opinion in Organization Publications , Send E-mail , Submit proposals and information , Contact with (PR) department , Send Short Message Service (SMS), the dialogue strategy included communication content the interests of organization and its public through instant chat programs, Social Networks Sites and Blogs (May Sulieman Abdulla ,2014), The results showed the importance of the internal and external public using to the new technological media to enhance dialogue with the organization and inform it about their opinions and suggestions, dialogue can contributes in building relationship between organization and public interest (Michael L. Kent & Maureen Taylor ,2002).
- The results has showed that the benefits of organization websites in communicating with publics in providing important links to the site and related sites , Conduct digital research and surveys to respond to the needs of the masses Facilitate vertical communication from top management to customers , Facilitate vertical communication from top management to customers , Continuous follow-up of comments and user feedback related to the work of organization to improve its communicative performance , Allow customers to understand, respond to, and answer their questions, Provide useful information commensurate with the richness of the Internet , in spite of this, there were some organizations did not care about its website to communicate with the public (Khayrat Ayad,2008) ,In contrast Electronic (PR) has great chance as a communication tool because (PR) is and always will be about human relationships in organization (Mihaela Amalia Petrovici, 2014).
- The results indicated that the (PR) practitioners used many communication shapes to contact with publics : documents and decisions, reports I prioritize my work affairs to my personal affairs , photos , news , surveys , awards and quality certificates , and some organizations used instant chat programs, Social Networks Sites and Blogs to contact with publics (May Sulieman Abdulla ,2014).
- The results revealed that the improvements of (PR) practitioners because of dialogue practice in: discovering experiences of others, developing knowledge of rights and duties, developing cooperation with others, respecting difference of people, developing personal growth ,developing public speaking , this reflects some natural understanding and use relationship initiation, responsiveness, and interactivity (Betsy Anderson & et al ,2016).
- The results showed that the factors enhancing dialogue practice were: The skills of (PR) practitioners in dealing with conflict, The organization history, The involvement and commitment among group members, The available resources such as money and time, The level of credibility, Previous negative attitudes, The level of opposition, If (PR) represent the view of top management, The number sharing in dialogue, Work seriously away from personal differences, The economic situation in the organization , therefor dialogue strategic increased understanding of different point of views, so the good (PR) is based on dialogue strategic was preparing management to manage the communicatively difficult confrontation (Asunta, Laura ,2016).



- The results indicated that the role of (PR) practitioners in dialogue practice can be summarized in: : using various channels to persuade the other side , trying to achieve harmony between all parties participated in the dialogue , making strategic decisions regarding all parties participated in the dialogue , mediating between my organization and the environment , carrying my responsibility when communicate with the Public , using step by step in persuade the other side , mediating between the organization and the internal and external public , persuading the public when applying new decision , other studies indicated that there are some factors affected role of (PR) Practitioners in dialogue practice such as: transparency, honesty, openness, and respect(Margalit Toledano ,2018).

### RECOMMENDATIONS

#### Considering the above findings, the study recommends that

- The top management must enable (PR) practitioners to express their opinions freely in any situation.
- The top management must enhance the dialogue between the management and the public by using organization website to send their suggestions to the top management through the website.
- It is necessary to develop the skills of (PR) practitioners to strengthen their dialogue skills with the Internal or the external Public.
- It is necessary to hold periodic sessions and seminars with the public to identify their views and proposals about the organization 'policies based on the principle of mutual dialogue.
- It is necessary to strengthen the dialogue 'culture in the governmental organizations to be the permanent principles in the organizations.

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