



THE IMPORTANCE OF THE PUBLIC RELATIONS OFFICER IN THE CRISES MANAGEMENT AT SKIKDA PORT COMPANY

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Abstract:

This study aims to explore the importance of the public relations PR officer and his impact on crises management at Skikda Port Company. For this, the study opted for a descriptive approach by conducting an elaborated on 24 expressions spread over the officers of the Public Relations Department at this company. Through the field survey and the application of some analysis methods, the results show that the PR officers have effective roles in crisis management, due to their communicative skills and their personal features.

Key words : Public Relations, Public Relations Officer, Crisis Management, Skikda Port Company.

JEL Classification : M12, D21.

Résumé

Cette étude vise à explorer l'importance de l'agent des relations publiques et son impact sur la gestion des crises à Skikda Port entreprise. Pour cela, l'étude a opté pour une approche descriptive en réalisant un élaboré sur 24 expressions réparties sur les officiers de la Direction des Relations Publiques de cette entreprise. Grâce au sondage sur le terrain et à l'application de certaines méthodes d'analyse, les résultats montrent que les agents de RP jouent un rôle efficace dans la gestion de crise, en raison de leurs compétences communicatives et de leurs caractéristiques personnelles.

Mots clés : Relations publiques, Relations publiques, Gestion de crise, Skikda Port entreprise.

JEL Classification : M12, D21.

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INTRODUCTION:

Public relations are of great importance in the modern administrative systems. They are assigned vital roles of showing the bright image of the institutions and the services they provide to the society, constituting an active link and communication tool of interaction inside and outside the institution. Success of the institutions is not limited at their achievements if these achievements are not showed and communicated to their target clients throughout an effective presentation of the provided services and development programs. This task is borne by the public relations officer with his expertise and his potential.

The success of the organization in public relations and in any other institutional activity depends on the efficiency of the human element. There is no benefit in establishing an organization on scientific bases and rules without the availability of qualified human elements to carry out the assignments determined by the organization. The profession is always linked to people who perform it, and thus the success of the profession is the result of success of people in performing their functions, as the public relations system is not merely a purposeless gathering of employees but rather a mobilization of human, material and technical potential of special qualities and purposefully organized to achieve specific functions.

The problem of the study: Based on the above, the current study illustrates the implications of the problem of this study by raising a number of the following questions: How important is the public relations officer in managing the crises at Skikda Port Company ?

This question evokes the following sub-questions:

1. Are the required personal qualities available at the public relations officer of the institution in question?
2. Does the public relations officer have the ability to communicate with the internal and external public of the institution in question?
- 3 - What is the role of public relations officer in the crisis management of the institution under study?
- 4 - Is there a relationship of statistical significance for the importance of public relations officer in positive effect on the crises management of the institution under study?

Hypotheses of the study: In light of the problem of this study and its sub-questions, the following hypotheses will be tested:

The main hypothesis: The main hypothesis is:

There is no importance to the public relations officer in the crisis management of Skikda Port Company.

Sub-hypothesis: The sub-hypotheses are as follows:

1. The sought personal qualities of the public relations officer in the institution in question are not available.
2. The public relations officer does not have the ability to communicate with the internal and external public at the institution in question.
3. The public relations officer does not contribute to finding solutions to the crises of the institution under study.
- 4- There is no statistically significant effect ($\alpha = 0.05$) on the importance of public relations officer in the crisis management of the institution under study.

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The importance of the study: The study draws its importance from several considerations we summarize as follows:

- To draw attention to the importance and vitality of the role of public relations in institutions.
- Determine the role of public relations in dealing with crises and how to keep abreast of events.
- The study of this subject has great benefits in determining the need of institutions to public relations, especially in times of crises.
- To direct public relations officers to the skills needed to employ them in the management of institutional crises.

The Aims of the Study: In line with the questions of the study, this study seeks to achieve the following objectives:

- Disclose the personal qualities of the public relations officers of the institution in question;
- Reveal the communication competences of the public relations officer of the institution in question;
- Reveal the existence of effect relationship between the importance of public relations officer (personal qualities and communication skills) and crisis management of the institution under study;
- Come up with a set of results and suggestions that would benefit researchers and corporate officials to pay more attention to the function of the public relations and identify suitable human talents for this position.

1. PUBLIC RELATIONS OFFICER :

In literature, many writers and specialists dealt with the subject of public relations, and most of them focused that it is an activity aimed at achieving cooperation and understanding between the institution and its public. In «Public Relations News», Graze Wild has shown that PR is the Department's function to adjust directions, define plans and policies of institutions in the public interest, and implement programs aimed at strengthening public trust and satisfaction with the institution (Ajwa, 1988, p17). Howard Bonham defined it as "the art of understanding the public to increase confidence in individuals and institutions" (D'humieres , 1993, p334). In spite of the divergences in the definitions, it stems from the following: Science and art enclosing a set of reciprocal relations between the institution and its public, including continuous, drawn and planned efforts, consisting of three main elements: the institution, the public and the process of communication, aiming at improving the relations and communication of the of the institution with its public, to identify and meet their needs (Jefkins, 1992, p122).

The public relations specialist plays undoubtedly a major role in the success of the public relations of the institution. It is similar to the sensitive string, which transmits sincere authentic melodies of the public opinion to the institution and vice versa. He is the main transformer around which revolves every activity related to communication or media; for this, certain personal characteristics and communication skills should meet in the PR officers to enable them carry out their core functions.

The process of selecting public relations officers is one of the main tasks of the Public Relations Department. The interest of institutions in their selection and training in the field of public relations has grown significantly. Specialized educational institutions have emerged for the education and training of the functions and ethics of public relations specialists.

It is known that the main tasks of public relations officers is to talk to the public or work as a consultant to the administration, prepare press releases, prepare the magazine and present it to different publics, prepare press

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conferences, strengthen relations with the media, respond to complaints and deal with the problems of society. The basic qualities that must be met in public relations professionals are (Darghameh, 2011, p72):

- Personal Qualifications: It is the attraction, the common sense, enthusiasm and curiosity, wide imagination, balance and objectivity, in addition to courage to face of the president's mistakes.
- Communication Qualifications: good reading, writing, listening and communicating skills, and knowledge of different sciences.
- Administrative or functional qualifications: the ability to confront, to structure the work, the ability to identify alternatives and choose the appropriate ones, the ability to deal with management concepts.

Hence, the public relations officer must have personal characteristics and be acceptable to everyone, and can deal with others from both local and external community with which the institution deals. Moreover, he should not lose sight of the importance of the scientific aspects so that he can identify problems and work on solving them in a scientific manner without deficiency.

2. CRISIS MANAGEMENT:

Crisis management is defined as: "The science and art of controlling and orienting the situation in order to serve legitimate objectives through the events of the situation and directing it to serve legitimate objectives through the management of the crisis itself, in order to control its pressure, course and direction" (Khudairy, 1990, p17). The most prominent types of crisis management are (Fadel, 2002, pp 12-13):

- Negotiation: It is a context of discussions between the parties of the conflict, the aim of which is to reach an agreement acceptable to all the parties. Negotiating is often performed within a formal framework; this legal framework - which is somewhat acceptable (depending on the degree of conflict) by the negotiators - determines the conditions under which lay the discussion process.
- Dialogue: The definition of dialogue does not come out of these bases on which negotiations are based. Both of them seek reaching an agreement in the context of conflicting relations, but negotiation is different from dialogue that the first recognizes the existence of the opponent. This recognition results in the attempt of each party to gain the maximum possible results that serve the interest of the represented group. This recognition also opens up a margin of bargaining. After a series of discussions, each party is gradually adjusting its position towards the other's position, while the dialogue is not based on these two variables (recognition of the opponent and negotiating).
- Mediation is a method of crisis management based on the existence of a neutral third party to be appointed by agreement of the conflicting parties. It shall meet in a consecutive or deliberative manner with the parties to the conflict after the negotiation process reaches a stressed crisis situation. The task of the third is to facilitate reaching compromises between the parties.
- Arbitration: means the settlement of a dispute by an individual or individuals, one of whom is said to be a judge or an arbitrator, so that the parties of the dispute agree to submit it to them. This type of arbitration is called "administrative arbitration". Disputes may be assigned to "courts" and will be subject to "judicial arbitration." Their solution will be entrusted to independent and neutral individuals who will settle disputes based on legal rules and procedures.

3. THE ROLE OF PUBLIC RELATIONS OFFICER IN CRISIS MANAGEMENT:

The crisis emerges when the problem is out of control, the events converge, the causes become tangled with results, and the decision maker loses its ability to control it or its future direction. The management of crises

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from a public relations perspective is understood as the understanding, mobilization, coordination and direction of all activities and public relations skills in order to create and establish a positive climate that helps prevent crises or reduce the negative effects that the institution, officials or employees may be subject to. The role of public relations in the face of crises appears in terms of taking the necessary measures and actions in the following stages (Bland, 1998, pp 36-38):

- Pre-crisis PR: In which the organization's working environment is monitored, the target audience is identified, the communication message is constructed and communication methods are chosen.
- Public Relations in the Crisis: Many studies and research works have confirmed that what is being important during the crisis is the information. Here, the ability of the public relations specialist to provide accurate and immediate information to the media during the crisis which gives an important indication of the institution's effectiveness in managing the crisis and create positive effects on the institution with the relevant public.
- Public relations in the post-crisis period: The institution must continue to attract the public towards its activities, without neglect to the negative treatment of the media and paying attention to immediate response at all levels. The media should also continue to be provided with information on reforming the organization's structures and gaining confidence. Efforts are therefore being made to rebuild the institution's good reputation.

4. RESULTS AND DISCUSSION:

A description of the methodology and procedures followed in completing the study will be provided, in addition to an analysis of the study data and testing hypotheses.

4.1. Overview on Skikda Port Company: unlike the productive enterprises, Skikda Port is a service company whose main activity is the provision of services and therefore it does not have warehouses to be used to store the goods for resale, but it has warehouses for storing materials, supplies and equipment that it uses for its own or for the customers who place their goods as a trust in the institution. Since the goal of the port is to transit goods in the best security, commercial and economic conditions, achieving this objective requires the development of a regulatory model and successful management as well as guaranteeing public services through the following three main functions: maintenance and development function, the function of exploitation with the various kinds and the function of the port police. In addition to these functions, there are secondary functions of: goods loading and unloading, import and export, management of public exploitation and property, carrying out maintenance works, management of port facilities and regulating traffic in general.

Skikda Port Company receives and transfers goods through the Mediterranean Sea, providing services to companies related to maritime transport. It is responsible for importing and exporting goods and various resources and distributing them in the eastern parts of the country in cooperation with various bodies such as customs and police.

4.2. The limits of the study: The limits of the study are: **Space:** The field study was applied to Skikda Port Company. **Time:** The study was conducted during the period (August – September) 2018. **Personnel.** The study included the employees of the Public Relations Department of Skikda Port Company (45 employees).

4.3. Methodology of the field study and the tools used: The methodology of the field study includes the methodological aspect by explaining the methodology and the study tool and showing the statistical methods used in the treatment of the results, and a presentation of the society and sample studied examined.

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4.3.1. The Study Methodology: In order to achieve the objectives of the theoretical study, this subject is treated by adopting a descriptive approach, which allows explaining the dimensions and importance of the public relations officer and his role in managing the crises of the institution.

4.3.2. Tools for Data collecting and analysing: We are keen to see the various studies and research works related to the subject of this study with references of Arabic and foreign references.

4.3.3. Statistical processing methods: The statistical methods used to adopt SPSS V.23 were:

- Calculation of frequencies and percentages to describe the sample of the study.
- The descriptive statistics of the arithmetical averages and the standard deviations to determine the responses of the sample members to the terms of the study axes.
- The explanatory statistic of Pearson correlation coefficients to determine the relationship between variables and the analysis of linear regression to determine the effect extent of the personal qualities and communicative abilities of the public relations officer on the institution's crisis management.
- One sample t test: To identify the statistical significance of the sample's assessment of the public relations officer's importance in the crises management at the institution.

4.3.4. Identification of the population and study sample: The study sample is composed of employees of the port of Skikda (1905 employees). The study sample includes the public relations department with a staff of 45 employees. The survey questionnaire was distributed to all of them and (42) only out of the total number of the distributed questionnaires were retrieved. This number is valid for the study and represents 93.33% of the study sample.

4.3.5. The study tool: The main study tool for collecting primary data in the questionnaire was designed using the five-dimensional Likert scale, ranging from 1 to 5 (from strongly disagree to strongly agree). Table (1) illustrates this.

The study tool was divided into three main axes:

Axis 1: Personal information includes (gender, marital status, age, academic qualification, experience and academic specialization).

Axis 2: Related to the preferred personal qualities of the public relations officer.

Axis 3: related to the communication capacities of the public relations officer and includes 04 sections.

Axis 4: Related to the role of public relations officer in finding solutions to the crises of the institution and includes 08 sections.

4.3.6. Consistency of the study tool: To ensure the consistency of the study tool, the Cronbach's Alpha equation was used in SPSS V.23. The total consistency of the tool was measured at (0.953) which is very valuable and indicates that the questionnaire is consistent and valid for the study. The results are shown in Table (2).

4.4. Sections analysis of the study axes: After reviewing the most important theoretical concepts of public relations officers and crisis management in the institutions, the importance of public relations officer in the crisis management of Skikda Port will be highlighted, through the analysis of the questionnaire data directed to the staff of the Public Relations Department.

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4.4.1. Description of the study sample in terms of personal variables (gender, marital status, age, experience and academic specialization): The results of the questionnaire indicate that 71.4% of the study samples are males and the remaining 28.6% are females. They constitute 30 and 12 persons respectively. This discrepancy is due to the availability of adequate qualifications among males, more than females, for a position of public relations officer. While most of the sample members are socially stable due to the fact that 76.2% of the samples are married and the remaining 10 are single. It is noted that the majority of the respondents belong to age groups of 26-35 and 36-45 at the same percentage, which is 45.2%. This indicates that the institution maintains the category that has experience in the field of public relations work and at the same time renewal in the staff. This fact has been confirmed by the results of the experience. It has been shown that the category of officers with less than 5 years of experience represents 26.2%. The category with 6 to 10 years of experience represents 31%. The group with seniority between 11 and 15 years represents 23.8%, while the category with more than 16 years of seniority represents 19%, which is equivalent to eight (08) employees. As for the academic specialization of the Public Relations Officers of Skikda Port Company, the majority confirmed that they specialized in administrative sciences, by 40.5% followed by graduates from with Diplomas by 9.5%, and then come the public relations and computer and programming sciences at the same percentage of 7.1%. The remaining 33.3% included various disciplines such as economics, psychology, sociology and vocational training.

4.4.2. Sections analysis of the personal characteristics axis of the public relations employee: The arithmetical averages and standard deviations were calculated for each of the sections of the second axis related to the personal qualities of the public relations officer. The following grades were given for the level of application: 1 to 2.33: low grade, from 2.34 to 3.67: Average grade, from 3.68 to 5: high grade]. The obtained results are shown in Table (3).

Table (3) shows that the general arithmetic average of the personal characteristics sought in a public relations employee was (3.851); the average of the third category of the triple scale (3.68-5), which indicates a high degree of approval. The sample, in general, strongly agrees of possessing the qualities and characteristics of the public relations officer. It is also clear that the average of the axis range from 4.071 to 3.571, i.e., a convergence exists in the degree of agreement of the desired personal qualities of the public relations employee in the sample. All the statements came with a high degree of approval with the exception of the phrase number (08) where the degree of approval was medium, indicating that the institution does not pay much attention to the aesthetic qualities and appearance of the public relations officer, which is possibly due to the nature of the activity of the institution, unlike other companies which require and appropriate and attractive form and appearance. The remaining words were of high agreement, indicating that the Public Relations Officer of Skikda's Port Company has personal qualities; he is interested in the public of the institution and has a balance in communication with the public of the institution, the ability to persuade and deal with dissenting views, and to present ideas with enthusiasm, in addition to sufficient knowledge of the surrounding events to be able to interpret them. He is also objective in dealing with the conflicts of the institution, honest and sincere with enough courage to face the official mistakes, along with fertile imagination and efforts for the success of the institution's management in performing its tasks.

4.4.3. Analysis of the communication capacity axis of the public relations officer: The arithmetical averages and standard deviations were calculated for each of the three axes of the communication capacities of the public relations officer. The following degrees were given to determine the level of application: [from 1 to 2.33: low grade, from 2.34 to 3.67: Medium grade, from 3.68 to 5: high grade]. The results are shown in Table (4).

Table (4) shows that the general arithmetic average of the communication skills of the public relations officer reached (3.821), which is a third-category average of the triple scale (3.68-5), which indicates a high degree of

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agreement. This means that the sample population in general agree that they possess communicative skills through their ability to read and listen to the other parties and the art of communication through the attractive, logical and clear discourse, in addition to the persuasive writing.

4.4.4. Analysis of the axis about the role of public relations officer in the institution's crisis management: arithmetic averages and standard deviations were calculated for each of the paragraphs of the fourth axis related to the role of public relations officer in the management of the institution's crisis and the following grades were given to determine the level of application: [from 1 to 2.33: low, From 2.34 to 3.67: medium, from 3.68 to 5: high]. The results are shown in Table (5).

Table (5) shows that the general arithmetic average of the Public Relations Officer in Crisis Management is 3.875, which stands in the third category of the triple scale (3.68-5) and indicates a high degree of agreement. The respondents generally agree that the public relations officer has a role in managing the institution's crisis. It is also clear that the average of the axis ranges from (3.642 to 4.023), i.e., there is a convergence in the degree of agreement on the role of public relations officer in the crisis management of Skikda Port Company. All the statements had a higher agreement rate except statement number 03 which had a medium agreement rate. This reveals the lack of continuous information about the stages of the development of the institution's crisis, which may be due to institution's suppression strategy; in the sense of postponement of the emergence of the crisis as a kind of direct deal with the crisis with the intention of destruction and elimination.

The remaining statements were of high agreement, indicating that the public relations officer in his activity would inform the senior management of all developments of the various crises of the institution. In the event of a crisis, the public relations officer is calm and determines the responsibilities and tasks of each individual concerned with the crisis. The senior management is informed of all developments and updates of the crisis. It also maintains a strong relationship with the media, in addition to all staff in the public relations department trying to take precautions and measures to prevent the crisis and updates an emergency action plan continuously.

4.5. Testing study hypotheses: The hypothesis will be tested as follows:

- To test the main hypothesis, the first sub-hypothesis, the second sub-hypothesis, and the third sub-hypothesis, a single sample T test was used. The rule of decision to accept or reject the hypothesis of the study is as follows:
 - If the calculated value of T is greater than the tabular value of 2.0195, the arithmetic average from the sample data is greater than the presumed average (3), and the moral level is less than or equal to 0.05, null hypothesis is accepted and the alternative hypothesis is rejected.
 - If the calculated value of T is greater than the tabular value of 2.0195, the arithmetic average of the sample data is less than the presumed average (3), the moral level is greater than or equal to 0.05. Null hypothesis is accepted and the alternative hypothesis is rejected.
- To test the fourth sub-hypothesis, the multiple regression test was used to influence the PR employee (personality traits and communicative ability) in managing the crisis of the institution subject of the study.

4.5.1. The main hypothesis test: The first main hypothesis was as follows: "The public relations officer in the crisis management of the port of Skikda has no importance". The results are shown in Table (6).

Table (6) shows that the value of the general arithmetic average for the PR officer in the institution's crisis management is 3.849, which is greater than the presumed average (3), and the calculated T value is 10.042. It

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is larger than the tabular value of 2.0195. The significance level is 0.000 which is less than 0.05. Therefore, according to the rule of decision, the null hypothesis is rejected and the alternative hypothesis is accepted, which means that: "The public relations officer is important in managing the crisis of Skikda's Port Company".

4.5.2. The first sub-hypothesis test: It states: "The personal qualities of a public relations officer in the institution under study are not met." The results are shown in Table (7).

Table (7) shows that the value of the general arithmetic average for the availability of the personal characteristics of a public relations officer is 3.851 ; greater than the presumed average (3). The calculated T value is 9.732, which is greater than the tabular value of 2.0195, while the significance level is 0.000 i.e., less than 0.05. Thus, according to the basis of decision, the null hypothesis is rejected and the alternative hypothesis is accepted. This means: "The personal qualities of the public relations officer of the institution in question are met".

4.5.3. Second Sub-hypothesis test: The second sub-hypothesis states: "The Public Relations Officer hasn't the ability to communicate with the internal and external public at the institution in question". The results are presented in Table (8).

Table (8) shows that the value of the general arithmetic average for the communication capacities of a public relations officer equals 3.821, which is greater than the presumed average (3). The calculated T value is 8.026, which is greater than the tabular value of 2.0195 and the significance is 0.000 which is less than 0.05. Therefore, according to the base of decision, the null hypothesis is rejected and the alternative hypothesis is accepted, which means: "The public relations officer has sufficient communication capabilities in the institution under study".

4.5.4. Third Sub-hypothesis test: The third sub-hypothesis states: "The public relations officer does not contribute to finding solutions to the crisis of the institution under study". The results are shown in Table (9).

Table (9) shows that the value of the general arithmetic average for the role of the public relations officer in the organization's crisis management is 3.875, which is greater than the presumed average (3). The calculated T value is 8.930, which is greater than the tabular value of 2.0195, while the significance level is 0.000 i.e., less than 0.05. Therefore, according to the base of decision, the null hypothesis is rejected and the alternative hypothesis is accepted. This means: "The public relations officer has a role in managing the crisis of the institution under study".

4.5.5. Fourth Sub-hypothesis test: The fourth sub-hypothesis states: "There is no statistically significant effect at the level of significance ($\alpha = 0.05$) of the importance of public relations officer in crisis management of the institution under study." The results are shown in Table (10).

Table (10) shows that the value of the SIG level = 0.000, which is smaller than the level of significance (0.05). In other words, there is an effect of the two variables (the sought personal characteristics and the communication skills) of the public relations officer on the dependent variable (institution's crisis management). Also, given the Pearson correlation coefficient ($R = 0.622$), there is a correlation between the public relations officer (his sought personal qualities and communicative abilities) and the crisis management in Skikda Port Company.

In other words, Table (10) indicates that the model has a significant level, which allows the study the feasibility of following up the verification effect of the independent variables' effect on the dependent variable as in Table (11).

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Table (11) shows that one of the independent variables (public relations officer) was the variable "beloved personality traits" which had a positive effect on the dependent variable (institution's crisis management). The probability value of the "beloved personality traits" element was (SIG = 0.016), Which is less than the significance level (0.05), while the "communication capabilities" variable has no effect because the probability value is greater than 0.05.

Therefore, the regression line model can be formulated as follows:

$$Y = a + b_1x_1 + b_2x_2$$

Since only one independent variable has a significant effect on the Y variable which is:

x_1 : Represents the beloved personal qualities of a public relations officer. The equation becomes the form:

$$Y = a + b_1x_1$$

a: A constant, representing the line of the regression line and equal to the value (1.193).

b: Regression coefficient x_1 , which is the slope of the regression line for the only independent variable, the (beloved personality traits) and the equivalent value (0.674).

The equation becomes the form:

$$Y = 1.193 + 0.674 x_1$$

In the light of the regression equation, it can be said that the personal qualities of the public relations officer are the most important component of the crisis management of Skikda's Port Entreprise.

5. CONCLUSION:

the aim in this study is to reveal the importance of public relations officer in crisis management. Important results have been achieved in this study in which we tried to present a number of suggestions as follows:

The Results of the study: The Public Relations Officer is important in managing the crisis of Skikda's Port Company as follows:

- It is important that the public relations officer has desired personal qualities. This officer is the spokesman of the institution due to his ability to conduct dialogue and its ethics, to keep calm and deal with situations wisely and rationally so as not to harm the interest of the institution in which he works. However, by analysing the responses of the respondents, we concluded that the institution in question does not give much attention to the beauty and outward appearance of the public relations officer. This is probably due to the culture of the institution which considers that the nature of the activity of the institution does not require attention to the beauty and outward appearance of the public relations officer as much as other personal qualities which were of high degrees of agreement.
- Communication skills of the public relations officer such as the skill of reading and persuasive writing and the listening and speaking skill helped the institution to manage its crises and maintain its stability.
- The public relations officer has a role in finding solutions to the crisis of the institution under study based on his actions, which help greatly in maintaining the balance and calm of the institution and learning from crises at different degrees so that not to fall in the same crises.
- There is a statistically significant effect at the level of significance ($\alpha = 0.05$) for the importance of public relations officer in crisis management institution under study. This is confirmed by the results of the fourth hypothesis test. The value of the coefficient of determination ($R^2 = 0.387$) means that the public relations

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officer, with his personal characteristics and communication skills, accounts for 38.7% of the institution's crisis management.

Suggestions: Based on the study findings, we suggest what follows:

- The public relations officer must have good time-management skills to be able to complete his tasks easily.
- The public relations officer must have the skills of establishing good professional relationships, so that he can manage staff and have experience in the best way to communicate with them.
- The necessary financial allocations should be allocated to the function of public relations due to its effective contribution to the success of the institution's strategy.

6. Appendices:

Table (1): Degrees of the study scale

Evaluation	strongly disagree	disagree	neutral	agree	strongly agree
Grades	1	2	3	4	5

Table (2): Cronbach's Alpha consistency coefficient of the study tool

Study Axes	Number of sections	Cronbach's Alpha
The personal qualities of a public relations officer	12	0.928
Communication skills of the public relations officer	04	0.916
The role of public relations officer in finding solutions to the institution's crises	08	0.906
Total consistency coefficient of the questionnaire	24	0.953

Source: Based on the results of SPSS V.23.

Table (3): The arithmetic average and the standard deviation of the preferred personal qualities level of the Public Relations Officer of Skikda's Port Company

Sections	Arithmetic average	Standard deviation
You have the ability to persuade others into your ideas in a convincing way.	3.761	0.790
You have curiosity about the elements of surrounding events to get to the facts and explain them.	3.976	0.715
You have the ability to deal with dissenting opinions	3.785	0.564
You have the stability in the contact with the institution's audience	3.952	0.794
You Pay attention to the organization's audience to know how they think and how to influence them.	3.809	0.968
Characterized by objectivity, selflessness and impartiality of one team over the other.	3.881	0.889
You have the enthusiasm to present the ideas to the public	3.785	0.750
The face is attractive to suit the shape and clothes	3.571	0.800

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You are characterized by honesty and sincerity in the workplace	4.023	0.604
You have a wide imagination in the face of problems.	3.857	0.751
You have the courage to confront officials with their mistakes	3.738	0.664
You make efforts to succeed missions in normal times and crisis.	4.071	0.712
The total Axis	3.851	0.566

Source: Based on the results of SPSS V.23.

Table (4): The arithmetic average and the standard deviation of the communication skills of the Public Relations Officer of Skikda's Port Company

Paragraphs	Arithmetic average	Standard deviation
You have the skill of reading and know what affects the institution.	3.857	0.646
You have the skill to listen and understand the views of the organization's audience.	3.857	0.751
You have the skills of persuasive writing to the organization's audience.	3.738	0.700
You have the ability to communicate with the organization's audience by engaging, logical and understandable.	3.833	0.853
The entire axis	3.821	0.663

Source: Based on the results of SPSS V.23.

Table (5): The arithmetic average and the standard deviation of the role of the public relations officer in Crisis Management of Skikda's Port Company

Paragraphs	Arithmetic average	Standard deviation
Maintain strong relations with the media.	3.714	0.834
Senior management is updated regularly in the crisis.	3.904	0.820
The media are updated regularly in the crisis.	3.642	0.958
The accuracy of all information is confirmed before declarations.	4.023	0.680
Responsibilities and tasks are determined for each individual involved in the crisis.	3.857	0.816
Precautions to prevent the crisis from occurring again are taken.	3.952	0.882
Keep calm at the onset of the crisis.	4.000	0.796
The Emergency Operation plan is updated regularly	3.904	0.726
The entire axis	3.875	0.634

Source: Based on the results of SPSS V.23.

Table (6): The results of the T test for the importance of the Public Relations Officer in Crisis Management of Skikda's Port Company

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Paragraph	Arithmetic average	« T » Value	Freedom value	SIG	Result
Sections of all the axes of the study	3.849	10.042	41	0.000	Significant

Source: Based on the results of SPSS V.23.

Table (7): The results of the T test provide the personal qualities of a public relations officer

Paragraph	Arithmetic average	« T » Value	Freedom value	Sig	Result
Sections of the first sub-hypothesis	3.851	9.732	41	0.000	Significant

Source: Based on the results of SPSS V.23.

Table (8): Results of the "T" test about communication capabilities of the public relations officer

Paragraph	Arithmetic average	« T » Value	Freedom value	Sig	Result
Sections of the second sub-hypothesis	3.821	8.026	41	0.000	Significant

Source: Based on the results of SPSS V.23.

Table (9): Results of the "T" test for the role of public relations officer in finding solutions to the crisis of the institution

Paragraph	Arithmetic average	« T » Value	df	Sig	Result
Sections of the third sub-hypothesis	3.875	8.930	41	0.000	Significant

Source: Based on the results of SPSS V.23.

Table (10): Results of the multiple regression test of the impact of the public relations officer on crisis management of the institution

Model	Sum of Squares	df	Mean Square	F	Sig	R ²	R
Regression	6.395	2	3.198	12.304	0.000	0.387	0.622
Residual	10.136	39	0.260	-	-	-	-
Total	16.531	41	-	-	-	-	-

Source: Based on the results of SPSS V.23.

Table (11): The partial regression coefficients of the impact of the public relations officer in the institution's crisis management by

Enter method

Coefficients ^a							
Model		Non-Landmark coefficient			Landmark coefficient	(T)	Sig
		B	Std. Error	Beta			
(Constant)		a	1.193	0.547	-	2.182	0.035
X1	Beloved personality traits	b1	0.674	0.267	0.601	2.521	0.016
X2	Communication capabilities	b2	0.023	0.228	0.024	0.101	0.920

a. Dependent Variable, Institution's Crisis management

Source: Based on the results of SPSS V.23.

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