

Opinions of the Members of the Upper House of Parliament Regarding the Evaluation of Public Relations Programs and Activities in Government Agencies

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Received: 11/07/2025 ; Accepted: 26/11/2025 ; Published: 25/12/2025

Abstract:

The study focuses on evaluating public relations programs in government agencies, from the perspective the members of the upper house of parliament as the body responsible for reconciling the government and civil society,

Based on the role or authority assigned to each member in their field, party affiliation, or geographical location, this is done to reveal their orientations and the extent of their support for the strategies used in evaluating public relations activities, Through a descriptive and analytical study aimed at objective evaluation, we contribute to providing a database for sociological studies in the field of public relations in government agencies. It also involves identifying the most important problems that the government suffers from in its administrative operations to achieve the public good and sustainable development.

Keywords: the members of the upper house of parliament , the evaluation , public relations programs and activities , government agencies .

Introduction:

Public relations in governmental institutions work to prepare their audiences to accept new ideas and opinions, and to engage with development in order to overcome backwardness and keep pace with progress and civilization, in line with the comprehensive requirements of development. Public relations programs and activities aim to improve the mental image of public opinion toward governmental institutions by supporting positive communication that leaves a favorable impression on their audiences. In order for public relations to achieve their objectives, the communication process must succeed and produce the desired impact, which requires planning for future goals based on scientific methods and complete knowledge of audience characteristics and how to survey public opinion. This enables institutions to assess their activities and programs, adjust their strategies, and define a positive communication policy that leads toward the correct direction in achieving the public interest. Members of the Council of the Nation (Upper House of Parliament) represent an important category characterized by dual roles, as they are the official spokespersons of the people within the state, and at the same time the official spokespersons of the state toward the people. Their orientations help shape public opinion within governmental institutions, both as an internal public of the legislative authority, which works on drafting laws and designing regulatory policies, and as part of the general public of governmental institutions, which are expected to meet developmental requirements. This leads us to the following research question: **What are the orientations of the members of the Council of the Nation toward evaluating public relations programs in governmental institutions?**

This study is based on the following

concepts:

- **Orientations:** They refer to the responses of members of the Council of the Nation to various issues, either positively or negatively, based on the integration of their internal attitudes and the environmental influences surrounding them.

- **Members of the Council of the Nation:** They represent the most important national figures and competencies in scientific, cultural, economic, and social fields. Their number is 144 members; two-thirds are elected through indirect and

direct free elections from among members of local councils, while the remaining one-third are appointed by the President of the Republic to form the second chamber of the Algerian legislative authority during the period 2007–2012.

- **Public Relations:** A continuous communication process carried out by governmental institutions or all affiliated organizations. It aims to build trust and reinforce the confidence of internal and external audiences, achieve mutual understanding, and support the public interest. Governmental.

- **Institutions:** A group of ruling and controlling bodies within the state, including the legislative, executive, and judicial authorities in democratic systems.

- **Evaluation:** A strategic administrative function concerned with monitoring and assessing administrative and professional practices and comparing them with objectives and goals. Evaluation is not limited to performance measurement only, but also includes data analysis and studying their effects to ensure that work proceeds toward the defined objectives.

I. Theoretical Framework :

The Concept of Public Relations Evaluation:

Interest in evaluating public relations programs and campaigns began in both academic and professional dimensions. Although evaluation represents the final stage in the scientific organization of administrative processes for public relations functions in all institutions, whether governmental or non-governmental, it is in fact an extension of the first function—research—within the overall sequence of administrative functions.

Evaluation is a continuous and interrelated process that goes through several stages. It involves identifying shortcomings and diagnosing errors that accompany the process of field implementation or practical action, with the aim of correcting mistakes and addressing negative aspects. This can be carried out from the very beginning of implementation up to the stage of analyzing results and assessing their effects.

According to “DJONALND” evaluation includes the qualitative and quantitative characteristics of behavior, in addition to value judgments related to the degree of appropriateness of this behavior

(Ismail Mohamed El-Feki, 2005, p 8).

The evaluation process is a dynamic and continuous process consisting of three main stages:

- **Implementation stage:** This is the first step in the evaluation process. It requires reviewing the stages and methods of executing the planned program. At this stage, what will be achieved through the implementation of the programs is clearly defined, and the possibility of modifying the planned objectives is considered. Progress achieved is monitored and interpreted.

- **Monitoring stage:** This stage involves periodic evaluation of the results of each step of the program. Necessary adjustments are made in a regular manner if required, in order to determine the degree of consistency between the stages of implementation and the objectives of the program. At this level, expected or unexpected results are evaluated, and the gap between actual progress and planned progress is examined. Results evaluation stage: In this final stage, the achieved results are compared with the predetermined objectives of the plan.

- The differences between what was targeted and what was actually achieved are identified. This stage also requires explaining the context in which the program was implemented, interpreting the final outcomes, preparing an analytical report of the findings, and supporting them with appropriate recommendations.

(Rassem Mohamed El-Jamal & Khayrat Maoud Abid, 2005, pp. 310–311)

1. Types of Public Relations Programs

Public relations planning may take two main forms: preventive (anticipatory) or remedial (corrective). It depends on the vision of the governmental body and the nature of the problems it seeks to address, whether in the long term for preventive purposes or in the short term for remedial purposes. Accordingly, public relations planning programs are classified into two types:

- **Preventive programs:** These are long-term programs that aim at preventing problems and risks, and anticipating future events. They are characterized by continuity and seek to promote shared understanding and participation in social responsibilities. They also focus on maintaining positive relationships and continuous interaction with the public in order to eliminate sources of misunderstanding or negative rumors.

(Sharif Ahmed Sharif Al-Ansari, 2006, p. 347)

- **Remedial programs:** These are used when specific efforts are required to confront sudden crises that emerge in the relationship between the institution and a particular target audience. Remedial programs are short-term in nature and rely on rapid intervention to manage crises and conflicts. They aim at correcting abnormal situations such as problems, disputes, crises, and tensions affecting governmental institutions. Remedial programs are considered among the most essential elements in the field of public relations, as their outcomes determine the level of integration between management and employees, as well as the degree of their sense of belonging and loyalty.

2. Objectives of Evaluating Public Relations Programs and Activities in Government Institutions Researchers and experts agree that the evaluation of public relations aims to provide governmental institutions with:

- A statistical assessment of public relations activities in achieving the objective goals set by the plan, derived from the general public policy of the state and its social philosophy.
- Indicators of results from a qualitative perspective, which clarify the impact of these activities on the image of the governmental institution among its audience, whether employees or beneficiaries.
- Quantitative results achieved by public relations in intangible areas, such as improving the mental image and public perception of the institution among its audiences.

➤ **03 Evaluation Criteria:**

The criteria for evaluating public relations activities can be determined based on two main dimensions, as follows:

Quantitative criteria: These are criteria that are expressed in numbers and measurable data. They are used to assess the outcomes of certain public relations activities, such as production and distribution. Reports are prepared using numerical indicators, including the number of tools used to implement activities, the number of advertising or promotional materials produced, the number of books and pamphlets distributed, the number of media addresses delivered, and so on. These figures reflect the volume of work accomplished, its cost, and the time required in general, and they provide detailed information for each activity or component of the program.

(Mohamed Abdou Hafez, 2009, p. 320)

Qualitative criteria: These are criteria that cannot be expressed in numbers or quantities. They are intangible criteria, such as measuring the extent to which employee morale has improved or the level of mental satisfaction achieved, as well as the improvement of the organization's image among its audiences.

(Ali Ajwa, previous reference, p. 225)

04 Types of Evaluation in Public Relations:

The evaluation of public relations is divided into two main types, in terms of programs and performance:

A. Evaluation of Public Relations Programs:

It refers to measuring the results achieved from implementing a specific program or activity. The evaluation of public relations programs includes several steps that can be defined as follows:

- **Determining the objective of evaluation:** This is done by:

- exploring the strategic objectives, which involves assessing the information upon which the plan was developed, and collecting all the information related to government policy in its various departments, the level of coordination among them, the available material and human resources, communication tools, and environmental conditions. It also includes identifying the expected outcomes of implementing the specific programs and estimating the necessary costs. Based on this, the main inputs are evaluated.

➤ **Evaluating implementation procedures:** The objective of this evaluation is to discuss the implementation process, identify problems and obstacles that affected the results, and assess how far execution matched the planned objectives.

➤ **Evaluating the outcomes of program implementation:** This involves assessing the tangible or intangible effects of the media message on the audience, such as the extent to which the audience was provided with information, the degree of change in attitudes and opinions toward a specific issue, the success of building a positive image of the organization in the minds of the public, and the potential for developing similar programs in the future.

- **Determining the Evaluation Strategy:** There are several approaches used to determine the evaluation strategy, including:

➤ **Goal-based evaluation:** focuses on measuring the extent to which predefined objectives have been achieved.

➤ **Process-based evaluation:** focuses on the procedures adopted by government agencies to implement their programs.

➤ **Impact-based evaluation:** focuses on measuring the expected outcomes on the targeted groups.

- **Defining the Evaluation Population:** This refers to the sample that will be selected to obtain answers to the research questions, according to the previously defined objectives. –

- **Selecting the Tool:** Several tools are available, and their design depends on the nature of the study and the extent to which they can achieve the intended objectives.

- **Fieldwork Procedures:** This involves ensuring the validity and reliability of the tool, its stability, and its ability to provide accurate information, as well as forming the research team that will carry out the evaluation process.

- **Data Processing:** This includes classifying, coding, and organizing data according to methodological principles.

- **Data Analysis:** This stage aims to obtain indicators related to strengths and weaknesses in the program.

- **Final Report:** The final report is prepared using scientific methods characterized by accuracy and credibility, supported by statistical data, in order to help achieve the intended objectives.

(Mohamed Mounir Hijab, previous reference, pp. 551–556)

B. Evaluation of Employees' Performance:

This refers to measuring the extent to which employees in government institutions achieve the objectives assigned to them within a specific program or activity. It also involves assessing the quality of their behavior and performance in relation to the tasks expected from them.

- Evaluation of Employees' Performance:

This refers to measuring the extent to which employees in governmental agencies achieve the objectives set for them within a specific program or activity. It also aims at assessing the quality of their behavior in a way that corresponds to the required tasks. **Managers' evaluation of employees' performance:** This involves evaluating each employee's performance based on the nature of the tasks assigned to them over a specific period. Data are collected on personal readiness, productivity at work, compliance, reliability, and professional competence. Through this process, the following are identified:

➤ The main characteristics of the employee.

➤ The compatibility between the job and the employee's abilities and qualifications.

➤ The employee's professional tendencies, personal attributes, health condition, and training needs.

- **Self-evaluation:** This is carried out by the employee themselves through monitoring their behavior or performance using various illustrative methods.

5. Difficulties in Evaluating Public Relations Activities

Among the main difficulties faced in evaluating public relations activities in governmental agencies are:

-Public relations activities cannot be isolated from other variables that influence them. Therefore, it is necessary for the public relations specialist to have full knowledge of all inputs and outputs of the governmental organization, as well as the changes affecting it.

-Public relations seeks to achieve short-term or medium-term objectives, which may be relatively easy to evaluate. However, evaluating long-term objectives remains difficult.

-While it is easy to evaluate productive activities related to tangible goods and services, it becomes difficult in the case of intangible services, such as interactions with computers and citizens.

-There is ambiguity in the understanding of public relations among some officials, as its activities and objectives are still not clearly defined.

-Lack of awareness of the importance of public relations.

(Abdallah Ajou, previous reference, pp. 231–233)

II. Applied Section

One of the most important empirical foundations of field research is determining the validity of the hypothesis through methodological procedures, which are supported by the theoretical background. This study is based on the following:

1. Research Methodology:

Selecting the appropriate research method is linked to the research problem and the field to which the study belongs. This study, which aims to analyze public relations programs in governmental agencies through the analysis of the attitudes of members of the National Council, assumes the use of the descriptive-analytical method.

2. Scope of the Study This study can be defined through the following dimensions:

-**Spatial scope:** The headquarters of the National Council, located at **07 Zerbout Youssef Street, Algiers.**

-**Temporal scope:** The study was conducted during the period extending from September 2010 to June 2011, through several visits. Human scope: The study included 72 members of the National Council. A questionnaire was distributed to 72 participants, with a response rate of 50%, and 20% of the questionnaires were excluded. The sample was selected using a simple random sampling technique. Final sample size: The number of valid responses was 20% of the total sample, i.e. 28.8. This number was rounded to $n = 28$, and therefore the study relied on 29 members of the National Council, taking into account a margin of measurement error (± 0.01).

3. Data Collection Instrument

For the purpose of obtaining the necessary information and data that enable us to answer the research question, we relied on the following tools:

- **Questionnaire:** Given that the topic of our study focuses on attitudes, which are measured through specific scales, data were collected using a questionnaire composed of two sections:

➤ **Section One:** This section includes general information related to public relations and governmental institutions, as well as the personal data of each respondent, such as gender, social status, educational level, academic qualifications obtained, political affiliation, duration of membership, type of membership, and the position held within a governmental institution. These variables help us in the analytical process.

➤ **Section Two:** This section consists of a Likert-type scale designed to measure statements and response alternatives, which was adopted as an attitude scale. To ensure clarity of the instrument, the response options were reduced from five alternatives to three alternatives, due to the difficulty respondents may face in distinguishing between “strongly agree” and “agree,” as well as between “strongly disagree” and “disagree.” Accordingly, the scale was structured into

three response categories. The items were formulated according to the three dimensions of attitudes (cognitive, behavioral, and affective), and included both positively and negatively worded statements. The respondents' answers were scored based on a predefined scoring key.

4. Psychometric Properties of the Instrument:

The psychometric properties of the instrument were determined by identifying the nature of the tool and analyzing it both quantitatively and qualitatively. This was done by calculating item validity and reliability using the Statistical Package for the Social Sciences (SPSS), version 19.

- **Validity:** The validity of the instrument was assessed using the following methods, supported by the obtained results:

- **Face validity (expert judgment):** to determine the adequacy and relevance of the personal information items.
- **Extreme group validity (discriminant validity):** this method is based on calculating the discrimination index between the upper and lower groups' scores using t-tests to examine the significance of differences between the means of the two groups.
- The significance value (Sig) for the questionnaire items was 0.048 at both significance levels 0.05 and 0.01, which is less than 0.05, indicating that the results are statistically significant and that all items are valid.
- **Internal consistency validity:** the internal validity coefficient was 0.70, which is considered an acceptable and reliable level of validity.

- **Reliability:** To estimate the reliability of the questionnaire, the following method was used:

- **Cronbach's Alpha coefficient:** the value obtained was $\alpha = 0.73$, which indicates a high level of internal consistency and reflects good reliability of the measurement instrument.

5. Methods of Analysis

The present study adopted two main approaches in analyzing the data:

A. Quantitative Approach:

Test Coefficient: used to measure the significance of differences between the upper group and the lower group.

- **Pearson Correlation Coefficient:** used to determine the validity of the research instrument.
- **Cronbach's Alpha Coefficient:** used to measure the reliability of the instrument.
- **Frequencies and Percentages:** used to describe the characteristics of the study population and the distribution of variables and responses to the questionnaire items.
- **Arithmetic Mean:** used to determine the average score for each questionnaire item.
- **Standard Deviation:** used to identify the degree of dispersion in the responses of the study sample across the questionnaire items.
- **Weighted Mean:** used to identify the cut-off point between negative and positive (trends/attitudes).

B. **Qualitative Approach:** This approach was used in interpreting and analyzing the tables, relying on real-life social context as well as the theoretical framework.

6. Data Presentation and Analysis

A. Demographic Data:

After collecting the questionnaires distributed to the study sample, the data of each variable were presented and analyzed.

Table (01): Results of the Personal Characteristics of the Study Sample

		Frequency	Percentage %
Male	Gender:	17	60.72
	Female	3	10.71
	No answer	8	28.57
Marital Status	Single	0	00.00
	Married	16	57.14
	Divorced	1	3.57
	Widowed	1	3.57
	No Answer	10	35.72
Educational Level	Below Secondary	4	14.28
	Secondary	0	00.00
	University	12	42.86
	No Answer	12	42.86
Qualifications Obtained	Bachelor's Degree	1	3.57
	Master's Degree	1	3.57
	Doctorate	01	35.72
	No Answer	61	57.14
Party Affiliation	National Liberation Front	12	42.86
	National Democratic Rally	3	10.71
	Do not belong to any party	3	10.71
	No answer	10	35.7
Type of Membership	Appointed by the President of the Republic	12	42.86
	Elected by the People's Representatives	7	25.00
	No Answer	9	32.14
Possibility of working in an ?institution	Yes	16	57.14
	No	0	0.0
	No answer	12	42.86
Institution Classification	Governmental	16	57.14
	Non-Governmental	0	0.0
	No answer	12	42.86

Socio-professional affiliation	President	14	50.00
	Subordinate	2	7.14
	No response	12	42.86

This table presents the distribution of the study sample according to selected personal and socio-demographic variables. The data are expressed in frequencies and percentages

Interpretation (Academic Style): The table shows that the majority of respondents are male and married, with a high educational level, as most hold university and postgraduate degrees. A significant proportion possesses doctoral qualifications, which indicates a highly educated sample. Politically, most respondents are affiliated with major national parties, while a smaller proportion declares no political affiliation. In terms of professional integration, more than half occupy governmental positions, and a large number hold leadership or managerial roles, reflecting a sample with strong institutional and political engagement.

08 Through the presentation of the results of the personal data of the study sample, it is observed that the majority of the individuals included in the study were appointed by the President of the Republic, whereas a smaller proportion of the sample members were elected by their constituents. Although the overall composition shows a relative balance between the two categories, the number of appointed members is slightly higher than that of elected members. From this, we can infer that appointed members show greater openness in expressing opinions and encouraging learning and knowledge, while elected members display a relatively higher level of caution. In addition, the study sample is characterized by a dominance of males over females, and all women included in the sample were appointed by the President of the Republic. This reflects the President’s concern for supporting women and encouraging their political participation. Most individuals in the study sample are married, and the sample is characterized by psychological stability, rationality, and maturity, given that most of them are over forty years of age. Furthermore, a significant proportion of the sample members possess high educational qualifications. The majority hold doctoral degrees and were appointed by the President of the Republic, which highlights his orientation toward supporting the educated elite and directing them toward legislative and supervisory positions. This is justified by their scientific and methodological background in planning, guidance, and sound decision-making. The results also indicate that most members of the study sample do not belong to political parties. This can be explained by the marginalization of political parties and their limited role in influencing the political field. Moreover, many sample members have professional backgrounds in governmental institutions and often occupy leadership positions, which places them close to decision-making centers and enables them to contribute directly to public policies. According to their own perceptions, most of them are distant from sensitive decision-making positions; nevertheless, a large proportion of the study sample belongs to the studied province. In addition, only three members of the appointed group are characterized by strong personal influence, transparency, and a high level of self-confidence in their opinions.

2. General Data

In order to test the research hypothesis, the study relied on a set of indicators that assisted in the analysis. These indicators were formulated in a group of statements (fourteen items), summarized as follows:

One of the key requirements of evaluation is to situate it within the specific context or environment in which the program, project, or activity is implemented. This is because the performance environment interacts with major variables that affect the level of achievement. Therefore, evaluation must take into account the contextual factors related to the size and nature of performance and the influencing variables. If the obtained results are weak or limited to a small number of indicators, this implies that the adopted measures are insufficient and require further development or the integration of additional tools. In such cases, weak results or indicators are not adequate to provide an accurate and comprehensive assessment of work value or employees’ efficiency.

Presentation and Analysis of the Research Hypothesis Results

❖ The orientations of the members of the National Council regarding the evaluation of public relations activities within governmental institutions were examined.

To verify the research hypothesis, the study relied on a set of specific indicators formulated in a group of statements (ten items), which are presented in the following table.

The orientations of the study sample towards evaluating public relations activities in government agencies are negative. This hypothesis was verified by relying on several indicators that assisted us in the present study. These indicators were specified in a set of statements (ten items), as presented in the following table.

Table (02): The orientations of the study sample towards the process of evaluating public relations programs and activities in government agencies.

Number	Phrases	Disagree		Neutral		Agree		Standard deviation	Average weights	Arranging
		%	R	%	R	%	R			
01	Public relations pays great attention to the process of evaluating and assessing public relations activities in government agencies.	10.7	3	17.9	5	71.4	20	0.685	2.60	5
02	Public relations in government agencies relies on evaluation before commencing any activity.	28.6	8	3.6	1	67.9	19	0.916	2.39	8
03	Public relations in government agencies relies on evaluation before initiating activities. Public relations in government agencies also relies on evaluation and assessment during activities.	10.7	3	10.7	3	78.6	22	0.670	2.67	3
04	Public relations in government agencies relies on evaluation after the completion of its activities.	32.1	9	10.7	3	57.1	16	0.928	2.25	7
05	There is an evaluation of subordinates by superiors.	10.7	3	3.6	1	85.7	24	0.645	2.75	2
06	There is a self-assessment system for employees.	60.7	17	14.3	4	25.0	7	0.870	1.50	10
07	Public relations in government agencies places importance on evaluation standards.	53.6	15	14.3	4	32.1	9	0.917	1.78	9
08	There is a process of training public relations staff.	7.1	2	7.1	2	85.7	24	0.568	2.78	1
09	There is no budget for evaluating and assessing public relations programs.	67.9	19	14.3	4	17.9	5	0.793	2.50	6
10	There are difficulties facing the evaluation and assessment process.	78.6	22	7.1	2	14.3	4	0.731	2.64	4
		36.07	101	10.35	29	57.18	150	0.391	2.39	

-Public relations attach great importance to the process of evaluating and assessing their activities in government agencies. This is due to the fact that periodic (monthly or semi-annual) reports constitute one of the main tools of motivation and reward for public relations activities in most governmental institutions. These reports and statistical data contribute to the assessment of ongoing and future projects. Therefore, the distribution of respondents' opinions showed a high level of agreement with this item, with a moderate mean and moderate dispersion.

-Public relations in government agencies rely on evaluation before launching activities, as it is necessary to design a plan based on the available resources and to prepare a timetable in order to determine the feasibility of implementing the activity in balance with material and human capacities. Consequently, the distribution of respondents' opinions showed a very high level of agreement with this item, with a high mean and high dispersion.

-Public relations in government agencies rely on evaluation during the implementation of activities. This is because execution must be consistent with what is stated in the work documents, as well as with emergency events or unexpected circumstances that may require modifications to the plan. This is achieved through periodic follow-up, which is reflected in the semi-annual or monthly reports. The completed report is submitted, while the remaining part is followed until the end of the activity. In emergency situations, the direct supervisor is informed immediately. This reflects the correction of errors occurring during implementation. Therefore, the distribution of respondents' opinions showed a very high level of agreement with this item, with a moderate mean and moderate dispersion.

-Public relations in government agencies rely on evaluation after completing their activities. Here, the focus is on assessing the success rate of public relations programs in government agencies after completion. This aims to identify the extent to which planned objectives have been achieved. Evaluation is based on measuring internal satisfaction among employees, as well as external satisfaction among the public and beneficiaries. When we examine the responses related to this item, we find that it reflects a positive evaluation, meaning that their plans are considered well-organized and do not require reassessment. Therefore, the distribution of respondents' opinions showed a high mean and wide dispersion.

-There is an evaluation carried out by supervisors, and a high percentage of the study sample reported that such evaluation exists. This is because many government agencies rely on evaluating their employees through periodic reports, whether monthly or semi-annual. This evaluation is based on specific indicators that measure discipline, work ethics, achievement rate, and other criteria. Accordingly, employee performance is determined according to the public service law. In some institutions, especially those of an economic nature, employee evaluation is linked to productivity and achievement rates. Therefore, employees are aware of the criteria used to evaluate them. Contracts are considered one of the incentives that encourage employees, and this reflects the possibility of having a positive view of employee performance. However, these incentives are not always applied equally to all employees. Public relations officers stated that employee evaluation is necessary to maintain balance and harmony among staff. The function of public relations requires commitment, dedication, and flexibility in dealing with changes, as well as responsiveness to internal and external public demands. Therefore, we observe a relatively high distribution of respondents' opinions in favor of this item, with moderate dispersion.

-There is also employee self-evaluation, as more than half of the respondents stated that there is no self-evaluation for employees. This is due to their belief that supervisors are the ones responsible for evaluating performance. In the current context, many life pressures and social and professional conditions distract employees from self-assessment. Consequently, employees' self-evaluation remains limited to a mental and subjective process without relying on concrete methods or quantitative indicators to measure change. This leads to difficulties in distinguishing between positive and negative performance. Thus, we notice a weak distribution of respondents' opinions toward this item, with moderate dispersion.

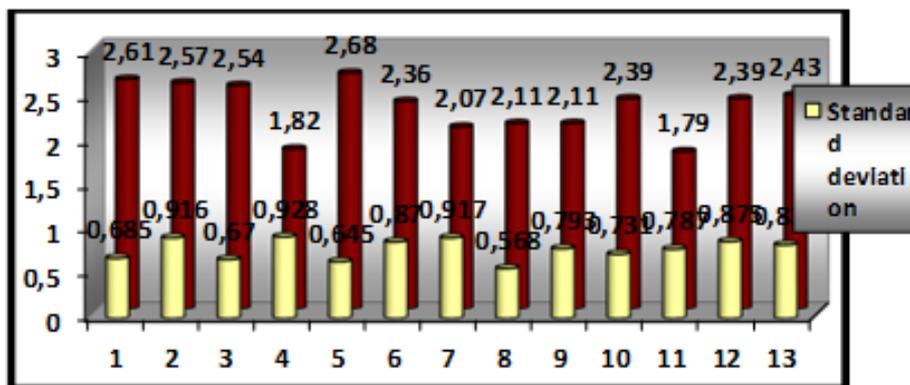
-In government agencies, public relations departments pay little attention to evaluation standards. A large proportion of respondents acknowledged the lack of interest in evaluation criteria, because most public relations activities are assessed through performance during events, such as monthly or semi-annual reports, celebrations, and promotional activities. In some cases, achievements are recorded, but the percentage remains low. Qualitative evaluation criteria are difficult to measure or express numerically, whereas quantitative criteria are easier to measure but may not reflect the real performance of public relations. Therefore, evaluation is often based on qualitative indicators observed by supervisors. We also note a very weak distribution of respondents' opinions toward this item, with high dispersion.

- There is a training process for public relations employees, and a high percentage of respondents agreed with this. This is because the training of public relations staff in government agencies is encouraged by the President of the Republic, in order to benefit from their efforts and improve public relations performance. Training focuses on developing human resources and enhancing communication skills, and most institutions seek to improve performance through training programs and capacity building. This also contributes to renewing competencies. We observe a high distribution of respondents' opinions in favor of this item, with moderate dispersion.

- There is no specific budget for evaluating and assessing public relations programs. A high percentage of respondents stated that there is no financial allocation dedicated to evaluating public relations programs, and that evaluation depends on traditional methods. As for performance evaluation rates, they are very weak and rely mainly on personal judgment and external experts. Therefore, evaluation remains limited and not institutionalized within government organizations. We notice a weak distribution of respondents' opinions toward this item, with moderate dispersion.

- There are difficulties facing the evaluation and assessment process. A high percentage of respondents confirmed the existence of obstacles that hinder evaluation. These include the difficulty of observing and evaluating employee behavior, internal communication problems, employees' psychological stress, and lack of cooperation. Evaluation also depends on records of suggestions left by visitors, which are used to assess public satisfaction. In addition, public relations departments face external challenges related to public pressure and limited resources. We find that only a small percentage of respondents agreed that there are no difficulties, indicating that evaluation goals are often unclear or long-term, and there is a lack of measurement tools and specialized expertise in public relations. Therefore, we observe a very weak distribution of respondents' opinions toward this item, with moderate dispersion.

Figure (01): Shows the distribution of the arithmetic means and standard deviations of the study sample's attitudes toward evaluating public relations programs and activities in governmental institutions.



The results indicate that the attitudes of the members of the National Council toward the following statements, respectively: (05), (08), (03), (10), (01), (09), (04), and (02), were positive. This is reflected by the weighted means, which fall within the interval (3,2), indicating a positive tendency. In contrast, their attitudes toward the following statements, respectively: (06) and (07), were negative, as their weighted means fall within the interval (2,1). Overall, the findings show that respondents' attitudes are positive toward most of the statements. The overall weighted mean reached 2.39, which confirms the fifth hypothesis. This result indicates a generally positive orientation among members of the National Council toward the process of evaluating public relations activities in governmental institutions, as illustrated in the figure above.

Conclusion :

Public relations in governmental institutions work to prepare their audiences to receive new ideas and opinions and to develop alongside them in order to confront the forces of backwardness and keep pace with progress and civilization in all their dimensions. Such adaptation cannot be achieved without success in its core activities, including sound organization, effective communication, efficient planning, crisis management, and continuous evaluation of programs and activities. These elements constitute the most important operational dynamics of public relations within government agencies. One of the most important requirements of governmental evaluation of their institutions is the adoption of

modern management approaches and innovative administrative functions, within a strategic framework that seeks to enhance competitiveness and is characterized by dynamism. This aims to achieve harmony between their material and symbolic capacities and the rest of Algerian society. This cannot be accomplished solely through a set of laws and ministerial decrees, but rather through active public relations practices that clarify government interventions, improve productive capacity in terms of both quantity and quality of outputs, and persuade citizens of the relevance of public policies in managing internal and external affairs in order to serve the public interest.

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