



An investigation into the experiences of Public Relations practitioners in Bahrain comparing with understanding Public Relations from western concepts – A case study within the Ministry of Education

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Statement of Originality and Authenticity

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Statement of Originality and Authenticity

This dissertation is an original and authentic piece of work by myself. I have fully acknowledged and referenced all material incorporated from secondary sources. It has not, in whole or part, been presented elsewhere for assessment.

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Abstract

This research compares differences in practicing Public Relations within the Ministry of Education in Bahrain and western concepts. The dominant theory of Public Relations within western countries (Grunig's theory) considered basic for understanding and practicing Public Relations from strategic management function.

New insights and emotions from perspectives of Public Relations practitioners at the Ministry of Education gained through conducting qualitative approach. Objectives of the research concentrate within answering questions about purpose of practicing Public Relations and roles of practitioners at the Ministry of Education.

Linking practical perspectives view of participants with the academic perspective to explain models of the theory are practiced with the Ministry of Education. In addition, exploring the role of domestic culture for Bahraini society in understanding and practicing Public Relations.

For a case study strategy, observation and in – depth interviews conducted to gain qualitative data from five Public Relations practitioners within the Ministry of Education. The results demonstrate two models: public information and part of two – way asymmetric communication.

Purposes of informing and persuading reflect common practicing between the Ministry of Education and western concepts. However, Public Relations practitioners at the Ministry of Education have been doing mixture of technical tasks under the title Public Relations and Media Directorate.

Most of the tasks concentrate within media relations, hospitality and protocol and organisaing events as well as some participants have done others related to marketing and secretary.

Although western cultures make influence on Bahraini society, practicing Public Relations within the Ministry of Education faced powerful influence from domestic cultural values. The research suggests practicing western concepts of Public Relations through implementing function of strategic management and Public Relations researches.

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Contents

Abstract i

Acknowledgements ii

Abbreviations iii

Chapter 1: Introduction 4

1.1 Introduction 5

1.2 Research Aim and Objectives 10

1.3 Personal Objectives 10

1.4 Research Questions 11

1.5 Rationale 12

1.6 Research Design 13

Chapter 2: Literature Review 14

2.1 Definitions of Public Relations 15

2.2 Theory of Public Relations 17

2.3 Public Relations Theory within Strategic Management Context 21

2.4 Public Relations Practitioners Roles 23

2.5 Definitions of Culture 25

2.6 Public Relations within Cultural Context 26

2.7 The Circuit of Culture 29

2.7.1 Regulation 29

2.7.2 Production 31

2.7.3 Consumption 32

2.7.4 Representation 33

2.7.5 Identity 33

Chapter 3: Research Methodology 35
3.1 The Nature of the Research 36
3.2 Values of Qualitative Research 36
3.3 Research Design 37
3.3.1 Research Philosophy 37
3.3.2 Research Approach 38
3.3.3 Research Type or Purpose 39
3.3.4 Research Strategy 40
3.3.5 Time Horizons 41
3.4 Collecting Data 41
3.4.1 Collecting the Secondary Data 41
3.4.2 Collecting the Primary Data 42
3.4.2.1 Sampling 42
3.4.2.2 Observation 44
3.4.2.3 Interviews 46
3.4.2.4 Preparing for Interviews 47
3.4.2.5 Recording and Archiving Interviews 49
3.4.2.6 Interviews Guide 50
3.5 Data Analysis 51
3.6 Ethical Considerations 51
3.6.1 Ethical Considerations toward Leeds Metropolitan University and the Supervisor 52
3.6.2 Ethical Considerations toward Ministry of Education in Bahrain 52
3.6.3 Ethical Considerations toward Collecting the Secondary Data 53
3.6.4 Ethical Considerations of conducting the Primary Data 53
3.7 Research Challenges 54

3.8 The Quality of the Research 55
Chapter 4: Analysis of Results 56
4.1 Analysing the Results 57
4.2 The Results 58
4.2.1 Basic knowledge of Public Relations Practitioners 59
4.2.1.1 Personal background 59
4.2.1.2 Personal experiences about the Ministry of Education 60
4.2.2 The Purpose of Practicing Public Relations within the Ministry of Education 61
4.2.2.1 Persuading the audiences 61
4.2.2.2 Reflecting the Image of the Ministry of Education 62
4.2.2.3 Informing Audiences 62
4.2.3 Roles of Public Relations Practitioners at the Ministry of Education 63
4.2.3.1 Hospitality and Protocol 63
4.2.3.2 Involving in the Decision Making 63
4.2.3.3 Researches 64
4.2.3.4 Media Relations 65
4.2.3.5 Organising Events 66
4.2.3.6 Other Tasks 66
4.2.4 Relationship with Audiences 67
4.2.4.1 Internal Audiences 67
4.2.4.2 External Audiences 67
4.2.4.3 Impact of Multiculturalism within the Domestic Society of Bahrain 68
4.2.4.4 Feedback of the Audience 69
4.2.5 Impact of the Domestic Culture within Organisational Context toward Practicing Public Relations at the Ministry of Education 70

4.2.5.1 Relationship with Boss 70
4.2.5.2 Relationship with Colleagues 71
4.2.5.3 Personal Relationships 71
4.2.5.4 Expectation of the Future at Work 72
4.2.6 Impact of the Domestic Cultural Values within Societal Context toward Practicing Public Relations at the Ministry of Education 73
4.2.6.1 Impact of Traditions and Social Custom 73
4.2.6.2 Impact of Family 74
4.2.6.3 Impact of the Religion 75
4.2.6.4 Impact of Hierarchical Order of People 75
4.2.7 Influenced by Western Cultures 76
4.2.8 Emotions 77
4.2.8.1 Emotions within Organisational Context 78
4.2.8.2 Emotions toward the Roles of Public Relations Practitioners at Ministry of Education 78
4.2.8.3 Emotions toward Ministry of Education's Audiences 78
4.2.8.4 Emotions toward Hierarchical Order of People 79
4.2.8.5 Emotions toward Western Cultures 79
Chapter 5: Discussion of Results, Conclusion and Recommendations 80
5.1 Discussion 81
5.1.1 Purposes of Informing and Persuading 81
5.1.2 Doing Mixture of Technical Tasks under the Title Public Relations 82
5.1.3 Practicing Two Models of Public Relations Theory 83
5.1.4 Significant Impact of the Domestic Cultural Values 85
5.1.5 Influence of Western Cultures toward Public Relations Practitioners at the Ministry of Education 87

5.1.6 The Emergence of Emotions of Public Relations Practitioners at the Ministry of Education 88
5.2 Conclusion 90
5.3 Recommendations 92
References 93
Appendices 99
Appendix 1 100
Appendix 2 101
Appendix 3 102
Appendix 4 103
Appendix 5 106
Appendix 6 108
Appendix 7 110
Appendix 8 111
Appendix 9 112
Appendix 10 117
Appendix 11 120
Appendix 12 135
Appendix 13 151
Appendix 14 166
Appendix 15 183
Appendix 16 199
Appendix 17 205
Appendix 18 228
Appendix 19 252

Appendix 20.....273
Appendix 21.....297
Appendix 22.....319
Appendix 23.....322
Learning Statement.....345

Abbreviations

LMU: Leeds Metropolitan University (Leeds Beckett University).

MOE: Ministry of Education in Bahrain.

PR: Public Relations.

PRMD: Public Relations and Media Directorate at Bahraini Ministry of Education.

UK: United Kingdom.

US: United States.

Chapter 1: Introduction

1.1 Introduction

For more than three decades Public Relations (PR) has been practiced professionally within the public sector in Bahrain. Many PR practitioners, who work for the government, hold an academic degree in PR: the University of Bahrain established an undergraduate PR course in 1997. (AlSaqer, 2008).

Despite existence of the Bachelor level, PR is practiced undervalued and underutilised. In her research about "Experience of female public relations practitioners in Bahrain" AlSaqer (2008) writes there is a misunderstanding of PR roles within an organisation. Some female practitioners say that they have been done a mixture of technical tasks such as secretary, sales and marketing under the title PR.

In contrast, western concept, in particular the UK and the US defines PR as a strategic function. There is almost agreement that PR the management of mutual communications to reach specific aims and objectives. In addition, adding values to organisations and their publics is the common role of PR. (Edwards, 2014a).

In Bahrain, which classified part of the Arab world, PR is considered and practiced at a more tactical rather than a strategic level. AlSaqer (2008) defines some technical practices such as secretary, sales and marketing. Although her research limited to a sample of female practitioners, it demonstrates the way of practicing PR from practitioners' perspectives.

Freitag and Stokes (2009) think that practicing PR within the Middle East is related with distributing press releases to achieve publicity as well as protocol and advertising. In addition, PR has a weak contribution in the decision making of organisations.

Moreover, Kirat (2005) writes that there is a marginalisation of PR function in the Arab world. Misconception of the function of PR because it associated with other tasks such as publicity or protocol as well as public information and liaising with the media.

The lack of research and planning make PR a reactive rather than proactive management function. Furthermore, weakness of contribution of PR in the decision making as well as practice pure democracy lead to viewed PR within first model of Grunig's PR theory (Kirat, 2005).

As Ministry of Education (MOE) in Bahrain part of the public sector, PR has been practiced professionally within it for more than three decades. The majority of practitioners hold an academic degree in PR, however, PR still practiced as at more tactical.

In addition, after the researcher has been worked for Public Relations and Media Directorate (PRMD) at the MOE for more than seven years (Appendix 1), some PR tasks can be observed. The dominant tasks related to Hospitality and protocol for dignitaries and guests whether from inside or outside Bahrain.

Furthermore, there is a domination of public information function through distributing daily press releases. Moreover, Although PR classified within the headquarter departments, still there is a weak contribution in the decision making and a lack of research about impact of MOE decisions' on publics.

Cultural values of the domestic society make impact on practice PR. Islam as prevalent religion in Bahrain shapes almost every think. However, openness on western cultures influences PR perspectives whether in their looks and thinking. Interference between conservative and liberal perspectives influences relationships between practitioners.

It can be seen that PR within MOE is practiced at a more tactical rather than a strategic level. This reflects the differentiation between understanding PR within MOE and western concepts. However, fast growing of PR in the Arab region (Kirat, 2005) as well as majority of practitioners within MOE holds an academic degree in PR, the enthusiasm to explore their experiences can be emerged.

In addition, interference between domestic cultural values and openness on western cultures enhances to define their impact in practice PR within MOE. There is a need to explore understanding PR function within MOE from practitioners' perspectives.

Furthermore, as the researcher has spent more than seven years working at MOE, he is interested in conducting a research related to the same organisation. The researcher's experiences of practicing PR within MOE can enhance him for better understanding of challenges and opportunities toward the development of PR.

Moreover, this research will attempt to gain new insights from PR practitioners' perspectives and compare them with literature review from western concepts for better understanding and practicing of PR within MOE in Bahrain.

Bahrain is located in the southwestern Asia specifically the middle of Arabian Gulf. Saudi Arabia is the nearest country to Bahrain from west and the United Arab Emirates from east. The population of Bahrain is approximately 1.2 million people (48.9% Nationals and 51.1% Non - Nationals) (Kingdom of Bahrain- e Government Portal, 2014).

According to the Bahrain's constitution Arabic is the official language (Shura Council, 2012). In addition, English is used widely in many sectors especially in business as well as other languages are used by international people who live in Bahrain such as Indian and Urdu.

The political system in Bahrain follows a constitutional hereditary monarchy. The legislative authority under responsibility of the National Council, which consists of the Advisory Council and the Council of Deputies (The Parliament). Furthermore, the monarch shall appoint the prime minister and ministers (Shura Council, 2012).

In 1999 the monarch announced political reforms leading to an elected lower house of parliament. Bahrain allows for freedom of speech more than many neighboring countries. The economy of Bahrain depends on oil and business. "The Heritage Foundation/Wall Street Journal Index of Economic Freedom ranks Bahrain as having the "freest" economy in the Middle East and the tenth "freest" in the world" (Zunes, 2013, p.161).

Many researchers classified Bahrain within the Arab world or Middle East. Al-Kandari and Gaither (2011, p.266 quoted in Watt and Cachia, n.d.) the term Arab is about "all who are Arab in their language, culture, and loyalty". In addition, Freitag and Stokes (2009) say that Middle East is the region encompassing countries from southwestern Asia to northeastern Africa with the majority of Arab countries.

As the research will focus on understanding and practicing PR within MOE from practitioners' perspectives comparing with western concepts, there is a need to define some prevalent definitions of PR from western perspectives. The prevalent interpretation of PR is about mutual communications between an organisation and its stakeholders to reach their aims and objectives.

In the UK the Chartered Institute of Public Relations (CIPR) defines PR as: "about reputation the result of what you do, what you say and what others say about you" (Edwards, 2014a, p.7).

In addition, Public Relations Society of America (PRSA) in its 2011/12 national assembly explains "Public relations [PR] is a strategic communication process that builds mutually beneficial relationships between organisations and their publics" (Public Relations Society of America, n.d.).

Furthermore, Grunig and Hunt define PR as a management of communication between an organisation and its publics. The system theory of PR, which was developed by Grunig and Hunt, considered the dominant for practicing PR by western concepts. The theory explains four models for practicing PR: one way communication (Press Agentry and Public Information) or two – way asymmetric or symmetric communications (Edwards, 2014b).

Moreover, Grunig emphasises that PR should be considered within the higher departments of an organisation. The necessity to reinstitutionalise PR from traditional paradigm, which views PR is about publicity, informational and media relations, to behavioural, strategic management paradigm, which considers practice PR within the decision making (Grunig, 2009).

Some researchers argue that the PR theory is a normative typology which derived from the culture of the US (L'Etang, 2014). This argument leads to focus on the relationship between PR and culture of the domestic society, where PR is practiced.

Sriramesh and Vercic (2012) explain there is a mutual impact between PR and culture within the society. The term culture is a complex term with many interpretations. However, it is related to knowledge, belief, religion, ethics, habits and custom within the society. Therefore, there are mutual impacts between PR and culture of the society.

PR should practiced with consideration of the culture (impact from culture to PR). In contrast, PR attempts to make influence to publics attitudes and behaviours (impact from PR to culture) (Sriramesh and Vercic, 2012). In addition, L'Etang (2011, p.25) believes that "systems theory in public relations [PR] has tended to focus on organisations as actors, rather than on people as members of cultures".

According to the influence of culture toward understanding and practicing PR, there is a need to focus on the cultural values of Bahraini society. This understanding of domestic cultural values enhances an investigation into the experiences of PR practitioners within MOE in Bahrain comparing with practicing PR from western concepts, which is the topic of the research.

Bahrain is classified within Arab world so there are many common cultural values shape the practice of PR in the whole region. Islam is the main cultural value because it is prevalent religion within Arab countries. In addition, other values such as societal relationships and heritage make strong impact on understanding and practicing PR. (Al-Kandari and Gaither, 2011).

According to the differentiation of cultural values between Arab and western countries, Gaither and Al-Kandari (2014, p.34 cited in Alanazi, 1996) "public relations [PR] practice is relatively new in the Middle East by western standards". Furthermore, Kirat (2005) and Freitag and Stokes (2009) agree that PR in the Arab world or Middle East can be found within the first model of Grunig's PR theory.

Gaither and Al-Kandari (2014) write that openness on western countries influences cultural values of Arab people. Although some people still tend to be conservative, others have started to forward thinking western in particularly in their lifestyle.

It could be seen that understanding and practicing PR influenced by the domestic cultural values. Many studies about PR in the Arab world concern with common cultural values for all region such as "Public relations practice in the Arab World: A critical assessment" (Kirat, 2005) and "Arab, the west and public relations: A critical / cultural study of Arab cultural values" (Al-Kandari and Gaither, 2011). However, there is a particularity for the society of Bahrain.

Gaither and Al-Kandari (2014, p.34) demonstrate "Public relations [PR] practice in the Middle East is as varied as the cultures of the region". Furthermore, Kirat (2005) agrees that "cultural differences among societies affect how public relations is practiced by people within different societies".

It can be said that Bahrain has many common cultural values with Arab countries. In addition, the multiculturalism within the Bahraini society could influences practicing PR within MOE. According to Kingdom of Bahrain- e Government Portal (2014) in Bahrain 48.9% Nationals and 51.1% Non – Nationals. Furthermore, the openness on western cultures could consider as influential element.

Although PR has been practiced professionally in Bahrain, there is a lack of researches about understanding and practicing PR from western concepts. In addition, an investigation into the impact of domestic culture toward practicing PR within the MOE has been not researched adequately.

So far there have only been a few attempts to explore at the function of PR from the perspectives of the practitioners in Bahrain: a research was done by AlSaqer (2008) demonstrates misunderstanding of the function of PR.

This research was limited to a sample of female practitioners under the title "Experience of female public relations practitioners in Bahrain". It should be noted although the research shows there is a cultural challenge in practicing PR, however this was limited within challenges face female practitioners such as their relationships with male colleagues and their roles as mothers and employees.

In addition, as Bahrain classified within Arab world or Middle East, many researches about the function of PR in the region seems old such as Kirat (2005) "Public relations practice in the Arab World: A critical assessment" and AlSaqer (2008) "Experience of female public relations practitioners in Bahrain".

Furthermore, a research based upon the Grunig's theory of PR with consideration of the impact of domestic cultural values toward understanding and practicing PR seems new in the Arab world even in Bahrain. It should be stated this research will attempt to explore the experiences of PR practitioners within MOE as a case study.

As "public relations [PR] is growing very fast in the middle east" (Kirat, 2005, p.330), there is a need to investigate into the experiences of PR practitioners to gain new insights could lead to better practicing of PR in Bahrain. This research will focus on investigate into the experiences of PR practitioners within MOE in Bahrain comparing with understanding PR from western concepts.

1.2 Research Aim and Objectives

This research is about an investigation into the experiences of PR practitioners in Bahrain comparing with understanding PR from western concepts – a case study within the MOE. The aim is to explore new insights and emotions from PR practitioners' perspectives about practicing PR within the MOE in Bahrain.

The researcher has outlined SMART (Specific, Measureable, Achievable, Realistic and Time bound) objectives associated with the research aim (Gregory, 2010). Objectives of this dissertation are therefore:

- To explore the purpose of practicing PR within the MOE.
- To explore the roles of PR practitioners within the MOE.
- To explore the models of PR theory (Grunig's theory) practiced within the MOE.
- To explore extent of impact of cultural values of Bahraini society toward practicing PR within the MOE.
- To explore extent of impact of openness on western cultures toward practicing PR within the MOE.
- To compare the way of practicing PR within the MOE with western concepts.

1.3 Personal Objectives

The researcher has outlined personal objectives to ensure gaining specific learning outcomes and working alongside the research objectives. The personal objectives as follows:

- To develop personal knowledge of the function of PR from western concepts.
- To understand the dominant PR theory within western countries.
- To explore the best method of practicing PR.
- To explore the role of culture, in particular the domestic culture of Bahraini society, toward practicing PR at the MOE.

- To understand suitable methodology from academic perspective helps to explore insights and emotions from PR practitioners within the MOE.
- To explore opportunities and challenges of developing practicing PR within the MOE.

1.4 Research Questions

Formulation the research questions is crucial step because it guides the research methodology. In addition, it guides to define the research design, the way of collecting and analysis data (Bryman and Bell, 2011).

There are many sources used to formulate the research questions. Firstly, literature of PR in Arab world and Bahrain have shown PR has been growing, however, still there is a misunderstanding of its purposes and roles, which makes PR differs from western concepts. (Kirat, 2005) (AlSager, 2008).

This seems interesting to explore the way of understanding and practicing PR within the MOE in Bahrain from PR practitioners' perspectives. In addition, comparing PR within the MOE with western concepts of PR should provide contemporary results that guide to develop practicing PR within the MOE.

Secondly, previous studies of PR whether from western concepts or Arab concept have been considered crucial impact of culture toward practicing PR. (Al-Kandari and Gaither, 2011) (L'Etang, 2011) (Siramesh and Vercic, 2012).

Thirdly, experiences of the researcher. As the researcher is from Bahrain, he is familiar with society and aware of domestic cultural values influence practicing PR within the MOE. In addition, as the research has been worked for the MOE for more than seven years (Appendix 1), this reflects his background, which could help him for formulating research questions.

Fourthly, discussion between the supervisor and the researcher about PR from western concepts and practicing PR within the MOE helps the researcher to formulate the questions.

It should be said that research questions follow criteria for evaluating research questions. Firstly, questions are specific and clear for the reader. Secondly, questions are researchable and suitable to be within a research design. Thirdly, questions associated with the issue will be examined or the specific topic of the research.

Fourthly, Questions are linked to each other and their answers should contribute to the body of knowledge through exploring new insights and emotions about understanding and practicing PR within the MOE from PR practitioners' perspectives (Bryman and Bell, 2011).

The research questions should support the aim of the research through the following:

- What is the purpose of practicing PR at MOE?
- What are the roles of PR practitioners at MOE?
- Which models of the PR theory (Grunig's theory) are practiced within MOE?
- How do the cultural values of domestic society affect practicing PR within the MOE in Bahrain?
- How does openness on western cultural values influence practicing PR within the MOE in Bahrain?

1.5 Rationale

This research could contribute to the body of knowledge through an investigation into the experiences of PR practitioners in Bahrain comparing with understanding PR from western concepts – a case study within the MOE. The research could be significant for several reasons.

Firstly, it will attempt to explore a contemporary function of PR within the MOE. Secondly, the research could explore the purpose of practicing PR within MOE comparing with practicing PR from western concepts.

Thirdly, an attempt to develop the way of practicing PR within MOE through comparing results of the research with western concepts of PR. Fourthly, the research could provide a source of information about PR within the MOE from practitioners' perspectives. This source could be used in future by researchers, who would know about PR in Bahrain through the case study within the MOE.

Fifthly, the researcher develops his knowledge and experiences which could lead to better practicing of PR within the MOE in future. In addition, skills in doing PR research for academic purpose can be gained.

1.6 Research Design

The research follows qualitative method, which usually used within PR field, to gain detailed data from perspectives of PR practitioners at the MOE. The data gained lead to explore insights, behaviours and emotions of the participants.

In addition, the research philosophy considered as interpretative, which helps to understand the social life from human perspective. An inductive approach is followed to answer research questions and test the theory from the literature review. It should be emphasised that results will not generalise because the research limited within a case study of the MOE in Bahrain.

Furthermore, conducting observation and interviews aims to collect the primary data because the case study research requires more than a source of information. A small size of non – probability purposeful sampling is suitable to gain in – depth qualitative data from homogeneous sample, which represented by five PR practitioners within the MOE.

It should be emphasised that humans, who participating in this research protected of emotional, physical and reputational harms. This must be done through following the ethical considerations toward the Leeds Metropolitan University (LMU) and the MOE.

Moreover, an inductive approach is used for analysing qualitative data through sorting codes and categories. The analysing of data leads to identify key themes, which reflect results of the research. A summary of the results is written in the conclusion as well as some recommendations for further research about practicing PR within the MOE in Bahrain.

Chapter 2: Literature Review

This part of the dissertation is about the existing research within the field of PR. As the study is about an investigation into the experiences of PR practitioners in Bahrain comparing with understanding PR from western concepts – a case study within MOE, there is a need to review the literature about understanding PR from western concepts.

PR is extensive topic that has been discussing by many researchers in western countries. The emergence of PR definition and the dominant theory will be reviewed to understand the western concept of PR. In addition, there are many criticisms on the dominant theory will be reviewed to enhance understanding PR.

2.1 Definitions of Public Relations

PR is very extensive topic has been discussing for more than a century. Scholars have defined various definitions of PR depending on their perspectives and interpretations. The majority of written PR history in the west is dominated by scholars from the United State (US). In addition, scholars from the United Kingdom (UK) also contribute to the body of knowledge through writing about PR (Edwards, 2014a).

Jacque L'Etang, a scholar from the UK, thinks that "Public relations history can be defined in a narrow way to the first or early usages of the Anglo-Saxon term or equivalents in other languages (in itself a discursive move that privileges Anglo-Saxon cultures and definitions) relating to a recognised occupation similar to that which operates today" (L'Etang, 2014, p.4).

Argument about PR started in the US in the beginning of 1900s between two of the most influential scholars. Ivy Lee, who worked as a journalist and opened his own PR consultancy later, thought that PR is an art through saying the truth to the public and be open as possible (Butterick, 2011).

On the other hand, Edward Bernays, who worked for a press agent and opened his own practice later with the title PR counselor, considered PR as a social science. Bernays attempted to introduce systems and science into PR through using communication to control and persuade public opinion (Butterick, 2011).

It can be found that the two previous definitions have considered PR as a relationship building between an organisation and its public. The strategic management function can be emerged as a way of establishing and maintaining mutual relationships.

In addition, the American academic Rex Harlow identified 472 definitions of PR between 1900 and 1976. From these definitions Harlow attempted to write definitive version of PR definition (Edwards, 2014a).

"Public Relations is the distinctive management function which helps establish and maintain mutual lines of communication, understanding, acceptance and co – operation between an orgaisation and its publics; involves the management of problems and issues; helps management to keep informed on and responsive to public opinion; defines and emphasises the responsibility of management to serve the public interest; helps management keep abreast of and effectively utilise change, serving as an early warning system to help anticipate trends; and uses research and sound and ethical communication as its principal tools (Harlow, 1976, p.36).

It can be seen that this definition defines PR is a management of communication concerned about harmony between an organisation and its public. However, criticisms on Harlow's definition concentrate with length of the definition which tried to cover a lot of PR roles.

Some definitions related PR with growth of media especially in the twentieth century (Butterick, 2011). However, others consider PR from societal and organisational function to achieve the mutual benefits (L'Etang, 2008).

In addition, some researchers consider persuasion as essential for practicing of PR. Morris and Goldsworthy (2012, p.6) explain "Public relations is the planned persuasion of people to behave in ways which further its sponsor's objectives. It works primarily through the use of media relations and other forms of third - party endorsement."

Furthermore, Heath (2013) writes that PR can contribute to the ethical decision making and future success. It is a professional practice as well as academic discipline implements effective two ways communications between an organisation and its stakeholders whether they are people or organisations.

It can be said that researchers have considered several function of PR. For instance, an art, social science, management, or persuasion, however, the two ways communications between an organisation and its stakeholders are considered as essential for practicing PR.

Organisations from western countries define varied definitions of PR. In the US Public Relations Society of America (PRSA) in its 2011/12 national assembly explains "Public relations [PR] is a strategic communication process that builds mutually beneficial relationships between organisations and their publics." (Public Relations Society of America, n.d.).

In addition, Chartered Institute of Public Relations (CIPR) in the UK defines PR as: "about reputation the result of what you do, what you say and what others say about you" (Edwards, 2014a, p.7).

CIPR continues "Public relations [PR] is the discipline which looks after reputation, with the aim of earning understanding and support, and influencing opinion and behaviour. It is the planned and sustained effort to establish and maintain goodwill and mutual understanding between an organisation and its publics" (Chartered Institute of Public Relations, n.d.).

L'Etang (2014) says the definition of PR as well as the scope of communications management, strategic communications and corporate communications has been debating over long period time. It can be found that difficulty to find consensus of the definition of PR. However, PR associated with the two ways communications, management and social science. Edwards (2014b) says PR has social, cultural, political and economic effects within domestic society and global society.

This research will from the discussion on the assumption that PR is associated with mutual communications. It reflects sustained efforts from management perspectives. PR practitioners should understand their role as representatives of an organisation in front of its publics. In addition, practicing PR concerns with establishing and maintain mutual relationship between the organisation and its public.

Given this literature on the definition of PR, there is a need to focus further on the dominant theory as one of the core characteristic of PR domain. This part of the literature review will give deep information about understanding PR from western concepts.

2.2 Theory of Public Relations

In 1984 James E. Grunig and Todd Hunt defined PR as the "management of communication between an organisation and its publics." (Edwards, 2014a, p.5). In the same year Grunig and Hunt developed the dominant PR theory until today. The theory was developed based upon observing the way of practicing PR in the US (Edwards, 2014b).

It should be noted that reviewing the emergence and development of the theory is a cornerstone for understanding PR from western concepts. This should provide deep information helps to investigate into the experiences of PR practitioners within the MOE in Bahrain comparing with understanding PR from western concepts.

According to Edwards (2014b) the system theory of PR or Grunig's theory depends on four models. Press Agentry or Publicity, Public Information, Two – way asymmetric and Two – way symmetric communications.

Press Agentry or Publicity model is a one way communication aims to persuade publics so it is usually from an organisation to its public. The purpose of this mode is similar to propaganda

because information is not exactly true or incomplete. In addition, this model can be practiced through using any tactics (Edwards, 2014b).

Public information model is a one way communication based upon honesty. It is usually from an organisation to its public. The purpose of this model is to inform public though saying the truth (Edwards, 2014b). I can be considered this model almost associated with the work of Ivy Lee, however, it does not accomplish two ways communications.

Furthermore, two - way asymmetric communication model usually starts from an organisation to its publics. Then the public's feedback used by an organisation to develop the communications strategy (Edwards, 2014b). The purpose of this model is to persuade public from scientific perspectives so it is related to the work of Edward Bernays.

Moreover, two - way symmetric communication model considers an organisation and its public in a dialogue. The mutual understanding aims to change the position and behaviour of every sides or it can be viewed as adding values for both sides. Some researchers considered this model as sophisticated and ideal for practicing PR (Edwards, 2014b).

Criticism toward the theory depends on interference between four models. There is a possibility that an organisation implements more than a model or combination of models (Morris and Goldsworthy, 2012). In real world PR practitioners use a range of PR methods depending on the situation such as giving information or a dialogue with stakeholders.

In contrast, Grunig and others have spent nearly ten years for developing the theory. Four level frameworks for "excellent PR" emerged by the following: Programme level (implementation of individual communication programme), Departmental level (Position of PR department within the organisation), Orgnisational level (understanding the communication processes by organisation) and Economic Level (The values of PR or the feeling of publics about PR activities) (Edwards, 2014b).

Although PR is practiced with mix asymmetric and symmetric two – way communications, Grunig related practicing excellent PR with two – way symmetric communications. Furthermore, excellent PR requires ethical implementation as well as PR department position must be classified within dominant coalition or higher departments of the organisation (Edwards, 2014b).

Grunig and his colleagues have developed the PR theory through create the "Game theory". This theory is mix between two ways asymmetric and symmetric communications. It based upon a balance of interests between an organisation and its public (Edwards, 2014b).

The theory assumes that many relations or conflicts are based upon the zero – sum principle (one side is the winner and other is the loser). On the other hand, the non – zero – sum is suggested to

reflect two ways communications. However, in this model both sides will be the winner through engage in a dialogue or mutual communications to get mutual benefits.

In this model (non – zero – sum) "practitioners often develop strategies and define goals based upon the need to reach compromise with audiences" (Edwards, 2014b, p.126). It should be stated persuasion emerges within this model to change behaviour or makes the compromise (win – win).

It can be said that two ways symmetric communications considered as ideal for practicing PR and the flow of information usually starts from an organisation. The development of the theory considers two ways asymmetric and symmetric communications for practicing PR.

Continuation of the theory as a dominant within PR field encourages researchers to criticise it. Criticisms reflect schools of thoughts such as rhetoric, critical thinking and postmodernism (Brown, 2010). In addition, other criticisms focus on interaction between society, culture and PR (Edwards, 2014b).

Researchers from rhetorical school of thought have defined PR as persuasive strategy based upon the argumentative discourse. Interaction between an organisation and its stakeholders is essential for practicing PR. The interaction reflects diversity of perspectives or debate for creating meaning and discourse.

In addition, PR must be practiced ethically and responsibly through freedom of speech for all stakeholders. It should be demonstrated rhetorical researchers have considered two – way symmetric model as ideal for practicing PR (Edwards, 2014b) (Brown, 2010).

Robert Heath, a rhetorical scholar, has thought that PR practiced ethically within democratic societies through giving opportunity to discourses of stakeholders (debate). The whole content of PR, which includes texts and symbols as well as non verbal and visual messages, should be analysed. In addition, the result of analysing the content reflects extent of agreement between stakeholders as well as the extent of success discourse of PR (Edwards, 2014b) (Brown, 2010).

Critical thinking school of thought has considered the unequal power (flow of information) between an organisation and its stakeholders. Usually the organisation has more power than its stakeholders whether individually or as active groups. "The effect of PR practice on its social and economic context, and particularly the potential for PR to privilege the interest of dominant groups – usually corporations and government." (Edwards, 2014b, p.136).

The power associated with the position of PR department within the dominant coalition. In addition, the active groups emerge within two – way symmetric communication, however, the organisation generally has more power than them. "Excellence theory's seemingly reluctant

evolution has provided unsatisfactory treatments of concepts like power and activism." (Coombs and Holladay, 2012, p.880).

L'Etang (2008) argues that PR is about mutual communication through discussing ideas then attempting to change opinions and behaviours. It is about honesty based upon evidence. Practitioners should understand the communication processes as well as social and organisational context. In addition, establishing a dialogue between an organisation and its stakeholders requires engaging stakeholders to define the objectives.

Moreover, PR function reflects integration between internal and external environments. The communication with internal environment shapes the identity. On the other hand, the communication with external environment, which includes political, economic, socio – cultural, technological and legal systems, reflects two ways flow of information (sending messages and receiving feedback). (L'Etang, 2008).

Consequently, each system of the external environment connected with each other within a totalizing system. The organisation, through PR department, is relatively in a balance with its environments (stakeholders). (L'Etang, 2008).

An overall view on the theory considers that "Framework or 'model' approaches tend to be focused on linear explanation and functionality rather than, for example, the histories of interstices of power and influence in relation to PR activities." (L'Etang, 2014, p.4).

Another criticism on the PR theory comes from principle of postmodernism. It should be differentiated between modernism, which creates single explanation considers the social environment as an attempting to control the public. On the other hand, postmodernism depends on roles of PR as a creator of organisation's discourse (saying the truth) within a society. As same critical thinking approach the organisation usually has more power than its stakeholders (Edwards, 2014b).

In addition, postmodernists have rejected the theory because they thought that challenge faced PR practitioners concentrates with fragmentation of stakeholders. This approach requires a space given to each group's discourse whether support or against the organisation. The consideration of diverse audiences and free media play important role in shaping the discourse of publics. (Edwards, 2014b).

On the other hand, Grunig thought that the symmetrical model does not reflect pure cooperation between the organisation and its publics, however, it is about their interests. The organisation role within this model is to practice two - way symmetric communication rather than find a balance between asymmetrical and symmetrical communications. (Laskin, 2012, cited in Grunig et al, 2002).

It can be found that PR theory brings rationale way for practicing PR within a society. This seems the significant reason leads it to consider the dominant theory for more than three decades. The agreement between schools of thoughts considers PR as two ways communications. In addition, PR must locate within the dominant coalition of an oranisation. PR reflects planed efforts toward stakeholders and publics.

In contrast, there is an argument about the term persuasion whether if it is associated with excellent PR or not. It should be noted that persuasion is about changing behaviour optional depending on satisfaction. Rhetoric researchers associated PR with persuasion. (Edwards, 2014b) (Brown, 2010). According to L'Etang, researcher from critical thinking schools, that PR is about discussion for changing attitudes and behaviour. (L'Etang, 2008). It can be considered persuasion is used within PR.

In addition, the practice of "Game Theory" is about engaging in a dialogue to get mutual benefits or adding value. (Edwards, 2014b). It can be seen that persuasion interferes within implementing or practicing PR whether within asymmetrical or symmetrical communications. According to Fawkes (2014 cited in Grunig, 2001) that persuasion is relevant to excellent PR or two – way symmetric communication.

Another term seems important for practicing PR within public sector is the ethics. The rhetorical researchers associated implementing PR with responsibility and ethically. (Brown, 2010). The way to accomplish this is through participating PR department and all publics in equal debate. In addition, the theory requires ethical implementation of PR for practicing excellent PR. (Edwards, 2014b).

It can be found that PR associates with ethics. It is a about mutual communications aims to gain mutual benefits which influenced the reputation of an organisation. As a consequence ethical practice is essential for excellent PR.

However, an argument might emerge that there is unequal flow of information between an organisation and its publics. The unequal flow of information does not mean unethical practicing of PR because the opportunity is given to all publics to engage in the conversations or communications.

2.3 Public Relations Theory within Strategic Management Context

Grunig's theory considered as the dominant theory within PR field for more than three decades. The development of communication tools leads many researchers to criticise the theory. Phillips and Young (2009) show the internet enables people to interact fast without boundaries whether

from one – to – one or one – to – many or many – to - one conversations. This can be considered as a challenge toward the continuation of theory.

The flow of information was based upon organisation's discourse or messages then feedback comes from stakeholders as asymmetric or symmetric two ways communications. Now the internet changes the source of information or the flow of information (Phillips and Young, 2009).

Stakeholders become able to create the information as well as the feedback. PR practitioners become unable to control the flow of information as same in the past. The one – way communication (first and second models of the theory) is threatened to be disappeared.

Coombs and Holladay (2010) agree that the role of stakeholders has changed and they become able to be sources of information, for instance, active groups are able to create their discourse regardless organisations' discourse created or not.

In addition, there is ability for stakeholders to communicate with each other. Consequently, the position of PR department has moved from corporate centric view within an organisation to be part of conversations or a web of stakeholders (Coombs and Holladay, 2010).

In contrast, Grunig (2009) believes that the ability to control the flow of information is illusion whether before or after the emergence of the internet and digital media. Rationally, regarding to situational theory publics able to control information to which they are exposed.

Furthermore, Grunig (2009) thinks the four models of the theory still can be practiced whether through traditional communications tool or the internet. The reason is that some practitioners still use the internet in the same way that they use traditional media. Three models of the theory can be found: Publicity, public information and two – way asymmetric communication. For instance, the website can be used for propaganda or public information rather than for a dialogue.

From this argument Grunig (2009) suggest two paradigms for practicing PR: interpretive or symbolic and behavioural, strategic management paradigms. It should be noted the two paradigms base on the PR theory.

Interpretive or symbolic paradigm is followed by PR practitioners who emphasise messages, publicity and media relations. It concerns with the way publics interpret the organisation so terms such as image, reputation and identity reflect this paradigm.

Behavioural, strategic management paradigm concerns with building relationships between organisation and its stakeholders. PR department considered within the dominant coalition or higher department and part of the decision making process of the organisation.

In addition, this paradigm "emphasises two - way communication of many kinds to provide publics a voice in management decisions and to facilitate dialogue between management and publics both before and after decisions are made" (Gruing, 2009, p.9).

Behavioural, strategic management paradigm helps PR practitioners to identify stakeholders, who affect the decision as well as affected by the decision of the organisation. Moreover, through this paradigm practitioners can develop a strategic communication programme with ability to identify elements such as research, aim, objectives, strategy, tactics and evaluation (Gruing, 2009).

Consequently, Gruing (2009) thinks that the theory still can be practiced with its four models. For practice excellent PR (the fourth model) practitioners must reinstitutionalise PR as a behavioural, strategic management paradigm.

It can be found there is a convergence between Grunig and L'Etang perspectives in interpreting the theory. L'Etang (2008) considers establishing a dialogue between an organisation and its stakeholders requires engaging stakeholders to define the objectives. This can be viewed as engaging stakeholders in the decision making.

In addition, Grunig (2009) demonstrates behavioural, strategic management paradigm as a contemporary for practicing PR. In this paradigm PR must participate in the decision making process as well as trying to involve stakeholders' perspectives through communicate with them before and after the decisions are made.

This research will from the discussion on the assumption that Grunig's theory is the dominant theory of PR. There are four models for practicing PR and excellent PR associated with two – way symmetric communication model. PR must be independent and classified within dominant coalition.

Furthermore, PR is planned efforts aim to change attitudes and behaviour. Persuasion is associated with practicing PR and can be found within two – way asymmetrical and symmetrical communications. Given this literature on the PR definition and theory, there is a need to review prevalent roles of PR practitioners within an organisation.

2.4 Public Relations Practitioners Roles

Roles of PR practitioners concern with describing tasks they usually do within an organisation. It should be said that although PR department can be found within many sectors, for instance, Business, Health, Politics, Education and others, there are common tasks that practitioners usually do.

According to Grunig et al. (2002) prevalent roles of PR practitioners are communication technician, expert prescriber, communication facilitator and problem solving process facilitator.

Broom and Sha (2013) demonstrate practitioners within communication technician role usually do work associates with writing press releases, feature stories, editing newsletters and media relations. This role considered as communication technician because practitioners do not involve in the decision making within dominant coalition.

In addition, the expert prescriber role reflects advance role of PR practitioners because consider as responsible for solving problems and giving solutions. In this role the higher department gives PR department all authority to implement full programme or plan aims to solve problems. PR practitioners considered by higher department as experts rather than technicians.

Furthermore, Broom and Sha (2013) explain PR practitioners' role as communication facilitator through communicating with stakeholders. Practitioners considered as a source of information. The two ways communications used to accomplish mutual interests for an organisation and its stakeholders.

Moreover, the role of problem solving process facilitator reflects cooperation between PR practitioners and other managers within an organisation. They work as a team to solve problems so managers should involve in PR plan. Grunig et al. (2002, p.198) demonstrate "Broom conceptualised the problem – solving process facilitator as a practitioner assisting a dominant coalition to think systemically and solve public relations [PR] problems for the organisation".

Tench and Laville (2014) think that although there are two tasks for PR practitioners whether as technicians or managers, however, there is an ability to interfere between these tasks. PR practitioners can do both technician and manger works, in particular when they involve in implementing PR plan.

In addition, whatever PR practitioners look forward to achieve whether reputation management or building relationships, they should interact with all departments in the organisation. From the interpretation of system theory (Grunig's theory), everything can be recognised as a system interacts with all other systems. As a consequence practitioners must be aware of their role (building relationships) as well as role of the organisation they represented (Tench and Laville, 2014).

Broom and Sha (2013) demonstrate PR practitioners also should be aware of their all stakeholders whether internal or external. This requires of them to understand stakeholders' culture, in particular within multicultural societies. It can be said that there is a consideration of the culture within organisational and as societal contexts for practicing PR.

As this research is about an investigation into the experiences of PR practitioners within MOE in Bahrain comparing with understanding PR from western concepts, where the PR originated, there is an emergence of the term culture as influential element in understanding and practicing PR.

Many researchers have considered the culture as significant element influences practicing PR. L'Etang (2014) believes that PR influenced by the culture of US because it was emerged within the American society. In addition, Edwards (2014b, p.138) says that "there is interaction between society, culture and public relations [PR]".

Furthermore, L'Etang (2012, p.224) demonstrates "Public Relations [PR] fits into anthropology as part of the human story, especially in relation to culture and communication." Moreover, Grunig (2009) considers culture as essential condition for practicing universal PR. the culture was identified with other conditions, for instance, political and economic systems, presence of active groups and the system of media.

There is nexus between culture and practicing PR in any society. Vercic (2014, p.71 cited in Banks, 1995) says "public relations [PR] as a management of communication and relationships between an organisation (with its culture) and its stakeholders (with their cultures) is always an intercultural practice, and public relations [PR] practitioners are intercultural interpreters".

Given this literature on the theory of PR, there is a need to focus further on culture as substantial element influences understanding and practicing PR whether in western countries or at the MOE in Bahrain. This part of the literature review will explain the culture of Bahraini society which classified as part of the Arab society or the Arab world.

2.5 Definitions of Culture

There are many interpretations of the term culture. The diversity of interpretations because each researcher influenced by her or his background. Sriramesh and Vercic (2012) say there are hundreds different definitions of culture. Indeed, culture associates with knowledge, education, belief, religion, ethics, habits and custom.

In addition, Vercic (2014, p.71) thinks that "[each person] has combination of cultural traits that we have acquired as a members of several collectives – class, ethnic, gender, national, professional, racial, voluntary and other organisation and communities. All these can be described as having certain qualities we recognise as cultures."

Furthermore, L'Etang (2011, p.16 quoted in Geertz, 2009, p.4) the term culture is about "the total way of life of people ... the social legacy the individual acquires from his group ... a way of thinking, feeling and believing ... an abstraction from behaviour ... a storehouse of pooled

learning ... a set of standardised orientation to recurrent problems ... learned behaviour ... a set of techniques for adjusting both to the external environment and to other men ... a precipitation of history ..."

Moreover, Hofstede et al. (2010) demonstrate that in most western languages culture commonly means "civilizations" or "refinement of the mind" and the results reflect concepts such as education, art, and literature.

It can be found that culture is a complex term with several interpretations. The world consists of multicultural societies as well as multi languages, ethnicities, traditions, religions and other differences. Communications are the nexus between people with each other or between organisations and people within the culture.

Hofstede et al. (2010) explain three levels of the presence of culture. The first level is the human nature reflects common characteristics for all people. In this level all humans share attributes such as feeling and fear. In addition, he second is collective level reflects common characteristics between groups of people (society) such as language, ethnicity and custom. The term culture emerges within this level. Furthermore, the third is individual level which reflects characteristics of each person distinguish from others such as personal skills.

2.6 Public Relations within Cultural Context

As the research is about an investigation into the experiences of PR practitioners within MOE in Bahrain comparing with understanding PR from western concepts, there is a need to emphasis on the relationship between two terms; PR and culture. Sriramesh and Vercic (2012) show culture has longer history of scholarship than PR. attempts to associate the two terms together started in 1990s.

There is interference between culture and PR. Culture is an environment for practicing PR between an organisation and its internal and external publics. A consequence mutual impact between culture and PR can be found within a society. PR should be practiced with respect of society's culture (impact from culture to PR), on the other hand, PR influences the society through using communications to change attitudes and behaviours of organisations' public (impact from PR to culture) (Sriramesh and Vercic, 2012).

L'Etang (2011) thinks that anthropology and ethnography provides qualitative data about relationship between PR and culture. The new insights can be discovered from the culture of dominant paradigm (US's culture) as well as other cultures through examining the experiences of PR practitioners within societal culture and organisational culture.

Researchers have studied the relationship between culture and PR. Many researchers distinguish between societal context (societal culture) and organisational context (organisational culture) (Sriramesh and Vercic, 2012). For studying values of culture within organisational context Hofstede et al. (2010) define dimensions of culture, which became the dominant.

Dimensions of culture have been named; power distance, collectivism versus individualism, femininity versus masculinity, and uncertainty avoidance. It should be noted results for Arab countries given within these four dimensions (Hofstede et al., 2010).

Dimensions of culture are identified by Geert Hofstede within his study of values of employees in more than fifty countries around the world. The study limited to International Business Machines Corporation (IBM) employees.

It should be noted the study examines employees from some Arab countries so it is limited to IBM's employees from Egypt, Iraq, Kuwait, Lebanon, Libya, Saudi Arabia and Emirates.

The dimension of power distance indentifies through survey questions which includes topics about the relationship between bosses and subordinates. Although there is inequality in the answers, generally they reflect a large power distance of Arab countries employees.

Regarding to Hofestede analysis the score for Arab countries has shown large power distance with nearly 80. This means the emotional distance between subordinate and their bosses is large. Therefore, societies with large power distance have unequal flow of power. Usually, the power concentrates with family or organisation but not within people or employees (Hofstede et al., 2010).

In addition, the analysis of collectivism (power of the group) versus individualism based upon individualist and collectivist poles. The result has explained Arab countries collectivist with a score nearly 38. This means employees or people from collective societies have strong tendency to their group or family (Hofstede et al., 2010).

Furthermore, the dimension of femininity versus masculinity concerns with behaviours of people within a society regardless the biological differences between male and female. This dimension based upon subtopics poles of masculine and feminine. The result has demonstrated Arab employees or people tend to be nearly masculine with score almost 50 (Hofstede et al., 2010).

Hofstede et al. (2010, p.146) believe that "society called masculine when emotional gender roles are clearly distinct: men are supposed to be assertive, tough, and focused on material success, whereas women are supposed to be more modest, tender, and concerned with quality of life".

The dimension of uncertainty avoidance concerns with future or how employees (people) look to their future. Indeed, the future is ambiguous for all, however, the way that people look to their future influenced by some elements such as feeling and religion (for the religious people).

In his study Hofstede focuses on job stress, company's regulations and how employees think about their career with the company. The result has shown Arab as strong uncertain avoidance with score nearly 70 (Hofstede et al., 2010).

It can be seen that although Hofstede's study limited within a certain company and some Arab countries, common characteristics of Arab cultural values can be found. For instance, large power distance, collectivist and uncertain avoidance as well as the impact of the Islam as the prevalent religion in the Arab world.

Another study of cultures was done by Richard Lewis based upon the societal context (societal culture). Lewis has classified differences between cultures through peoples' characteristics depending on nationalities or where are people originally from (Lewis, 2000).

In addition, Sriramesh and Vercic (2012) demonstrate Lewis model includes three cultural types for describing peoples' characteristics: "liner – active ([people are] cool, factual [and] decisive planners), multi – active ([people are] warm, emotional, loquacious [and] impulsive), and reactive ([people are] courteous, amiable, accommodating, compromisers [and] good listeners)".

Furthermore, Arab people are classified within multi – active type. Lewis (2000) believes that Arab have many common characteristics. They are proud of their heritage and civilization. The prevalent religion is Islam which influences many domains, in particular politics and social life so people tend to be more conservative.

As the family is the basic social unit for Arab, they concern with using personal relationship in societal life as well as in business (working domain). In addition, Arab people show high interest with hospitality, in particular with their guests and eloquence dominant within their conversations and discourses (Lewis, 2000).

Two previous researches have focused on analysing the culture of all Arab countries with emphasis on common values, however, there is inequality between each country. Logically practicing PR is never same within intercultural context because there are different cultural values between countries and societies. Edwards (2014b, p.138 citied in Curtin and Gaither, 2007) says that "practice PR is never neutral, because it implicitly and explicitly promotes specific cultural values and assumptions."

In addition, although each country has its own cultural values, it can be found a multicultural society within a country such as London in the UK, Dubai in the United Arab Emirates and it

could be Bahrain with 51.1% of its population is Non – Nationals. (Kingdom of Bahrain- e Government Portal, 2014).

The diversity could add cultural values on practicing PR within multicultural societies. Gaither and Al-Kandari (2014, p.34) demonstrate "Public relations [PR] practice in the Middle East is as varied as the cultures of the region". In addition Kirat (2005, p.330) thinks that "Public relations [PR] in one country is not necessarily public relations in another. Cultural differences among societies affect how public relations is practiced by people within different societies".

As there are many common values within Arab world as well as variety between societies of each country, there is a need to focus on the cultural values of the society of Bahrain with consideration of common values with whole Arab world.

2.7 The Circuit of Culture

The circuit of culture was applied to understand relationship or interference between culture and PR. It reflects roles of domestic cultural values toward practicing PR, which considered unavoidable (Edwards, 2014b). It can be said that applying the circuit of culture could help to explore the relationship between PR and culture within societal context.

Indeed, the circuit of culture model was created by Paul Du Gay and others aims to illustrate five major cultural processes: Regulation, Production, Consumption, Representation and Identity (Du Gay et al., 2013). After that Curtin and Gaither have adapted the model to be used for studying interference between culture and PR. This circuit reflects interference between the all five processes or moments so any process cannot considered as start or end point (Al-Kandari and Gaither, 2011).

Edwards (2014b) says that role of PR practitioners within this model as cultural intermediaries through representing an organisation in front of its public to establish and maintain mutual relationships. Furthermore, L'Etang (2011, p.19) says that "Public Relations [PR] practitioners are culture - workers".

The circuit of culture will be tested to identify common Arab cultural values might emerge in Bahraini society and make influence toward practicing PR within the MOE.

2.7.1 Regulation

The regulation moment reflects cultural values or what values can be accepted or not in the society (Edwards, 2014b). Almost all Arab countries consider the Islam as the substantial

religion. Kramer (2013, p.633) explains "In many [Muslims] countries today, rules and norms derived from the Qur'an [Koran] and Sunna and indentified with Sharia".

In addition, Hofstede et al. (2010) said that there is a presence of other religions in the Arab world such as Christianity and Judaism. Furthermore, although the Islam is the prevalent religion in Bahrain, there are churches for Christian, temples for Hindu and Sikh as well as a synagogue for Jewish. (Zunes, 2013).

It should be explained Islam is the main source for legislation in Bahrain as well as other regulations for civil law derived from regulations in the UK and Egypt. (Shura Council, 2012). A consequence the Bahraini society influenced by Islamic values as well as other civic values, which reflect the multiculturalism in Bahrain.

According to Hofstede and Lewis models, Bahraini people classified as collectivist. In addition Curtin and Gaither (2004, p.27 cited in Ihator, 2001; Zaharna, 1995) demonstrate "Arabic countries are high context, meaning nuance, repetition, presentation, and poetic imagery are prized".

Al-Kandari and Gaither (2011, p.268) explain "the family is basic unity for society in the Arab region" and there is a devotion to the family or tribe. In addition, there is concern about prestige, which appears implicitly during conversations or relationships between people.

Openness on western cultures, in particular cultures of the UK and the US has been influenced Arab people life style to tend to be individual. This influence leads to the emergence of two ways of thinking: a way with people who value the past of Arab culture and tend to be cautious toward western cultural values (conservative). Other way with people who tend to be forward thinking westerner (liberal). (Gaither and Al-Kandari, 2014).

Furthermore, the political system of the country is essential element for practicing PR. Kirat (2005) explains democracy is the cornerstone for practicing PR within the society. It reflects the two way communications between an oraganisation and its publics as well as the presence of active groups. In the Arab world practicing PR influenced by the lack of democracy. As a consequence there is a lack of freedom of expressions and effective civil societies.

It can be argued that the political system in Bahrain is a constitutional hereditary monarchy. The legislative authority under responsibility of the National Council, which consists of the Advisory Council and the Council of Deputies (The Parliament). The monarch shall appoint the prime minister and ministers. All citizens who are 21 years and above vote for selecting members of the Parliament and municipalities every four years (Shura Council, 2012).

In 1999 the monarch announced political reforms lead to an elected lower house of parliament. Bahrain allows for freedom of speech more than many neighboring countries (Zunes, 2013).

The regulation moment reveals similarity between Bahrain and some Arab countries in considering the family as basic unit. In contrast the disparity concentrates with more freedom of speech in Bahrain as well as multiculturalism and openness on western cultures.

2.7.2 Production

The production moment concerns with the way PR practitioners create messages, images and stories for the public. It is about the purpose or function of PR. (Edwards, 2014b). Al-Kandari and Gaither (2011) show there are many interpretations of the PR function in Arab world. In Egypt PR linked to marketing or hospitality. Furthermore, In the UAE many organisations especially from public sector consider PR from social perspective. It considered as part of hospitality, in particular with dignitaries.

In Bahrain, AlSager (2008) says that PR is a new domain so there is misunderstanding of its roles within organisations. In her study of "Experience of female public relations practitioners in Bahrain" shows that some female practitioners think that they have been doing a mixture of technical tasks such as secretary, sales and marketing under the title PR.

It should be stated Arab, in particular Arabian Gulf countries consider the hierarchical order for people as important social relationship. There is a high respect for old people or the grandfather of the family who called the "Sheikh of tribe". As same this high respect can be found in relationship with guests and dignitaries, in particular who belong to the monarchy family (Al-Kandari and Gaither, 2011).

In addition, as Arab people are classified as collective emotional and concern about prestige, all of these cultural values as well as social relationships influence the implementation of PR. Furthermore, these cultural values show a reason of using PR as a tool for publicity and publishing information.

Kirat (2005) writes that there is a marginalisation of the PR function in the Arab world. Misconception of PR through related it to publicity or protocol as well as public information or liaising with the media. The lack of researches and planning makes PR as a reaction rather than action.

Furthermore, Freitag and Stokes (2009) agree that the implementation of PR in the Middle East (the region with majority Arab countries) is related with distributing press releases to achieve

publicity as well as protocol and advertising. Moreover, PR has weak contribution in the decision making of an organisation.

Vujnovic and Kruckeberg (2005) argue that Arab model for PR must concerns about ethical validity of Arab cultural values so absolutely there is a difference between PR in western countries and Arab countries.

It can be seen that the practice of PR in the Arab world reflects strong impact of cultural values. The contents of PR activities or campaigns usually become with many cultural values. In addition, the impact of PR on the society also concerns with cultural values because the practice still considered within the first model of Grunig's theory (Kirat, 2005).

It can be said that production moment reflects similarity between Bahrain and Arab countries in practicing PR. There are several values derived from social context interference practicing PR, however, the extent of openness on western cultures might make impact.

2.7.3 Consumption

The consumption moment is the way that publics use or receive content and services were created by PR practitioners. (Edwards, 2014b). Al-Kandari and Gaither (2011) write that according to Hofstede study, Arab people classified within strong uncertainty avoidance. They tend to be conservative through following traditional rules of the society as well as the interpretation of Islam, the prevalent religion.

Kirat (2005) argues that some activities of PR emerged in Arab culture for more than a thousand years ago with the emergence of Islam. PR used as a way of missionary about the Islam so this reflects ability of people to accept new logical ideas.

Al-Kandari and Gaither (2011) demonstrate some Arab people have strong disagreement toward many western cultural values might emerge within their society. They think there is a difference between two cultural values. West cultural values influences or might collapse traditional Arab cultural values.

On the other hand, some Arab people from liberal perspective agree with many western cultural values, in particular women rights and democracy. They think these values could be practiced after adopted to be suitable for Arab society.

Curtin and Gaither (2004) believe that there is a consideration of culture within the communication relationship. In Arab culture the responsibility of receiver to intuit the concept and the sender of the message could be considered more important than the message itself.

However, in the US, as western culture country, the sender is responsible to make the message clear.

It can be seen that PR practitioners must consider the Islam as strong influential element within Arab culture as well as conventional perspectives. In addition, there is influence of openness on western cultural values which cannot be avoided in practicing PR.

2.7.4 Representation

The representation moment is about the text content of PR such as press releases newsletters. In this moment the Islam and Arab heritage make strong influence shape the content. Arab people proud of their culture, in particular the language of Islam is Arabic. In addition, most prophets have come from Arab world, in particular the prophet of Islam Mohammed. (Al-Kandari and Gaither, 2011).

Furthermore, Gaither and Al-Kandari (2014) say that Arab people link their life as well as everything to the will of God. The most trustful sources for Muslims Arab are the Koran (the holy book with content comes from the God through his last messenger the prophet Mohamed) and the Sunna (the interpretation of Koran was done by the prophet Mohamed).

It can be found that the discourse of PR activities within Arab world, in particular media content influenced by the Islam as main religion and the Arab heritage. Moreover, the discourse is affected by the hierarchal order of people and emotion.

There is strong link between Islam (everything related to the will of God) as well as emotion and enthusiasm. Contents such as press releases and poetry usually come with phrases about will of God and attempt to encourage people through pushing forward their emotion.

Lewis (2000) shows Arab influenced by their religion. As Arab guided by the God, they bring the God almost in every conversation. In addition, rhetoric is used widely in the content of Arab discourse. People concern with pride and praise a lot often more than logical argument.

2.7.5 Identity

The identity moment reflects "specific presentation of organisations and audiences, in particular socio – cultural roles". (Edwards, 2014b, p.138). In addition, Al-Kandari and Gaither (2011) think that identity is the way PR practitioners define their target audiences. Arab people often use the binaries such as us and them, east and west and first world and third world. This research also

is about binaries between understanding PR within MOE in Bahrain and western concepts of PR, in particular from the UK and the US.

Furthermore, regarding to the attacked of 11 September 2001 in the US, Arab people have been suffering from misconception and stereotype of their culture. Arab are suspected as a terrorists because many Non – Arab, in particular form western countries, "blame all Arabs - if not for complicity, at least for sympathy" (Vujnovic and Kruckeberg, 2005, p.339). It can be seen this is enhance Arab thinking about binaries.

Moreover, in the Arab society there is another area for binaries. It is about the conservative and liberal perspectives. The development of digital communication tools as well as emergence of the term globalisation lead to change the life style for many Arab, in particular the new generation. A consequence the identity of Arab society is influenced by traditional cultural values as well as the western cultural values.

This research will from the discussion on the assumption that cultural values of the domestic society influence practicing PR. Rationally, cultural values of the Bahraini society influence practicing PR within the MOE.

There are common cultural values shared by Bahraini society and whole Arab world. Most these values concentrate with the Islam as prevalent religion and the family as the basic unit. In addition, there is misconception of understanding and practicing PR it influenced by the social context of the domestic culture.

In contrast, there is a disparity between Bahraini society and other Arab countries. The multiculturalism within the Bahraini society and openness on western cultures seem distinguish between Bahrain and other Arab countries.

As this research limited within the MOE in Bahrain, the impact of domestic culture as well as openness on western cultures can be investigated. This could help to explore the way of understanding and practicing PR within the MOE from practitioners' perspective comparing with western concepts of understanding PR.

Chapter 3: Research Methodology

The following chapter of the dissertation is about methods and methodology of the research. The distinction between methods and methodology should be explained. Methods are processes of the research. However, methodology is about principles and concepts for conducting the research or it can be viewed as the strategy and design of the research. (Daymon and Holloway, 2011).

In this part the philosophy, approach, strategy and data collecting and analysing will be explained in order to achieve the research aim and objectives as well as answering the research questions. These are steps or layers of the research (Saunders and Lewis, 2012). In addition, this chapter reflects the manner for linking literature review with collecting data then analysing the data. It includes parts for ethical considerations and reliability and validity of the research.

As this research aims to contribute to the body of knowledge new insights and emotions from PR practitioners' perspectives within the MOE, it is important to show the methodology for colleting the data and conducting the whole research.

3.1 The Nature of the Research

There are two common research methods can be used within PR field, namely quantitative and qualitative. The quantitative research concerns with numerical data. This Research usually shows the relationship between theory and research. It is a deductive and tends to be suitable for natural science approach and positivism. In contrast, the qualitative research concerns with non - numerical data so it is about text or words. This research usually (not always) viewed as inductive, constructionist and interpretive. (Bryman and Bell, 2011).

As this dissertation is about an investigation into the experiences of PR practitioners in Bahrain comparing with understanding PR from western concepts – a case study within MOE, it concerns with gain non - numerical data such as knowledge, insights, experiences, emotions from PR practitioners' perspectives. It can be said that the research will follow qualitative method to gain the data, which will be compared with western concepts of PR through testing the theory from the literature review.

3.2 Values of Qualitative Research

The aim of qualitative research can be considered as "exploration, understanding and description of participants' experiences and life world [as well as] generation of the theory from data" (Daymon and Holloway, 2011, p.13). Although theory is assumed to be an outcome of an investigation, pre – specified theories can be tested. (Daymon and Holloway, 2011).

Knowledge describe as contextualised. The sample usually with few participants, who represent the overall population and give in - depth information. In addition, there is a convergence between qualitative research and interpretative way of thinking. Convergence bases on exploration of meanings, emotions and impressions. The role of human is important whether within interpersonal, organisational and societal level. (Daymon and Holloway, 2011).

Furthermore, Bryman and Bell (2011) agree that qualitative research concerns with social reality through providing deep characterisation of participants. The main research methods associated with qualitative research are ethnography or participant, qualitative interviewing, focus group and language – based (discourse and conversation analysis).

Moreover, the researcher usually interacts with the participants through direct involvement. This can be observed obviously in using interviews for collecting data. The researcher's culture, in particular knowledge, background, experiences and skills could make reflexivity or maybe impact (Daymon and Holloway, 2011). The researcher should show a commitment through following the ethical considerations of this research, which will be explained later in this chapter.

3.3 Research Design

Research design explains the layers or steps for conducting the research. Saunders and Lewis (2012, p.103) suggest "the [research] onion is a metaphor for describing the layers of the research process". In the following details of each layer within the research design:

3.3.1 Research Philosophy

Research philosophy is about the way people view the world as well as the nature of knowledge in connection to research. There are strands of research philosophy within business and management fields namely positivism, realism, interpretivism and pragmatism. (Saunders and Lewis, 2012). In the PR field the interpretivism philosophy is prevalent. Daymon and Holloway (2011, p.105) think that "the roots of qualitative research are grounded in an interpretive worldview".

This research is about investigating into the experiences of PR practitioners within the MOE. In addition, it concerns with exploring the extent of impact of cultural values of Bahraini society toward practicing PR within the MOE. It can be viewed as about understanding humans being within social life.

This type of research can be considered as interpretive philosophy. Indeed, the interpretivism is about understanding the social world from individual perspective. It is about understanding

peoples' behaviours, experiences and communication within the social environment. (Daymon and Holloway, 2011).

It can be said that each person adapts his or her self with the social environment. For instance, the way in which human must move from role of ordinary person within the society to PR practitioner within an organisation. In this situation each person interprets the social world from his or her view then choosing the appropriate behaviour. (Saunders and Lewis, 2012).

In addition, there are interactions and impacts from several sides. They can be come from social environment toward humans or from humans to social environment or between humans each others. In this case the researcher's experiences could make influence in the research. Therefore, the researcher must show a commitment through following ethical considerations of this research.

3.3.2 Research Approach

There are two different approaches for conducting academic researches: deduction and induction. The distinction between these approaches is related to the theory from the literature review.

The deduction starts with a general theory then hypotheses will be defined and tested. After results found the hypotheses will be confirmed or rejected. The logic of this approach is to move from general to specific and explaining relationships between variables considered as a key characteristic (Bryman and Bell, 2011).

In contrast, the induction "involves the development of theory as a result [or outcome] of analysing data already collected" (Saunders and Lewis, 2012, p.109). In addition, Bryman and Bell (2011, P.13) believe that "not only does much qualitative research not generate theory, but also theory is often used as a background to qualitative investigation".

For conducting the inductive approach the researcher defines questions rather than hypotheses. Generalisation of results made from particular individual instances. It should be said that results of this research will not be comprehensive because they are limited within the MOE.

This research follows the qualitative methods to gain non - numerical data from perspectives of PR practitioners within the MOE, which seems data from individual with consideration of cultural values as influential element (impact from social life toward humans).

In addition, this research based upon the Grunig's theory of PR as well as considering domestic cultural values as influential element. Data will be collected helps to answer the research questions, which was explained in introduction chapter of this research, such as what is the

purpose for practicing PR at the MOE? And which models of PR theory (Grunig's theory) are practiced within MOE?

For these reasons the inductive approach will be used for conducting the research and comparing data with the theory. Daymon and Holloway (2011) point out qualitative researches usually done through using inductive approach.

3.3.3 Research Type or Purpose

Research type or purpose concerns with the aim of the research. Sekaran and Bougie (2013) explain three types of research as descriptive, casual or explanatory and exploratory.

The descriptive research is to describe accurate characteristics of humans, events, or situations. Sometimes researcher uses this type in associating among variables. In addition, the casual or explanatory research concerns with relationships between variables as one variable makes influence to change another variable. Both of these types can be qualitative or quantitative. (Sekaran and Bougie, 2013).

Furthermore, exploratory research is conducted when there is a lack of information of an issue. The purpose of exploratory research is to develop contemporary information or theoretical framework. Saunders and Lewis (2012) demonstrate the way to conduct this research is through reviewing the academic literature, interviewing experts in particular subject, or conducting interviews.

It can be considered for this research the exploratory type is suitable. There is a lack of researches about PR within MOE in Bahrain. A research based upon the Grunig's theory of PR with consideration of the role of domestic cultural values in understanding and practicing PR within MOE in Bahrain seems new.

In addition, previous researches whether about PR in the Arab world or in Bahrain seem old such as Kirat (2005) "Public relations practice in the Arab World: A critical assessment" and AlSaqer (2008) "Experience of female public relations practitioners in Bahrain".

Consequently, this research could provide a contemporary knowledge about understanding and practicing PR in Bahrain, in particular within the MOE.

3.3.4 Research Strategy

Research strategy is guided by research questions and objectives as well as the literature review. It shows coherence between layers or steps of the research. Rationally, the research strategy associates with previous steps (Saunders and Lewis, 2012).

The research strategies are experiments, survey, observation, a case study, grounded theory, action research, ethnography, phenomenology, archival, discourse analysis, or can be mixed methods (triangulation) (Sekaran and Bougie, 2013).

This research follows qualitative method. It viewed from interpretive philosophy and inductive constructions approach for exploratory purpose. Furthermore, there is a consideration of the domestic cultural values as essential element for understanding and practicing PR within the MOE. Results will be compared with western concepts of PR for testing the theory.

It should be noted the researcher is familiar with the MOE and the culture of Bahraini society. The researcher is from Bahrain and has been worked for the MOE for more than seven years (Appendix 1).

As this research leads to gain new insights, experiences and emotions from paticipants' perspectives, there are methods can be used, for instance, focus group, interviews, a case study, or projective methods (Sekaran and Bougie, 2013).

The nature of a case study is suitable to conduct this research. A case study is linked with an investigation within natural or social context and often used for exploratory purpose. (Saunders and Lewis, 2012).

In addition, Creswell (2013) explains a research can be conducted through a single case study or more than a case study such as two or three or four case studies. A unique case must be identified such as an issue, a small group, an event or even an organisation.

Furthermore, a case study presents an in – depth understanding of the case so it must be conducted from more than a source of information. Interviews, observation, documentary analysis, questionnaire and focus group are suitable methods for collecting data of a case study research. (Creswell, 2013).

Moreover, Daymon and Holloway (2011, p.115) demonstrate "[a case study concerns with] a single phenomenon such as an issue, a campaign, an event or even an organisation within its social context, which is bounded by time and place. Often a case study is associated with a location, a set of people such as a social or professional group, an organisation or a community".

The aim of a case study is to provide a contemporary knowledge about an issue. The knowledge will be provided from perspectives of people with consideration of external effects such as the culture, social and political systems (Sekaran and Bougie, 2013). Furthermore, Daymon and Holloway (2011) demonstrate a case study strategy can be used to build or test the theory.

Analysing the case study must be conducted with highlighting expression and emotion of the participants to reveal various opinions. The researcher should show a commitment through following the ethical considerations of this research. It can be seen that the findings will not be comprehensive, however, a case study contributes to the body of knowledge through the possibility for using results for further research.

3.3.5 Time Horizons

There are two different time dimensions; longitudinal and cross – sectional studies. The longitudinal is about studying an issue over an extended of time. In this case there is ability to note change. In contrast, the cross sectional concerns with studying an issue within particular time (snapshot) (Saunders and Lewis, 2012).

This research is part of full time masters course in PR and Strategic Communication at LMU during the academic year 2013/2014. The approximately duration for conducting the research is 23 weeks, which started from the date of handling the proposal on 7th April 2014 until the deadline for submitting the dissertation on 18th September 2014.

In addition, the primary research will be conducted over a short time period. For these reasons the time dimension can be considered as cross – sectional.

3.4 Collecting Data

The data is the information, which enables to answer the research questions. The data of this research is divided in two categories; secondary and primary data.

3.4.1 Collecting the Secondary Data

The secondary data is about previous and current information available from resources such as books and academic journals. Usually the secondary data explored by other researchers. The literature review of this research bases on the secondary data. All researches were conducted by other researchers referenced through the Harvard style for referencing.

The main source for providing books is LMU library at city campus. Books about PR from western concepts, which explain the Grung's theory of PR, collected from the city campus library as hard copy. As well as from LMU Library Catalogue website as electronic copy (http://library.leedsmet.ac.uk).

In addition, same two sources the city campus library and the catalogue website used for finding books about methodologies for conducting a research for academic purpose. It should be said that most of books were published within last seven years. Books referenced from more than last seven years because they cited within newest books.

Furthermore, the academic journals provide a contemporary understanding of practicing PR from western concepts. They found from LMU – Library Online website (http://libraryonline.leedsmet.ac.uk/pages/home).

Moreover, the academic journals provide information and results of previous studies in PR field whether within the Arab world and Bahrain. It should be stated the lack of studies about PR in Bahrain leads to use other previous studies about PR in the Arab world. The reason is that Bahrain classified as part of the Arab World and there is a similarity in practicing PR between Arab countries.

Only one previous study about experiences of female PR practitioners in Bahrain was conducted by AlSaqer in 2008. In addition, other studies about PR in the Arab world conducted during last ten years. It should be noted that other studies older than ten years used because they were cited within newest studies.

3.4.2 Collecting the Primary Data

The primary data is the new information should be explored through conducting this research. This data aims to provide to the body of knowledge contemporary results about understanding and practicing PR within the MOE in Bahrain from perspectives of practitioners. The primary data will be collected by the researcher through following the methods and methodology of this research. In the following sub parts describing the way for collecting the primary data:

3.4.2.1 Sampling

Qualitative and quantitative researches base on collecting of the primary data. For both researches generally there is impossibility to collect the primary data from all population so

researchers choose a sample from the whole population. In addition, time for conducting the research is essential element influences method of using the sample (Saunders and Lewis, 2012).

Daymon and Holloway (2011) suggest dimensions or characteristics for PR research as the following: Setting: PRMD within the MOE in Bahrain. Issue: Understanding and practicing PR within the MOE in Bahrain comparing with western concepts. People: PR practitioners at the MOE in Bahrain. Concepts: Data derived from both the literature review (secondary data) and the primary research (primary data).

There are two techniques for selecting a sample. The technique selected depending on the methodology of the research and the availability of a complete list of population. Saunders and Lewis (2012) explain two techniques: probability sampling and non – probability sampling.

The probability sampling is for selecting a sample at random from a complete list of the population. In addition, there is an emergence of subcategories, for instance, simple random sampling, systematic random sampling and stratifies random sampling.

In contrast, the non – probability sampling is for selecting a sample when complete list of the population is unavailable. This seems normal for two reasons whether massive number of population or difficulty for accessing to the data of whole population of an organisation. an emergence of subcategories can be found, for instance, quota sampling, snowball sampling, self – selection sampling, convenience sampling and purposive or purposeful sampling.

For conducting qualitative research the purposeful sampling generally used by researchers. There is not specific number for the sample size, however, most researches include small sample because it provides in – depth data (Daymon and Holloway, 2011). As this research follows qualitative method, the purposeful sampling will be used to choose participants from the whole population of PR practitioners at the MOE in Bahrain.

The purposeful sampling helps to gain in – depth information from small sample of participants. Saunders and Lewis (2012, p.138) demonstrate "when a researcher selects a purposive sample, she or he is using their judgment to actively choose those who will best be able to help answer the research question and meet the objectives. Some of the population will have a chance of being chosen by the researcher while others will not".

In addition, there are many purposeful sampling types. The main popular types are homogeneous, heterogeneous, total population, extreme case, critical case, convenience and theoretical samplings. The diversity of these types requires one suitable with this research to be selected.

It can be said that as the researcher has been working for the MOE for more than seven years (Appendix 1) so he is interested in conducting a research related to the same organisation. The

researcher's experiences could enhance him for better understanding of challenges and opportunities toward the development of practicing PR at the MOE.

Furthermore, as the researcher is from Bahrain, this should help him for better understanding of the role of domestic culture in understanding and practicing PR within the MOE. It can be stated for these reasons the research will be conducted within the MOE.

Moreover, this research will attempt to gain insights, experiences, and emotions from PR practitioners' perspectives. The data will be compared with literature review from western concepts for better understanding and practicing of PR within MOE in Bahrain.

The PR practitioners from PRMD at the MOE will best be able to help answering the research questions and achieve the aim and objectives. PR practitioners generally share certain characteristics and experiences because they are from Bahrain and working for same organisation. In addition, there are variations within their individual experiences could be found through conducting this research.

It can be demonstrated that the homogeneous purposeful sampling type will be used to identify five participants. The sample consists of individuals who belong to the same group. In addition, homogeneous type is suitable to conduct interviews with a particular group. For instance, the PR practitioners within the MOE are from same hierarchal position, sharing same nationality and culture as well as holding academic degree in PR and Media from the University of Bahrain (Appendix 2).

3.4.2.2 Observation

Observation can be used as a qualitative method for collecting data from specific group. The researcher immerses himself or herself in a group of people for specific time. During this duration the researcher observes and takes notes about behaviour of participants or their daily activities or social process (Bryman and Bell, 2011).

In addition, Daymon and Holloway (2011) said that Gold (1958) proposed four 'masters roles' for the researcher. Complete participant, participant as observer, observer as participant and complete observer.

The observer as participant research role is suitable for collecting data of this research. This research role gives the researcher minimal involvement in the situation. The researcher is primarily to observe rather than take part or do some tasks, however, the researcher should speak and discuss with participants.

It should be noted the researcher has been working for PRMD at the MOE for more than seven years and allowed to conduct the research within same organisation (Appendix 3). In addition, experiences of the researcher help to immerse himself within the workplace. Furthermore, as the researcher from Bahrain as well as participants so this gives the researcher advantage to understand their language and culture.

Daymon and Holloway (2011, p.247) write that "if the researcher have worked with the organisation, that means him or her already understand the structure and culture of the organisation".

The PRMD locates in the MOE within Isa town in Bahrain, in particular in the south of the capital Manama. Inside the MOE there are many separate buildings. The PRMD locates in building number four. In addition, there is another office locates in the main building near the office of Media Consultant for Education Minister and the higher department.

It should be noted that the researcher observed participants from 6th July 2014 until 15th July 2014 (Appendix 3). During this period of time the academic year 2013/2014 has already finished so most of schools were in a summer holiday. Cause of that there was little work as well as some of PR practitioners in annual vacation.

In addition, at the same period of time the holy month Ramadan for Muslims people has already started. As the Islam prevalent religion in Bahrain and all PR practitioners are Muslims so they were fasting (Muslims people do not eat or drink form sunrise until sunset).

Daymon and Holloway (2011) adopted the dimensions of the field from Spradley (1980, p.270) as the following: Space: The PRMD at the MOE in Bahrain. Actors or Participants: PR practitioners. Activities: Behaviour and action of people (daily work). Goal: What are PR practitioners doing? Feelings: Emotions of PR practitioners.

It should be explained the official working hours between 7:30 am until 2:15 pm from Sunday to Thursday. Civil servants, which PR practitioners considered part of them, must sign in between 7:00 am and 7:30 am then sign out at 2:15 pm. They used their finger print to sign in and sign out. If an employee cannot do it on time, she or he must show a justification such as medical certification.

It should be noted Appendix 4, Appendix 5, Appendix 6, Appendix 7 and Appendix 8 show the observation transcript of each participant.

3.4.2.3 Interviews

Interviews interpreted as a face to face conversation between a researcher and a participant or it can be conducted by more than a researcher as well as with more than a participant. For describing the participant in the interview some researchers use terms interviewee, informant, respondent, or participant (Daymon and Holloway, 2011). It should be said that the term participant is used for this research.

Interviews help the researcher to explore perspectives and feelings of participants so it used widely within qualitative researches. In addition, face to face interviews whether in real life of through the video make interaction between the researcher and participants within social and cultural contexts (Daymon and Holloway, 2011).

In addition, Saunders and Lewis (2012) explain three types of interviews; structured, unstructured and semi structured interviews. Structured interview is the method to collect data through a questionnaire so each participant asked same questions in same order or from same schedule. Daymon and Holloway (2011) think that this interview is more suitable for quantitative research.

Unstructured interview is the method to collect data without prepared a list of questions, however, general questions or topics can be prepared. In this interview participants talk openly about specific issue (topic of the research). In addition, the researcher listens and controls the conversation to make sure it relevant to the research aim and objectives. This interview is not suitable for a novice researcher and time – consuming (Doody and Noonan, 2013).

Semi structured interview is the method to collect data in - depth through using a list of topics or questions or the interview guide. This interview gives the researcher flexibility because it includes open – ended questions and does not require put them in specific arrangement. The researcher could explore new paths or alternative avenues during the interviews with some participants so not all participants will be asked same specific questions (Bryman, 2012) (Doody and Noonan, 2013).

It can be seen that semi – structured interview gives the researcher opportunity to explore each participant's experiences. In addition, it enhances the notion that each person has special characteristics distinguishing him or her from others.

Furthermore, "The sequencing of questions is not the same for every participant as it depends on the process of each interview and the responses of each individual. The interview guide ... ensures that you collect similar types of data from all informants [or participants]" (Daymon and Holloway, 2011, p.225).

As the "semi - structured or focused interviews are often used in qualitative research" (Daymon and Holloway, 2011, p.225), in this research in – depth semi structured interviews will be conducted to gain new insights, experiences and emotions from PR practitioners within the MOE about their understanding and practicing of PR. Moreover, the role of culture will be considered as essential element influences the way in practicing PR.

Some challenges usually face researchers who have decided to conduct semi – structured interviews such as bias from participants toward researcher or maybe the researcher force participants to say specific answers (Doody and Noonan, 2013).

It can be said that the researcher must show obligation toward ethical considerations for conducting this research. Commitment will be shown toward LMU and MOE regulations. Bias toward MOE will not be shown during any process of this research, in particular when conducting the primary research as well as writing results and conclusion.

Participants will not be forced to give any specific answers. This was explained in the part titled ethical considerations and more details about preparing for interviews given in next part.

3.4.2.4 Preparing for Interviews

The commitment toward ethical considerations will be assured. The permission for conducting this research must be obtained from MOE in Bahrain (Appendix 3). Interviews will be conducted with five PR practitioners individually.

In addition, Interviews will be conducted at MOE in Bahrain between 6th July 2014 and 16th July 2014 during the official working days and hours. It should be pointed out the official working days for the MOE are from Sunday to Thursday between 7:30 am until 2:15 pm.

A quiet interview room will be chosen in the MOE. Furthermore, a notice says "Interview in progress. Please do not disturb" in two languages Arabic and English will be pasted on the room's door from outside. The confirmation will be made that the room includes comfortable chairs and a table with air condition because the weather is hot in July.

As obligation must be shown toward domestic legislations, ethical and cultural values, the researcher will be dressed formally. This will be through wearing Bahraini traditional dress. It should be said that according to Bahraini custom that traditional dress or a suit are classified as official.

In addition, the respect and trust will be shown toward participants. "Relationship [with all participants] should be based upon mutual respect and a position of equality as fellow human

beings" (Daymon and Holloway, 2011, p.236). It should be said that according to Bahraini custom people are equal regardless their gender, age, or other considerations.

Before starting interviews audio recorder and video recorder (the camera) will be tested that they are working normally. These devices will be used after taking permission from participants. Furthermore, five copies and three additional of the consent form will be printed to make sure the researcher is prepared.

Interviews will be conducted with five participants individually. Attention will be paid as the following:

- Confirmation will be made that potential participants are working for PRMD at the MOE. In addition, all of them are adults (above 21 years) and completely responsible of their decisions.

- Potential participants will be informed that interviews are part of an academic research to get masters degree in PR and Strategic Communication from LMU in the UK. The title of the research is "an investigation into the experiences of PR practitioners in Bahrain – A case study within the MOE".

- Potential participants will be informed that interviews will be in Arabic.

- Potential participants will be informed that the duration of each interview is between 45 minutes to one hour.

- Potential participants will be informed that they will be asked questions related to the topic of this research only. In addition, their participation is voluntary with ability to withdraw at any time without given a reason.

- Confirmation will be made potential participants aware of location, date and time. This will be made through arranging convenient appointment with each participant. It should be noted the researcher must attending early and making sure that the room is set as it should be.

- Participants will be welcomed as well as respect and honesty toward them will be shown.

- Participants will be informed that they will not be forced to give specific answer. They can say their perspectives freely. Furthermore, they have the right to refuse to answer any question they think relates to their confidentiality or for any other reasons.

- Participants will be informed that they have the right to take break at any time for any reason.

- Participants will be informed that they have the right to ask questions for explaining any idea related to the topic.

- Participants will be informed that the researcher has "Interview Guide" includes topics and questions for help him during the interviews. In addition, a note sheets will be used for writing comments if needed.

- Participants will be informed that all answers will be used for this research only. The researcher will not divulge or gives the answers to any third party whether an organisation or a person.

- Participants will be informed that their names and answers will be used for dissemination the research in future.

- Participants will be informed that they have the right to agree or refuse using the audio recording and video recording during the interviews. If participants agreed using one or both recording devices, a pilot test would be done. This test will give opportunity to check devices working as normal.

- Participants will be asked to sign a consent form to confirm or refuse conducting the interviews (Appendix 9). It should be explained the consent form available in English only. Any question about the consent form will be answered to make sure all participants are aware of the content.

- During the interviews the attention will be paid toward participants through sitting, eye contact, listening carefully and body language.

- In the end all participants will be thanked.

3.4.2.5 Recording and Archiving Interviews

First of all permission from each participant for using any recording device will be taken. After that confirmation will be made that participants' answers must be preserved as accurately as possible. As the researcher is a novice, full texts will be transcribed to make sure the data is accurate.

It should be stated data, which gained from interviews, will be translated from Arabic to English than transcribed accurately. In addition, the researcher is aware and takes full responsibility that translating and transcribing interviews take so much time. For instance, Daymon and Holloway (2011, p.234) show "one hour of interviewing takes between five and seven hours to transcribe".

The benefit of using audio or video recording is to make sure each word captured accurately. Furthermore, this helps the researcher to maintain eye contact and pay attention to participants' answers during the interviews.

Data will be taken will be archived safely. The Data collected whether through audio device or video device as well the transcription of interviews will be on the same C.D. In addition, extra copies for the interviews and the whole research will be available on personal laptop of the researcher, CD and a flash memory.

3.4.2.6 Interviews Guide

Developing interviews guide helps the researcher to achieve fully and comfortable interaction with participants. Although the order of questions of interviews guide is not required for semi – structured interview, the interviews guide helps the researcher to cover most important topics (Doody and Noonan, 2013).

In addition, questions will be arranged from simple to harder or deeper. Interviews guide supports the researcher to divide complex questions and make them easy to understand. Furthermore, remembering each topic is not required so the researcher can paid more attention toward participants through sitting, eye contact, listening carefully and body language (Doody and Noonan, 2013).

Moreover, Brayman (2012) believes that the researcher should not be nervous and a judgment during the interviews or involving in argument with participants, however, insights from participants' perspectives should be explored.

It can be seen that Interviews guide helps the researcher to avoid involving in argument or be nervous because it provides significant questions or topics to be covered. In addition, the limited time of interviews will be best used (Patton, 2002).

Questions for semi – structured interview base on elements such as knowledge, experiences (background details), behaviour, emotion, feeling and relationships with colleagues (Doody and Noonan, 2013 cited in Patton, 2002).

Furthermore, Brayman (2012, cited in Kvale, 1996) explains interviews guide usually includes some kinds of questions such as introducing, probes, prompts, specifying, direct and indirect. These kinds of questions also can emerge during the interviews from participants answers. In this case some participants will be asked specific questions depending on their answers.

It should be noted the interviews guide for this research available in Appendix 10.

3.5 Data Analysis

According to Saunders and Lewis (2012) preparing from audio or video record as text for qualitative data analysis needs to follow:

- Each interview transcript saved individually including details of name of participant, date, time and place.
- Capital letters used to highlight the first letter of names.
- Capital letters used for all letters to show words that spoken more loudly than others.
- Italics font used to signify questions and words that spoken by the researcher.
- (...) used to show pause in speech and more dots (.....) reflect long pause.
- (( )) used to explain expression or emotion.
- [ ] used to added extra words by the researcher to explain the meaning of words from Bahraini culture.

It should be explained this method was used for transcribing the interviews. Transcript of each interview with participants available in Appendix 11, Appendix 12, Appendix 13, Appendix 14 and Appendix 15.

In addition, the next chapter titled analysis of results includes more details about the method of analysing the data which collected from the primary research.

3.6 Ethical Considerations

Ethics concern with commitment of researcher's behaviour in all processes of conducting this research. Ethical considerations associated with research design and appropriateness of researcher's behaviour toward organisations and humans, who influenced by the research (Saunders and Lewis, 2012).

Confirmation is made by the researcher that all processes of this research follow ethical principles for conducting academic research. This will be through respecting regulations of LMU

and MOE in Bahrain. In addition, humans, who participating in this research protected of emotional, physical and reputational harms.

3.6.1 Ethical Considerations toward Leeds Metropolitan University and the Supervisor

Responsibility and commitment was shown toward LMU academic standards and regulations for conducting academic research. The researcher aware of the university's research policy and has filled in stages one and two of the research ethics online application. The approval to conduct the research was given by the supervisor.

Commitment was shown through attending lectures of PG Dissertation module. In addition, obligation shown toward deadlines of submission the dissertation proposal and the final dissertation.

Furthermore, obligation toward supervisor was shown. All processes for conducting this research discussed by the researcher with the supervisor. For instance, finding the topic, reviewing the literature, methodology, collecting and analysing data were discussed with the supervisor. Assistance and support from the supervisor received during all processes of the research.

Moreover, recording communications with the supervisor must be conducted. The researcher gains consultation through continuously communication with the supervisor whether through emails and face to face meetings (Appendix 22).

3.6.2 Ethical Considerations toward Ministry of Education in Bahrain

The researcher has decided to conduct a research related to the MOE because he has been worked there for more than seven years (Appendix 1). This reflects that the researcher is interested in conducting a research in specific issue within PR field. In addition, the researcher's experiences of practicing PR within MOE enhance him for better understanding of challenges and opportunities toward the development of PR.

Furthermore, this research attempts to gain data through conducting the primary research then data will be analysed and compared with theory from literature review. Results aims to better understanding and practicing of PR within the MOE in Bahrain.

The permission for conducting this research from MOE in Bahrain obtained (Appendix 3). Obligation was shown toward domestic legislations, ethical and cultural values of Bahrain.

As the researcher is the leader for a group consists of three PR practitioners, they do not asked to involve in this research. This procedure avoids any suspicion of bias may be these participants show in their answers toward the researcher. In addition, avoiding any doubt that the researcher maybe force these participants to say specific answers.

Obligation toward honesty was shown during all processes of this research, in particular writing the results. This manner aims to avoid any bias from the researcher toward the MOE.

3.6.3 Ethical Considerations toward Collecting the Secondary Data

The commitment was shown for using information from researches were conducted by other researchers. The Harvard style referencing used for referencing all information which belongs to its original sources whether books or academic journals or websites.

In addition, emergence of sources with referencing within the section of writing the results aims to make link between the literature review and the new primary data which collected by the researcher.

A section, which is available in the end of this dissertation, titled references includes all sources used by the researcher for conducting this research.

3.6.4 Ethical Considerations of conducting the Primary Data

The respect and honesty toward all humans' participants was shown by the researcher. No potential participant forced to involve in this research. All participants have the right to decide whether agree or not to agree involving in this research. Humans' participants protected of emotional, physical and reputational harms.

In addition, confirmation made that all participants are adults (above 21 years) and they are completely responsible of their decisions. Participants who involving in this research as a voluntary with ability to withdraw at any time without given a reason.

Obligation of protect participants' confidentiality confirmed. This associates with their answers of the research questions. All answers used for this research only. The researcher will not divulge or gives the answers to any third party whether an organisation or a person.

A consent form signed by participants includes all details which reflect obligation toward protect them of any harm (Appendix 9).

3.7 Research Challenges

The nature of qualitative research makes the researcher to be a tool for conducting primary data (Daymon and Holloway, 2011). In this research there is human being reflects the characteristic, and background of the researcher might influence participants and the results.

Avoidance of bias was shown in all processes of this research. Obligation was shown toward the ethical considerations of LMU and the supervisor, MOE and collecting secondary and primary data.

The researcher was able to travel from the UK to Bahrain and backed to the UK again. In addition, providing other facilities for instance, accommodation, transportations and recording devices. It should be noted the researcher is from Bahrain and aware of all these requirements.

The MOE, which funded the researcher, has given approval to the researcher for conducting the primary data at PRMD with five PR practitioners from 6th July 2014 to 15th July 2014 (Appendix 3). In addition, the quite room for conducting interviews at the same directorate was found easily because some of PR practitioners were in annual vacation.

A challenge was faced for getting agreement from PR practitioners at the MOE to participate in the research. Although the researcher has explained the nature of the research and role of potential participants with ethical considerations toward them, some of them have refused involving in the research without justifying their decision except saying apology.

Five of PR practitioners at the MOE have agreed participating in the research. It should be stated that all participants female.

As the researcher is a novice and the duration of each interview long, some challenges were found. There was interference between many sections. For instance, some cultural values were discussed in the first quarter of the interview then backed to discuss them again in the last quarter.

It should be demonstrated the interviews guide has helped the researcher to ask questions related to the topic of the research as well as paid attention toward participants.

In the next chapter titled analysis of results relationships between all answers whatever their position explained. Although it must be admitted some challenges faced the researcher, they should not make strong influence toward the results and outcomes of this research.

3.8 The Quality of the Research

The most prevalent academic discipline to define the quality of the research is validity and reliability. This discipline used for both quantitative and qualitative researches. (Daymon and Holloway, 2011).

As the qualitative research influenced by human being, the researcher has been tried to achieve high quality of research. Obligation was shown toward the ethical considerations of LMU and the supervisor, MOE and collecting secondary and primary data.

In addition, this research shows an audit trail describe decisions are taken for conducting all processes from the writing the proposal until the writing whole dissertation. It should be demonstrated most actions taken explained within this chapter as well as within the learning statement.

Furthermore, appendices include more details to make sure that all processes for conducting this research follow validity and reliability. Daymon and Holloway (2011) write that showing evidence for decisions taken should contribute to the dependability of the research.

Each participant emailed with attachment includes her interview transcript and observation transcript. This action called "member checking" (Daymon and Holloway, 2011). It provides opportunity to all participants to review their answers. It should be said that all participants have the right to update or modify their answers (Appendix 16).

In addition, this action aims to show participants that the researcher had level of reliability in recording and transcribing their answers. As the researcher is a novice, full text of all interviews transcribed.

Furthermore, it should be demonstrated that method and methodology for conducting this research could be generalised because they follow procedures for conducting academic research. However, as this research limited within the MOE, results should not be generalised for understanding and practicing PR in whole Bahrain even in the whole Arab world.

The results related to the literature review chapter to make assurance that potential readers and researchers can verify the theoretical ideas. In addition, they should find meaning relates to their social context.

Chapter 4: Analysis of Results

This chapter is about analysis of results from the primary data, which was collected by the researcher. In the following sub parts show each process for analysing the results.

4.1 Analysing the Results

Analysing the results from conducted research in an attempt to explore the experiences of PR practitioners within the MOE in Bahrain. Five interviews were conducted with five PR practitioners at the MOE. In addition, observation of the same participants was done by the researcher to gain data that reflects how the participants practicing PR.

Furthermore, analysis of the data qualitatively should lead to answer the research questions and achieve the research aim and objectives. This conducted through the inductive research aims to explore experiences, behaviours and emotions of PR participants within the MOE in Bahrain comparing with understanding PR from western concepts.

Moreover, the theory is assumed to be an outcome of the investigation. It should be said that results will not be comprehensive, however, they are limited within a case study of MOE.

Saunders et al. (2012) consider two approaches for analysing qualitative data. Deductive approach which depending on seeking to use existing theory to shape the approach. Categories will emerge from terms from the literature and theory.

In contrast, inductive approach depends on building up the theory which grounded in the data. Sorting categories and subcategories to answer questions then compare the results with the theory. In addition, categories and subcategories will emerge from the data.

It should be explained as this research depends on answering questions through testing the theory. Results will reflect a case study within the MOE only so inductive approach will be used to analyse data qualitatively.

Bryman and Bell (2011) demonstrate the two general strategies for analysing qualitative data are analytical induction and grounded theory. As well as the narrative approach used within the field of qualitative researches.

Furthermore, as the grounded theory is the most widely used for analysing qualitative data, the data of this research analysed through grounded theory. Bryman and Bell (2011, p.576 cited in Strauss and Corbin, 1998: p.12) "grounded theory has been defined as theory that was derived from data, systematically gathered and analysed through the research process. In this method, data collection, analysis, and eventual theory stand in close relationship to one another".

The tools of grounded theory analysis are theoretical sampling, coding, theoretical saturation, constant comparison and writing a memo. (Bryman and Bell, 2011). It should be explained for this research analysis coding used to organise the data through giving themes, codes and categories. As the research about a case study method within the MOE, the thematic analysis emerges from the grounded theory approach.

Saunders and Lewis (2012) demonstrate for analysing data that the researcher should develop meaningful categories or codes. Then decide on the unit of data such as sentences and paragraphs that appropriate for relevant categories. After that relevant categories attached to units or pieces of the data.

Coding is the first step for qualitative data analysis (Bryman and Bell, 2011). In addition, Bazeley (2013, p.125) says that "when you code for qualitative analysis, you will label a passage of data with a code based upon your understanding of what that passage is about. The label (code) is then used both to represent and to access that passage along with other data that are the same or similar".

For the grounded theory approach Bryman and Bell (2011 cited in Strauss and Corbin, 1990) that there are three types of coding practice. Open coding, axial coding and selective coding. It should be stated the open coding is used for analysing the data.

Bryman and Bell (2011, 578 quoted in Strauss and Corbin, 1990, p.61) "open coding [is] the process of breaking down, examining, comparing, conceptualising and categorasing data. This process of coding yields concepts, which are later to be grouped and turned into categories".

It should be stated coding for observations and interviews of each participants available in Appendix 17, Appendix 18, Appendix 19, Appendix 20 and Appendix 21.

4.2 The Results

Results of the primary research lead to explore new insights from PR practitioners' perspectives within the MOE in Bahrain. These should reflect their experiences about understanding and practicing PR with consideration of role of domestic cultural values. In addition, results help to answer the research questions and achieve the aim and objectives.

Farrell (2011, p.101) explains "qualitative research looks for patterns of relationships between categories ... qualitative data aim to get insight into how respondents see and view the world. You may seek to gain access cultural values held by respondents in a certain categories".

In addition, Daymon and Holloway (2011 cited in Golden – Biddle and Locke, 1997) results are about presenting the data through theoretical storyline. Data incorporated and presented must supported by evidences.

Furthermore, Daymon and Holloway (2011 cited in Golden – Biddle and Locke, 1997) that the common way for developing a theoretical storyline of findings through the structure of telling, Showing and telling.

Telling concerns with making theoretical point through subheadings. Showing explains points with quotations from the primary data then telling again used to illustrate the data depending on the theory form literature review (Daymon and Holloway, 2011).

In some case telling and showing only used, however, for other cases telling, showing and telling used through theoretical manner to build or test the theory from literature review. It should be pointed out significant quotations used to clarify the theoretical storyline, which supported by evidences (Daymon and Holloway, 2011).

This research provides qualitative results from perspectives of PR practitioners at MOE in Bahrain. Five female PR practitioners have talked about their experiences of practicing PR within the MOE. Consequently, the observation and interviews provide detailed qualitative results can be investigated to answer the research questions.

4.2.1 Basic knowledge of Public Relations Practitioners

Basic knowledge of PR practitioners is a category emerges from the data. It reflects two codes about personal background of the participants and personal experiences about the MOE or the organisation they represented.

4.2.1.1 Personal background

Personal background of participants will be presented as part of their experiences about PR field. The majority of participants have shown that they hold bachelor degree in PR and media or in media from University of Bahrain. In addition, some of them have attended courses from diverse fields such as media and protocol.

This outlined by May: "I hold bachelor in PR and media minor specialty in Tourism and Hotels from the University of Bahrain ... I hold courses in Media, Marketing, Crisis Management and last course was in Protocols".

Another participant Fawzia stated "I hold bachelor in PR and Media from the University of Bahrain and the major specialty Multimedia ... I have attended workshops in Social Media, Electronic Media, Design and Journalism inside and outside Bahrain ... I have worked with a bank and a company. They were investor real estate bank and PR agency named Albayan Media Group, which is doing work of PR from A to Z (...) the agency do consultancy for companies and banks who do not have PR and Media Department".

In addition, Asmahan pointed out "I hold bachelor in Media – Radio and Television. Indeed during study I have learned all aspects of media and part of them were about PR". Furthermore, Shaim explained "I hold bachelor in Media from the University of Bahrain – Journalism and the minor is Arabic Language".

It can be said that data shows participants come from academic background with bachelor degree whether mixed PR with media or media as separated course. Almost all participants have graduated from the University of Bahrain. This relates to AlSaqer (2008) study that many PR practitioners, who work for the Bahraini government, hold an academic degree in PR.

4.2.1.2 Personal experiences about the Ministry of Education

Personal experiences about the MOE reflect that PR practitioners aware of the role of organisation they represented. All participants emphasised that role of MOE concerns with educational service for students.

Fawzia explained "its role is to provide educational services for the Bahraini society". Another participant Shaima confirmed that "it concerns with education in Bahrain". In addition, Doua thought that the role of MOE is "cultural and educational role".

Some of them have explained more details about preparing generations for the future. May said that "the MOE from its name its role is about education ... it concerns with preparing generations through providing the education and teaching students concepts". This confirmed by Asmahan through saying that "it concerns with preparing generations".

From this data it can be said that participants understand the main role of the MOE within the society. According to the discussion in the literature review this relates to Tench and Laville's (2014) claim that PR practitioners must aware of the role of organisation they represented.

4.2.2 The Purpose of Practicing Public Relations within the Ministry of Education

The purpose of practicing PR within the MOE is a category emerges from the data. It leads to answer the question about what is the purpose of practicing PR at MOE. Persuasion can be considered as a main purpose for practicing PR. Four of the participants emphasised that persuasion is a major role. In addition, three of them had spoken about reflecting the image of the MOE they represented.

4.2.2.1 Persuading the audiences

This code reflects persuasion as a purpose of communicating process between the MOE and its audiences. Four of the participants have emphasised that persuasion is a significant purpose. One participant Doua defined that "I do not impose, however, I clarify our notions and what we would like to be received until I feel that others have fully persuaded".

Another participant Asmahn thought that there was a link between persuasion and satisfaction. "We answer audience's inquiries and try to persuade and make them satisfied. Persuasion is essential aim to make external audience satisfy". Added Asmahan "we may try to persuade, persuade, persuade ... our persuasion aim to make audience satisfied in the end, however, we cannot satisfy all".

In addition, Fawzia agreed that the MOE has tried to persuade audiences through saying that "sometimes persuade them. For instance, ... we published posters in the road and giving lectures for parents and students".

It can be demonstrated participants emphasised that persuasion used as a purpose for practicing PR within MOE. This relates to Butterick's (2011) explanation that Edward Bernays has used communication to persuade public opinion. Furthermore, Morris and Glodsworthy's (2012) thinking that PR is the planned persuasion of people.

Moreover, this supported by perspective from Edwards (2014b) and Brown (2010) that rhetorical researchers associated practicing argumentative discourse of PR with persuasion. As well as Edwards's (2014b) view which related persuasion with practicing press agentry and two – way asymmetric communication models. Also Fawakes's (2014 cited in Gruiing, 2011) claim that persuasion is relevant to two – way symmetric communication.

4.2.2.2 Reflecting the Image of the Ministry of Education

Another purpose of practicing PR outlined by participants based upon understanding the role of organisation they represented. Doua showed "I try to convey image or perspective of the ministry then to be accepted by the Audiences".

This notion accepted by Asmahan "I mean that PR concerns with ministry's image on external audience or the way that external audience consider the MOE ... PR has presented the perspective of the MOE ... we are the mediator between the [PR] department and audience".

In addition, May said that "we try to convey our image". Another participant Fawzia thought that "PR likes the main gate for the ministry and audience. I mean if the audience needs something from the ministry, this is through PR".

From the discussion in the literature review this can be considered by Grunig's (2009) as part of interpretive or symbolic paradigm which reflectes term such as image and concerns with how image of the organisation interpreted by publics.

4.2.2.3 Informing Audiences

As informing audiences can be found usually within governmental organisations, some participants considered it as a purpose of practicing PR within the MOE. Asmahan said that "we provide information as much as we can ... we cannot give audiences unconfirmed information, however, when audience inquire, we give them information that we sure hundred percent or we have confirm that this information is sure without any doubt".

In addition other participants agreed that giving information to audiences is essential purpose of PR within the MOE. Shaima believed that "for instance, for Project for Development we try to inform them through explain the projects and its aim". Furthermore, Doua stated "our future plan is preparing many programmes for awareness and they will include ministry's events".

Another participant May pointed out "Our role nowadays is trying to say the correct concept to the society as well as try to make it accepted".

This purpose for practicing PR within MOE can be related to Butterick's (2011) illustration that Ivy Lee defines PR as an art through saying the truth to the public. In addition, informing audiences can be correlated with Edward's (2014b) explanation that public information model of the PR theory (Grunig's theory) concerns with informing audience through saying the truth.

4.2.3 Roles of Public Relations Practitioners at the Ministry of Education

Participants explained their roles within the MOE. They had spoken about many roles lead to answer the question what are the roles of PR practitioners at MOE.

4.2.3.1 Hospitality and Protocol

All participants said that they have been doing tasks related to hospitality and protocol under the title PRMD. A participant May observed by the researcher while she was doing tasks about hospitality such as contacting with hotels to make reservation of a hall and choose food menu for coming event. In addition, she also required to attend the event for welcoming quests.

Furthermore, May demonstrated "most of our roles at the PR related to the Hospitality ... Often welcoming gests from outside Bahrain. When we have welcome, we do escort for dignitaries whether from inside or outside Bahrain".

Moreover, another participant Fawzia explained "[although] very, very, very important part that welcoming guests, ... I have participated even though it was not my task. I have participated in welcoming guests in the Bahrain Airport".

The same roles also emphasised by Asmahan that "the hospitality and protocol are essential part of PR work". In addition, Shaima agreed that "hospitality and protocol are important especially for our work".

In contrast, one participant Doua claimed that "[although] the actual role of PR at the MOE is for protocol, ... I still say that the Protocol is not part of the PR. The role of PR is about Crisis Management and Marketing".

Linking this practicing of PR within the MOE with the discussion in the literature review, from perspectives of Gaither (2011) and Kirat (2005) that PR in the Arab world, which Bahrain is classified part of it, related to Protocol.

4.2.3.2 Involving in the Decision Making

All participants pointed out position of PR department follows the higher department, which presented by the minister of education. May said that "following the higher department under minister office direct". This agreed by Fawzia "as a governmental ministry, the PR is under the minister of education office".

In addition, participants demonstrated PR conveys perspectives of audiences only then the decision is made by the higher department. May pointed out "perspectives of audiences come to us and we analysis them then give them to higher department to take the decision so we participate in the decision making by fifty percent or I can say more".

This is agreed by Fawzia: "PR department just monitor audience's opinions, interests and notices than writing a report and send it to higher department which takes the procedure or distributing the report to other departments".

Furthermore, Doua confirmed that "the director of PR ... conveys all new notions that we have created and our suggestions to the higher department. After that the higher department takes the decision". Moreover, Asmahan believed "role within the decision making is not available".

Based upon the discussion in the literature review, it can be said that PR classified at MOE within higher department related to Edwards's (2014b) explanation of the PR theory. However, the position of PR within higher department reflects only one element for practicing excellent PR.

There is a necessity for practicing PR from strategic management function. This could be done depending on building and maintain mutual communication with audiences through adding values on two sides. In addition, involving PR within the decision making process requires a plan for analysing audiences and their perspectives rather than conveying their feedback only.

It can be found that practicing PR within the MOE in Bahrain, which considered part of the Arab world, has weak contribution in the decision making. This similar with Freitag and Stokes's (2009) and Kirat's (2005) believe that PR in the Arab world has weak contribution in the decision making.

Edwards (2014b), Grunig (2009) and L'Etang (2008) believe that a dialogue between the organisation and its stakeholders through engaging them before and after the decision made is required. In addition, Grunig (2009) emphasised that behavioural, strategic management paradigm considers PR as part of the decision making process through implementing strategic communication programme.

4.2.3.3 Researches

Researches are part for practicing PR to build and maintain relationship with audiences. They can be considered as a tool for indentifying potential audiences and analysing their feedback. Some participants stated they have never participated in a research about PR.

Asmahan said that "I have never participated in researches of identify audience". In addition the same was with Doua "I think we need more Researches because I do not think anyone has done researches".

In contrast, two of the participants have done researches before. Shaima explained "I have participated in few researches maybe three or four" For instance, the observation showed Shaima has been doing analysis of the MOE news so she used the official website to review previous news as well as files for archiving the news documents.

Furthermore, Fawzia stated "I have done a questionnaire about extension for Secondary Level ... It was a questionnaire by hand and online".

This case within the MOE in Bahrain can be linked with perspective of Kirat (2005) that a lack of researches and planning makes PR in the Arab world a reaction rather than action.

4.2.3.4 Media Relations

As PR associated with mutual communications between the organisation and its publics, the media considered as helpful for reaching this aim. Four participants illustrated that PR within MOE relates to media relations.

Observation showed Fawzia has been doing tasks related to official social media accounts of the MOE such as Twitter, Facebook and Instagram. She monitored the content of audiences' opinions about the MOE on social media.

In addition, observation demonstrated another participant Asmahan has been doing tasks as a coordinator between MOE and official radio and television, which belong to the government. She monitored the content about MOE on radio as well as prepared reports about MOE for publishing on the radio and television. Furthermore, Doua has been helping her colleague through editing a film about some events of the MOE.

Moreover, Shaima has been doing tasks related to the media. She anlaysed MOE's news on its website and local daily newspapers. As well as preparing the content for MOE's publications and magazine.

It can be seen that PR practitioners within the MOE in Bahrain used media widely. Media tools considered as essential for informing audiences and receiving their feedback. This relates to Freitag and Stokes's (2009) and Kirat's (2005) view that PR in the Arab world relates to media relations.

In addition, it can be found that practicing PR within MOE associates with interpretive or symbolic paradigm. As discussed in the literature review, Grunig (2009) explains that interpretive or symbolic paradigm is followed by PR practitioners who emphasis media relations.

Furthermore, according to Broom and Sha's (2013) illustration PR practitioners at MOE considered from communication technician role. The reason is that they have been doing tasks of media relations and do not involve in the decision making process within the dominant coalition or higher department.

4.2.3.5 Organising Events

Some participants thought that they have been doing tasks related to organising events within the MOE. Observation demonstrated participant May has been organising a schedule of Education Programme for Students. This schedule is about education trips for visiting other organisations so it requires communicating with organisations.

In addition, May stated "the most prominent that I do at PR are organise workshops, courses and helping other department in organising them".

Another participant Fawzia believed that "we are same the Joker ... because we do tasks such as announcer of the ceremonies, ... organising activities [and] organising workshops". This is agreed by Doua that "the tasks about organising conferences [and] events".

4.2.3.6 Other Tasks

Two participants pointed out they have done other tasks. Doua stated "Marketing for any new product or notion. The essential role of the PR department is for Marketing. This is the real and we are doing it".

In addition, Fawzia showed "there is interference. Tasks should relate to each other even though do not related to PR hundred percent. Sometimes I do Marketing, Secretary [and] Administrative".

It can be seen that as two of PR practitioners within MOE in Bahrain have done other tasks such as marketing and secretary for sometimes only not as essential role. These relate to AlSager's (2008) study that Bahraini female PR practitioners have done tasks such as secretary and marketing.

4.2.4 Relationship with Audiences

Relationship with audiences is a category emerged within four codes. It leads to give deep data about practicing PR within MOE. Codes are internal audiences, external audiences, impact of multiculturalism within the domestic society of Bahrain and feedback of the audiences.

4.2.4.1 Internal Audiences

Internal audiences concerns with other departments within the MOE. All participants have said that PR uses many tools for communicating with other departments. Fawzia explained "many ways such as Email and Smart Devices ... the prevalent way is the traditional through Official Letters ... I mean departments send letters because they need services such as coverage for event, writing press release, photography, video request, hospitality request or welcoming and others".

In addition, observation showed participant May was preparing a schedule to be sent to Transportation department through official letter and email. Moreover, May illustrated that "No. Long term or short term plans nothing".

Furthermore, Asmahan explained "we are the Mediator between the [PR] department and audience or between the [PR] department and the minister office".

4.2.4.2 External Audiences

External audiences concerns with organisations and people who are targeted by the MOE. All participants have spoken about many categories of external audiences. Fawzia thought that "the ministry's audience all Bahraini ... audience and interested in MOE from inside and outside Bahrain".

In addition, Shaima illustrated that "ministry's Audiences are Parents, Students, Schools Staff, Teachers, Schools Headmasters and others". Furthermore, May stated "we convey with almost all local Newspapers".

About nongovernmental organisations a participant Shaima said that "I do not know. Maybe there are, however, I have never dealt with them". Furthermore, Asmahan believed that "as I know, there is a Society of Educators. This is what I know". Moreover, Fawzia thought that "there are societies [NGO's], however, still there is Bureaucracy".

For communicating with external audiences participants have spoken about many tools. Observation demonstrated May was using official letters to communicate with organisations and

ministries. In addition, Fawzia explained "there are website for audience's complaints and notices on Electronic Government website ... Social Media ... A telephone Hotline ... Radio and Television ... MOE has publications such as magazines and books".

The participants explained their opinions about the relationship with external audiences. May demonstrated "especially in the Bahraini society, we have so much freedom of speech. It can be said our freedom is open and audience can say whatever they want ... sometimes audience make us aware about some issues so the communication with them is nice because they advise us".

In contrast, Fawzia thought that "It depends on the channel. If we talk about the Television, there is not expression of opinion. If we talk about Newspapers, to some extent there is expression of opinion. If the newspaper is electronic, there is ability to write a comment ... honestly, they [external audience] do not participate in the decision making".

In addition Fawzia illustrated that "people view many things as negative and take time to accept them". Furthermore, Asmahan thought that "our audience is almost headstrong".

4.2.4.3 Impact of Multiculturalism within the Domestic Society of Bahrain

Impact of multiculturalism within the domestic society of Bahrain reflects diverse nationalities of the external audiences, which influences practicing PR within the MOE. Asmahan explained "the majority is Bahraini, however, there are other nationalities ... Syrian, Jordanian, Yemenis and other nationalities also available. If we speak about private schools there are nationalities such as American and British. Bahrain is diverse society".

In addition, Asmahan continued that "we are in the Bahraini society so Bahraini can understand faster the dialect, speech and regulations more than other nationalities ... PR practitioner should be flexible for dealing with various nationalities, people and dialects".

Furthermore, May considred "the majority is Bahraini as well as other Arab nationalities ... there is difference, in particular within the culture. As Arab society our religion and language is same, however, there is little different cultures and traditions make influence".

Moreover, Doua emphasised that "our role as PR is to be able to deal with them depending on the Culture of each of them".

4.2.4.4 Feedback of the Audience

This code shows the way PR deals with the feedback of MOE's audiences. Asmahan demonstrated "first of all it is important to deliver the MOE message to the audiences ... at the same time when we deliver the message or content, there is echo or feedback or reactive form the audiences. We must transfer the reactive and know that the audiences think about as well as what they want and what are their problems?"

In addition, Doua thought that the audiences can say their feedback "with all transparency. Their opinion with full transparency".

Furthermore, May showed "we could convey to each department the perspectives of people or their problems to let the departments communicate with them. Our role is a link".

From the discussion of the relationship with audiences, it can be seen that PR practitioners within MOE have been used many tools to communicate with internal and external audiences. These tools mix between traditional such as letters and newspapers as well as the internet and social media.

In addition, PR practitioners' role viewed as a mediator or a link between MOE's departments and external audiences. Although some participants believed that there is freedom of opinion, the lack of active groups or organisations, which concern with education, makes the relationship with external audiences focusing on people individually.

Based upon the Edwards's (2014b) explanation that critical thinking school of thought considers organisation has more power than its stakeholders whether individually or as active groups.

Furthermore, although the relationship with external audience reflects mutual communication, still there is focusing on informing rather than using the feedback to set or develop a plan.

Depending on CIPR's (Chartered Institute of Public Relations, n.d.) definition of PR "it is the planned and sustained effort to establish and maintain goodwill and mutual understanding between an organisation and its publics". It can be found that the difference between practicing PR with the MOE and CIPR concentrates with the lack of plan.

In addition, based upon demonstration of Grunig's (2009) that four models of PR theory still can be practiced whether through traditional communication tools or the internet. It can be believed that practicing PR within MOE still associated with public information model.

Furthermore, as Edwards's (2014b) explanation that two - way asymmetric communication model usually starts from an organisation to its publics. Then the public's feedback used by the

organisation to develop communication strategy. It can be found that practicing PR within MOE includes part of the two – way asymmetric model. This part concentrates with receiving the feedback of audiences and conveying it with other departments.

4.2.5 Impact of the Domestic Culture within Organisational Context toward Practicing Public Relations at the Ministry of Education

As Sriramesh and Vercic (2012) write there is interference between culture and PR. In addition, Sriramesh and Vercic (2012) and L'Etang (2011) agree that mutual influence between culture and PR emerges within organisational context and societal context.

The data from the primary research divided in two categories as impact of the domestic culture within organisational context and impact of the domestic culture within societal context toward practicing PR at the MOE. This leads to answer the question about how do the cultural values of domestic society affect practicing PR within MOE in Bahrain.

Firstly, the category of impact of the domestic culture within organisational context emerged within four codes. Relationship between PR practitioners and their bosses or the director, relationship between PR practitioners as colleagues, personal relationships and expectation of the future at work.

4.2.5.1 Relationship with Boss

The relationship with boss reflects the flow of power within the organisation. Two participants explained that they asking their bosses if there is a necessity. May stated "for daily decisions we take normal procedures or routine, however, for other with high level we ask our boss".

Asmahan confirmed that "decision taken for simple and routine issues does not require asking the boss. There are some issues or topics require asking the boss. The experience of person should help to face issues"

In addition, the observation showed that before publishing news and photos on MOE's social media accounts Fawzia must get approval from her direct boss. The same process emerged with Asmahan because she must get approval from the director of PR and media before representing the MOE's view on the radio.

Two participants have shown emotional distance toward their direct bosses. May said that "our boss same as a father ... we ask our boss because he gives us a perspective from his experiences

in the work and gain the benefit". Furthermore, Shaima has spoken about her direct boos agreed that "she is same a friend and a sister more than [rather] a boss".

It can be considered that two PR practitioners at MOE have shown emotional distance with their bosses. Others reflect the flow of power concentrates with MOE through following specific procedures for publishing MOE's messages.

As discussed in the literature review, there is a similarity with Hofstede et al.'s (2010) explanation that emotional distance between Arab countries employees and their bosses is large. The flow of power concentrates within the organisation.

4.2.5.2 Relationship with Colleagues

As all participants from the same gender and functional level, there is a space for relationships between each others. Asmahan explained "here in the PR the percentage of female is more ... the PR section like a circle linked with itself. I mean there is not any person his or her job does not relate to others ... there is a team work ... in the PR section all are respectable and there is a respectful relationship between us".

In addition, Doua confirmed that "it is one department so we must be one group associated and collaborative ... the dealing between male and female within the work is part of our traditions. This is the most frequent. It is normal that we deal with each other during meetings".

Furthermore, May believed that "the relationship is nearly to be a brotherhood more than colleagues". Moreover, Shiam agreed that "our relationship is ((good)) [smile] with both genders. It is a brotherhood relation and we do not have problems".

Observation has demonstrated participants welcoming their colleagues. May has used word from slang dialect to do joking for few seconds. In addition, Doua seems social and Fawzia spent few minutes chatting.

4.2.5.3 Personal Relationships

All participants have said that sometimes they use personal relationships to help them doing some tasks. May pointed out "sometimes but not always. ((There are social communications)) [smile] help to do tasks, however, THERE IS NOT EXCESSES".

In addition, Asmahan agreed that "If you have personal relationships, you are perfect. If you do not have, you should create them ... the personal relationships help me to do my task faster than the legal and official way because the official way requires applying and waiting".

From the discussion in the literature review about common cultural values of the Arab world, it can be seen that this relates to Lewis's (2000) belief that Arab using their personal relationships in business or working domain.

4.2.5.4 Expectation of the Future at Work

Participants explained their personal expectation of the future at work so they had spoken about challenges and aspiration.

About the challenges, May said that "there is a lack of training courses for employees [PR practitioners] so we need more". In addition, Doua thought that challenges concentrate with "administrative procedures". Furthermore, Shaim pointed out "researches may need to be more developed. There is a lack of staffs".

On the other hand participants explained their aspiration. May stated "I was specialist [PR practitioners] became first specialist and IF THE GOD WILLING I will continue ... I ambitious to continue my study to lean more concepts help me to implement them later within the work".

Doua demonstrated "I would like to make ((real role of PR)) [strong voice] IF THE GOD WILLING". In addition, Shaim said that "I think the future is brilliant if the department keep going on the same way. It is youth department, making progression and listening to the audiences – THANK YOU GOD".

Moreover, Fawzia showed "I ambitious to study masters and doctoral in PR and Media ... I would try as much as I can to make difference in this headstrong society".

Based upon the literature review, it can be seen that there is a tendency for participants to develop their knowledge and skills. This linked with Kirat's (2005) thinking that Arab reflects ability to accept new logical ideas.

In addition, there is a similarity with explanation of Gaither and Al-Kandari's (2014), Hofstede et al.'s (2010) and Lewis's (2000) that most of Arab people are Muslims and they influenced by their religion. They tend to link their life even the future with the will of God.

4.2.6 Impact of the Domestic Cultural Values within Societal Context toward Practicing Public Relations at the Ministry of Education

Secondly, this category reflects impact of cultural values of Bahraini society toward practicing PR at the MOE. Participants have spoken about cultural values, which emerged within four codes: traditions and custom, family, the religion and hierarchical order of people.

4.2.6.1 Impact of Traditions and Social Custom

Participants have demonstrated traditions and custom of the Bahraini society make impact toward practicing PR within the MOE. May said that "the Arabic Societies do not have the concept of PR role".

May continued "for instance, about this ministry any things or any project wanted come to PR, however, these maybe not from PR tasks and there are other departments do these tasks ... about tickets and visas, we help, however, still we asked why you do not do that? ... some people said that accreditation of certificate is your role".

In addition, Doua believed that "the role of PR must be about Crisis Management, however, because of traditions and custom the Media becomes first".

As this code reflects traditions and custom of the society, misconception of PR role concentrates within MOE's audiences. It can be pointed out misconception of PR role in general relates to Kiart's (2005), and Freitag and Stokes (2009) about PR in the Arab world as well as AlSager's (2009) study about female PR practitioners in Bahrain.

Another impact of traditions and custom emerged from practicing PR within the society. Shaim said that "If we talk about traditions and custom, we are ((conservative people from THE GULF)) [smile] [The Gulf means Arab countries which locate in the Arabian Gulf sharing many common cultural values]".

Regarding of that Asmahan explained "through our deal with schools there are activities require photography but we cannot take the camera whether photography or other and take photos ... some things we cannot do without taking permission".

In addition, Fawzia demonstrated "females here, who wear traditional dress, concerns with wearing this dress for taking photos because they want published photos are suitable with traditions and custom of the society to be accepted by people".

One more impact reflects the difference between genders within the society. Participants have spoken about the authority which concentrates with male. Asmahan stated "some people do not prefer their wife dealing with male so this can makes influence".

Furthermore, Doua showed "a husband says that I do not agree my wife going outside at midnight. What is this!? or a father do not agrees his daughter traveling".

It can be stated that although females and males are equal, there is an authority concentrates with males. This is just part of traditions because males are the paterfamilias. This relates to Hofstede et al.'s (2010) study which considers Arab societies as masculine so males tend to be assertive.

4.2.6.2 Impact of Family

Participants have explained the relationship between their job and their families. Participants demonstrated that their families focus on supporting them rather influencing their decisions. Shaim said that "my family was with me and had supported me strong so I have not any problems ... my Mother has supported me and my decision ... my husband also supports me".

Asmahan explained "I do not have influence from my family on these aspects ... my family always encourages me to do something. I mean to push me forward whether on my work or my personal life. My family does not affect on my occupational decisions because it thinks this is part of my privacy".

In addition, Doua pointed out "for me my family opens mind so it is normal". Furthermore, two participants have spoken about little influence. Fawzia pointed out "there is little influence. I take their opinions, however, the last decision related to me not to any other person. For instance, if I will move to a new a job or studying or attending a course, however, the last decision related to me".

Moreover, May said that "there is not a lot of decisions link to my family ... if I have task outside Bahrain I feel hesitant because I am married and I have children ... For task inside Bahrain there is coordination".

It can be seen that participants have shown belonging to their families. This links with Al-Kandari and Gaither's explanation (2011, p.268) "the family is basic unity for society in the Arab region".

In addition, it can be found participants' families supporting their individual decisions. One of them just discuss with her family and another makes consideration if she has task outside Bahrain because she has children.

As discussed in the literature review, Gaither and Al- Kandari's (2011) view that some Arab life style influenced by western cultural values. It can be seen that there is little influenced by western cultural values toward participants, which concentrates within individual decision about their job.

4.2.6.3 Impact of the Religion

As all participants are Muslims, there is an agreement that the Islam makes influence toward practicing PR within the MOE. May explained "the Islam says we must work and the work must be to the fullest. There are Honesty and Cooperation between colleagues. Our religion wealthy so this helps us a lot at work".

In addition, Asmahan emphasised that "of course religion makes influence and this think we should not avoid it. We should take some things from other cultures, however, we must maintain our religion. This means everything should be within the boundary of the religion".

Furthermore, Shaima said that "MEADIA MESSAGES that we try to be received usually relate to the religion. We have done task about the Koran [the holy book with content comes from the God through his last messenger the prophet Mohamed] as well as about Ethics and Honest. All of these topics related to the religion".

Moreover, the observation showed that some participants had taken a break for praying because Muslims people usually pray five times daily nearly ten minutes for each prayer.

It should be stated that as the Islam prevalent religion in Bahrain, there is impact of the Islam toward practicing PR at the MOE. This relates to Kramer's (2009), Al – Kandari and Gaither's (2011) and Gaither and Al – Kandari's (2014) explanation that the Islam influences the Muslims' life.

4.2.6.4 Impact of Hierarchical Order of People

This code reflects relationships between people from different positions or job title at the MOE. Fawzia explained "in this ministry yes. Of course I talk about the MOE ... If they are belong to specific Families or Tribes or Royal Family or Undersecretary or Minister or Director, each person has different title even in front of the title there is another different title. I mean if the job title for person belongs to the Royal Family and the same title for person belongs to Ordinary Family, we use different words for them then writing their job titles ... for instance, His Highness the Sheikh and there are many titles".

Fawzia added "((It is from social perspective)) [strong voice]. If the employee does not using these job titles, will not punished". In addition, Shaima stated "((It must)) [smile] be with the Undersecretary or the Minister ... this is official and customary things". Furthermore, Doua said that "for instance, different procedure for welcoming the Minister".

It can be found that participants have explained special dealing with people at MOE depending on their hierarchical order at work as well as from social custom. This reflects the similarity with Al – Kandari and Gaither's (2011) study that Arabian Gulf countries concerns with prestige and consider the hierarchical order for people as important social relationship.

4.2.7 Influenced by Western Cultures

This code reflects perspectives of participants toward the western cultures, in particular cultures which come from the UK and the US. It leads to answer the question about how does openness on western cultural values influence practicing PR within MOE. All participants agreed that the Bahraini society influenced by western cultures. The impact emerges within the society and makes influence toward practicing PR at the MOE.

First, participants spoke about the impact of western cultures toward Bahraini society. Shaima believed that "((The influence of THE WEST is very powerful)) [strong voice]. Shaima added that the influence concentrates "in particular, the new generation ... eat[ing] fast food ... the dress has changed from traditional to Jeans and casual ... they become very powerful in English".

This confirmed by Fawzia that "there is influence. Influence of dress, culture, ... hairstyle ... the fast foods make invasion toward us. ((write the word invasion for fast foods)) [confirmation and strong voice]".

In addition, May thought that "still cannot generalise this. Some people link to other societies [means people who live outside Bahrain and majority in the western countries] and feel about their concepts and roles. Their role different from our role, however, if the person does not link with other societies do not has this perspective".

Furthermore, Asmahan believed that "the person should not miss his or her culture, however, learning from other cultures if there is a benefit. We do not copy everything, however, we take something that make benefit for us". Moreover, Doua said that "we are middle ... we are little openness as well as little adheres [hang on] with traditions and custom".

Second, participants had explained their perspectives about practicing PR by western concept comparing with practicing PR at the MOE. Fawzia stated "since little period of time we have mixed between PR and Media and Marketing. We have a little bit confusion even though the role of PR was more administrative ... we do work but slowly. We try to identify the subject as a Governmental ministry".

Fawzia added that "Because they [western countries] are advanced. They have identified regulations of PR. Researches and books which published more of them are foreigner whether European or American or any other western countries".

In addition, Shaima pointed out that "here is a governmental ministry, however, the west has more openness in Media". Moreover, Asmahan believed that "role of PR is same in all countries whether within MOE here or outside or in Egypt or in Europe. The role is maintain the mental image [Image and Reputation] so this is the basis." However, Asmahan added that "I think there is [in The West] long term plans and we have a lack of long term plans".

Furthermore, Doua stated "I feel that PR at the ministry needs to be developed. There is a need to bring external experiences ... we always at Bahraini Universities try to link our studies about PR with PR in America. Why? Because essential procedures of PR were implemented there ... If we contract with American PR organisation, we cannot take everything from there to be implemented in Bahrain. This is wrong. Why? Because their traditions are not same our traditions".

It can be seen that participants have shown ability to open toward western cultural values, however, there is a consideration of the difference between domestic cultural values and western cultural values.

This relates to Al-Kandari and Gaither's (2011) study that Arab people often use the term binaries through comparing themselves with western countries. In addition, this can be linked with Al – Kandari and Gaither's (2011) and Gaither and Al – Kandari's (2014) studies that in the Arab societies there is a mixture between conservative and openness on western cultures.

4.2.8 Emotions

Emotions of human being emerge within qualitative research through communication and interaction between the researcher and participants. Observation and interviews have shown the presence of some emotions such as strong voices to emphasise something and smiles. The following description for the significant presences of emotions.

4.2.8.1 Emotions within Organisational Context

Participants have shown their emotions which emerged within the organisational context. May explained "((my feeling I do not know)) [smile and feels comfortable]. It is nice that I work with organisation helps huge categories in the society.

Observation showed good relationships between participants and their colleagues. Doua and Fawzia seemed social. In addition, others seemed comfortable as well as chatting with their colleagues at PRMD.

Furthermore, Shaima seemed comfortable about relationship with her colleagues. She said that "relationship between colleagues – THANK YOU GOD – our relationship is ((good)) [smile] with both genders".

Moreover, May stated personal relationship with other colleagues is helpful. "((There are social communications)) ((smile)) help to do tasks, however, THERE IS NOT EXCESSES".

Two participants have shown emotional distance toward their direct bosses. May said that "our boss same as a father". In addition, Shaima said that "she is same a friend and a sister more than [rather] a boss".

4.2.8.2 Emotions toward the Roles of Public Relations Practitioners at Ministry of Education

There was disparity between practitioners during their conversations toward their roles at the MOE. Fawzia seemed certain that the protocol part of PR so she said that "((important part. Very, very, very important part that welcoming guests))".

In contrast, Doua has described her feeling about the role of PR at MOE. She said that "I feel yes. Sometime we cannot do the real role of PR. As I have told you before here we do not managing crisis. ((We do not managing crisis))" [strong voice].

4.2.8.3 Emotions toward Ministry of Education's Audiences

The nature of relationship between PRMD and MOE's audiences was demonstrated by participants with presence of their emotions. Asmahan emphasised on some words through saying that "SATISFIED TWO SIDES. I mean in the end we try to satisfy other side".

Two participants seemed comfortable and certain during their conversations about the freedom of opinion for audiences. Doua believed that "yes of course ((with all transparency)) [seems sure]. Their opinion with full transparency".

In addition, Shaima confirmed that "If you look on the Instagram [means official account of the MOE on Instagram], ((there are people say whatever they want)) [smile].

However, Fawzia emphasised through saying that "((honestly, they do not participate in the decision making))" [seems certain with strong voice].

4.2.8.4 Emotions toward Hierarchical Order of People

Two participants have shown sensitive emotion toward the hierarchical order of people within the MOE. They thought that it is from social traditions. Fawzia stated "((It is from social perspective)) [strong voice].

In addition, Shaima agreed that "((It must)) [smile] be with the Undersecretary or the Minister ... I do not know maybe in ((THE WEST differs than us THE ARAB)) [smile]".

4.2.8.5 Emotions toward Western Cultures

All participants agreed that the Bahraini society influenced by western cultures. Some of them have shown sensitive emotion during their conversations. Shaima emphasised that "((the influence of THE WEST is very powerful)) [strong voice]".

In addition, Fawzia worried about some western culture lifestyle so she emphasised that "the fast foods make invasion toward us. ((Write the word invasion for fast foods))". [Confirmation and strong voice].

Furthermore, May has used comparison between two cultures. She said that "some people link to other societies and feel about their concepts and roles. They say THEY ARE WHERE, HOWEVER, WE ARE WHERE". [This prevalent sentence in the society means the west in high position better than us].

Moreover, Doua explained her emotion toward western culture through saying that "we are middle ... we must not forget our traditions, ((however, we are also open)) [strong voice]".

Chapter 5: Discussion of Results, Conclusion and Recommendations

5.1 Discussion

Through analysing the data which collected from the primary research, several key themes of understanding and practicing PR within the MOE in Bahrain emerged: PR for the purpose of informing and persuading, doing mixture of technical tasks under the title PR, practicing two models of PR theory, significant impact of the domestic cultural values, Influence of western cultures on PR practitioners at the MOE and the emergence of emotions of PR practitioners at the MOE.

Each of the key themes, which reflect perspectives of PR practitioners' at the MOE, will be discussed. The critical discussion should reflect understanding and practicing PR within the MOE comparing with western concept of PR. In addition, this discussion could contribute to the knowledge through attempting to answer the research questions as well as achieve the aim and objectives.

5.1.1 Purposes of Informing and Persuading

Informing and persuading audiences considered as significant purposes of practicing PR with the MOE. Both of them reflect practicing PR within the governmental sector, which usually depending on informing rather than involving in a marketing competition.

Diverse communication tools including traditional as well as the internet and social media are used to achieve informing and persuading. In addition, there is a focusing on saying certain information or the truth to MOE's audiences as well as receiving their feedback. To sum up, this should clarify the image of the MOE within its audiences' minds.

Depending on the literature review of this research, purposes of informing and persuading reflect aspect of practicing PR by western concept. This related to the emergence of PR in the west.

Butterick (2011) stated two founders of PR in the west related PR to purposes of informing and persuading. Ivy Lee has considered PR as an art through saying the truth. In addition, Edward Bernays has attempted using communication to persuade audiences.

Furthermore, although emergence of purposes of informing and persuading related to the beginning of twentieth century, still both of them are used until today for changing audience's behaviour. According to Grunig (2009) and Fawkes (2014 cited in Grunig, 2001) informing and persuading emerge within the four models of PR theory even two – way symmetric communication model or excellent PR.

Moreover, researchers such as Edwards (2014b) and Goldsworthy (2012) as well as PR associations represented by Public Relations society of America (n.d) and Chartered Institute of Public Relations (n.d) associate PR with planned effort from strategic management function.

Heath (2013) said that implementing two ways communications contribute to the ethical decision making of the organisation. In addition, L'Etang (2008) explained there is a necessity for engaging audiences in the decision making process. This should enhance their contribution in defining communication objectives of the organisation.

It can be found that although practicing PR within the MOE associates with mutual communications, there is a necessity for practicing PR from strategic management function. The development of PR plans should enhance practicing PR as well as engaging the audience to be part of the decision making process.

5.1.2 Doing Mixture of Technical Tasks under the Title Public Relations

As derived from the results of this research, PR practitioners within the MOE in Bahrain have been doing mixture of technical tasks under the title PR. The majority of tasks related to hospitality and protocol as well as media relations. In addition, tasks related to participating in organising events as well as other tasks about marketing and secretary have been practicing at the MOE.

As the MOE in Bahrain considered part of the Arab world, there is much similarity of practicing PR with other Arab countries. Focusing on hospitality and protocol derived from domestic cultural values of the Bahraini society. This linked with the traditions and social custom of paid attention toward people depending on their hierarchical order at work as well as depending on social relationships.

PR practices within the MOE concentrate with giving special attention while dealing with officials, for instance, the minister and the undersecretary as well as people who belong to the royal family. The discussion in the literature review has explained Al – Kandari and Gaither's (2011) notion that Arabian Gulf countries concerns with prestige and consider the hierarchical order for people as important social relationship.

Practices derived from traditions and social custom seem rooted in the culture of Bahraini society, however, they are not considered as a regulation. Linking the concern of prestige in the society whether for an organisation or people with practicing PR at the MOE, this reflects the image of the MOE in the society or on its audience minds.

Another significant task of PR within the MOE is media relations. As discussied in the literature review, PR in the Arab world still associated with media relations. (Freitag ans Stoke, 2009) (Kirats, 2005). It can be said that MOE makes strong link between PR and media relations. This concentrates with the need for informing and persuading audiences as well as receiving their feedback.

In addition, the presence of freedom of speech through daily newspapers as well as the internet and social media enhances focusing on media relations. Zunes (2013) believes that Bahrain allows for freedom of speech more than many neighboring countries.

The focusing on media relations as significant role for practicing PR aims to reflect positive image about the MOE on its audience minds. Although there is space for freedom of speech for MOE's audience, the role of PR still concentrates with conveying their feedback to the higher department rather than involving in the decision making process.

There is a necessity for developing the practice of PR within the MOE. Part of the development should be done through participating PRMD in the decision making process. In addition, the role of MOE's audiences also could be influential through engaging them in the decision making process.

Another mix tasks practiced by PR at the MOE related to participating in organising events as well as some tasks of marketing and secretary. Although the marketing tasks associate with informing audiences about new projects, the tasks of secretary do not related to practicing PR from western concept.

As discussed in the literature review AlSaqer (2008) shows Bahraini female PR practitioners have done tasks such as secretary and marketing. It can be believed that there is a continuation of misconception of PR concept in Bahrain, in particular within the MOE.

There is ability to develop the way of practicing PR within the MOE. Correction of misconception of PR roles could be done. This could be through focusing in practicing PR from strategic management function rather than doing tasks related to secretary and organising events.

5.1.3 Practicing Two Models of Public Relations Theory

The results have shown that PRMD at the MOE practices two models of the PR theory (Grunig's theory). The models are public information and part of the two – way asymmetric communication. This seems possible in the real world of practicing PR whether within the MOE or any other organisation.

As explained in the literature review Goldworthy (2012) said that there is a possibility for implementing more than a model or combination of models.

The dominant model for practicing PR within the MOE is public information. The main elements of public information model can be found such as honesty and the purpose of informing. In addition, flow of information usually from the MOE to its audiences.

The MOE focuses on using diverse media tools for purposes of informing and persuading. As a governmental organisation, the MOE concerns with saying the truth or certain information to the audiences.

Furthermore, the flow of information still concentrates within the MOE, which represented by the PRMD. Although there is freedom of opinion for MOE's audiences, the lack of active groups or organisations, which concern with education, makes relationship with external audiences to focuses on people individually.

Part of the two – way asymmetric communication model emerged in practicing PR within the MOE. Diverse communications tools allow MOE's audiences to present their feedback, which conveyed to the higher department through PRMD.

In addition, as the role of PR at the MOE still concentrates with conveying feedback of audiences to the higher department, there is a necessity for developing strategic communication function leads to practice pure two – way asymmetric communication.

Furthermore, based upon Gruing's(2009) explanation, as the PR within MOE emphasises on information and media relations to maintain its image, this reflects practicing of the interpretive or symbolic paradigm.

Consequently, PR within the MOE reflects weak contribution in the decision making. The position of PR within the higher department of MOE reflects part of the pure contribution. There is a necessity for practicing pure decision making process rather than conveying audiences' feedback only.

This could be done through implementing strategic communication programme, which allows engaging audiences' perspectives before and after the decision is made. A PR plan includes elements of research aim, objectives, strategy, tactics and evaluation could help to engage audiences in the decision making process through the role of PRMD.

In addition, there is a need for doing researches about relationship with MOE's audiences. Researches could lead to better understanding of the audiences. As well as setting PR plan suitable to achieve mutual benefits of two sides the MOE and its audiences.

5.1.4 Significant Impact of the Domestic Cultural Values

The most significant impact of the domestic cultural values derived from the Islam, the prevalent religion in Bahrain. All participants even all PR practitioners at the MOE are Muslims so they follow principles of the Islam whether at work or within their life.

The principles of the Islam encourage people to work depending on honestly respecting the regulations of the organisation and cooperation with colleagues.

The results of the research show PR practitioners within the MOE committed toward principles of the Islam. They have shown willingness to develop their knowledge and skills within PR field. They have linked their future whether at work or life with the will of the god.

In addition, they had strong devotion to the religion. This was demonstrated by relating messages of PR activities with the Koran (the holy book with content comes from the God through his last messenger the prophet Mohamed) and the Sunna (the interpretation of Koran was done by the prophet Mohamed).

Furthermore, a willingness to accept new notions of practicing PR even from western culture appeared within PR practitioners at MOE. However, any new notions must be harmonised with principles of the Islam.

In contrast, tradition and custom enhance the tendency of conservative perspective. This concentrates with some practices about dealing with females such as do not take photos for them without their permission.

The Islam makes influence toward practicing PR in Arab societies (Al-Kandari and Gaither, 2011). The influence of Islam emerges implicitly and explicitly during practicing PR within the MOE in Bahrain. The influence of religions might not exist during practicing PR in the western countries, which tend to be secular through separating between religions and working field as well as the life.

Another impact of the traditions and custom leads to misconception of PR within the MOE and the Bahraini society. Doing mixture of technical tasks under the title PR, which discussed in this section. The most obvious tasks derived from the traditions and custom are about hospitality and protocol. They linked with social custom of dealing with people depending on their hierarchical order as well as paid attention toward prestige.

In addition, the misconception can be found within the Bahraini society. Some audiences thought that PR at the MOE doing tasks about tickets and visas or accreditation of certificates, however, there are other departments for doing these tasks.

Another practicing of PR within the MOE derived from the traditions and custom of Bahraini society is using the personal relationships at work. The results show PR practitioners at the MOE tend to use their personal relationships for doing some tasks.

As the personal relationships rooted in the Bahraini society, there is a preference for using them during practicing PR within the MOE rather than the official way. The belief is that personal relationships help to do some tasks faster than official way, which might face obstacles such as applying and waiting for confirmation.

In addition, as family is the basic unit of the Arab society (Al-Kandari and Gaither, 2011), PR practitioners at the MOE have shown belonging to their families. This enhances the influence of family toward practicing PR at the MOE.

The results demonstrate that in Bahraini society still there is an authority concentrates with males. Although females and males are equal, the authority of males derived from traditions and social custom because males are the paterfamilias.

Some participants thought that this authority may influences practicing PR within the MOE. For instance, some husbands do not prefer their wife dealing with other males or some fathers refusing giving approval to their daughters for traveling outside Bahrain. Hofstede et al. (2010) explain Arab societies, which Bahraini considered part of them, as masculine so males tend to be assertive.

In contrast, PR practitioners at the MOE have demonstrated that their families are helpful rather than making negative influence toward their individual decision. Participants' families usually support their individual decision, which related to their job.

In addition, PR practitioners at the MOE said that their families encouraging them to make progression at work and they respect their individual decision. The little influence faced two of them because both are married. One of them just takes opinion of her family and other makes coordination if she has tasks outside Bahrain because she has children.

This reflects a tendency toward part of western cultural values through taking decision individual. It can be considered as a little influenced by western cultural values toward PR practitioners at the MOE, which concentrates within individual decision taking about their job.

Although PR has been practiced professionally for more than three decades within public sector in Bahrain (AlSager, 2008), there is a difficulty to avoid the influence of domestic cultural values during practicing PR at the MOE. The cultural values of Bahraini society make distinction between practicing PR within the MOE comparing with western concepts of PR.

5.1.5 Influence of Western Cultures toward Public Relations Practitioners at the Ministry of Education

PR practitioners at the MOE in Bahrain have confirmed that western cultures, in particular which come from the UK and the US make Influence toward Bahraini society. Some of them considered the influence of western cultures is very powerful, in particular on new generation who become interested in learning English language.

In addition, there is influence on the lifestyle of people. They tend to eat fast foods, wearing Jeans and casual dress. Al-Kandari and Gaither (2011) and Gaither and Al-Kandari (2014) stated the influence of western cultures on Arab countries leads to the emergence of two perspectives: the conservative and openness toward western cultures.

It can be demonstrated that the two perspectives of conservative and openness toward western cultures emerged also within the perspectives of PR practitioners at the MOE. There is belief that Bahraini who lived in western countries tend to accept the western cultural values.

In contrast, strong tendency for the conservative perspective emerged. Here acceptance for some western cultural values can be found, however, there is a caution toward the values of Bahraini culture not to be missed or disappeared.

As discussed in this section about principles of the Islam as part of the Bahraini cultural values, the same values emerged toward openness on western cultures. There is willingness to accept new notions even from western culture. This must be done through making sure there is a harmony with the Bahraini culture.

Another aspect for the influence of western cultures toward Bahraini society concentrates with the western concepts for practicing PR. PR practitioners at the MOE believed that western countries are advanced in practicing PR.

A PR practitioner at the MOE Doua said that "we always at Bahraini Universities try to link our studies about PR with PR in America. Why? Because essential procedures of PR were implemented there". Al-Kandari and Gaither (2011) point out Arab people often use the term binaries through comparing themselves with western countries.

This perspective considers some causes lead the western countries to be advanced. The emergence of PR was in the US as well as availability of PR sources, in particular books and researches. In addition, setting long term plans leads to practice advance PR in the western countries, however, there is a lack of plans at the MOE in Bahrain.

It can be said that the perspectives of PR practitioners at the MOE in Bahrain reflect influenced by western cultures. There is acceptance for practicing PR by western concept, however, some differences between cultures must be considered, for instance, the principles of Islam and social traditions.

5.1.6 The Emergence of Emotions of Public Relations Practitioners at the Ministry of Education

Emotions of PR practitioners reflect aspect of understanding and practicing PR at the MOE. The emergence of their emotions concentrates within belonging to the culture of Bahraini society and Influenced by western cultures.

First, the influence of Bahraini society culture shows disparity of understanding PR. This related to personal background and experiences of each practitioner. In addition, there is influenced by domestic Bahraini culture. A participant Fawzia seemed certain about the protocol as part of PR so she said that "((important part. Very, very, very important part that welcoming guests))".

In contrast, another participant Doua emphasised on other aspect of understanding PR. She said that "I feel yes. Sometime we cannot do the real role of PR. As I have told you before here we do not managing crisis. ((We do not managing crisis)) [strong voice]".

In addition, influence of Bahraini culture toward practicing PR at the MOE leads to do tasks related to hospitality and protocol under the title PR. There was emergence of participants' emotions toward traditions and social custom of the domestic society.

Two participants have shown sensitive emotion toward the hierarchical order of people within the MOE. Fawzia stated "((It is from social perspective)) [strong voice]. In addition, Shaima agreed that "((It must)) [smile] be with the Undersecretary or the Minister ... I do not know maybe in ((THE WEST differs than us THE ARAB)) [smile]".

Furthermore, the religion makes significant part of the emergence of emotions. PR practitioners at the MOE linked their future whether at work and life with the will of God. The relation with the God is emerged a lot during their conversations.

A participant Doua said that "I would like to make ((real role of PR)) [strong voice] IF THE GOD WILLING". In addition, Shaim explained "I think the future is brilliant if the department keep going on the same way. It is youth department, making progression and listening to the audiences – THANK YOU GOD".

Second, Influenced by western cultures leads to emerge emotions of PR practitioner at the MOE. A participant Shaima emphasised that "((the influence of THE WEST is very powerful)) [strong voice]. In addition, Fawzia worried about some western culture lifestyle so she emphasised that "the fast foods make invasion toward us. ((Write the word invasion for fast foods)) [confirmation and strong voice]".

Furthermore, May has used comparison between two cultures. She said that "some people link to other societies and feel about their concepts. They say THEY ARE WHERE, HOWEVER, WE ARE WHERE [This prevalent sentence in the society means the west in high position better than us].

Moreover, Doua explained her emotion toward western culture through saying that "we are middle ... we must not forget our traditions, however, we are also open)) [strong voice]".

To sum up, it can be said that the role of Bahraini cultural values unavoidable for practicing PR at the MOE. This reflects strong relation between the culture of the Bahraini society and practicing PR at the MOE.

Edwards (2014b, p.138) says that "there is interaction between society, culture and public relations [PR]". In addition, Sriamesh and Vercic (2012) explain PR should be practiced with respect of the society's culture.

In contrast, openness on western cultures even the world also unavoidable. Some PR practitioners at the MOE have shown acceptance to new positive notions which, could be hermonised with domestic Bahraini culture.

5.2 Conclusion

The research demonstrates detailed qualitative results about understanding and practicing PR within the MOE in Bahrain. The results derived from observation and interviews have provided new insights and emotions of PR practitioners within the MOE.

This could contribute to the body of knowledge a new theoretical discussion about practicing PR in Bahrain, in particular within the MOE. In addition, it could lead to answer the research questions and achieve the aim and objectives.

Furthermore, the results showed that MOE practiced PR for the purposes of informing and persuading, which considered as the significant purposes. Traditional communication tools as well as the internet and social media used for communicating with the MOE's audiences. The content of messages includes truthful information, which considered as a supporter for persuading the audiences.

Moreover, doing mixture of technical tasks under the title PR makes distinction between practicing PR within the MOE comparing with western concepts. Common tasks between the MOE and western countries related to practicing media relations under the title PR.

In contrast, distinction concentrates with tasks of hospitality and protocol as well as others related to organising events and secretary, which practiced at the MOE. However, the research has demonstrated western concepts of PR focusing on mutual communications from strategic management function.

Testing the theory of PR (Grunig's theory) has shown that PRMD at the MOE practices two models: the public information and part of two – way asymmetric communication. The position of PRMD within the higher coalition and practicing mixture of PR theory models seemed similar with western concepts of PR. This similarity considers two – way symmetric communication as ideal.

However, the results have explained a necessity for practicing pure two – way – asymmetric communication at the MOE rather than focusing on conveying the feedback of its audiences only. There was a need for participating PRMD in the decision making process of the MOE. In addition, developing strategic communication management could engage the audience to involve in the decision making process.

The research has emphasised on the significant impact of Bahraini culture toward practicing PR within the MOE. Several values derived from the domestic culture of Bahraini society seemed unavoidable for practicing PR at the MOE.

The cultural values related to principles of the Islam, traditions and social custom, personal relationships and role of family. Bahraini cultural values make distinction between practicing PR within the MOE comparing with western concepts of PR.

The influence of religion might not exist during practicing PR in the western countries, which tend to be secular. Furthermore, other cultural values considered as a different between western countries and Bahrain, which classified part of the Arab world.

Moreover, PR practitioners at the MOE thought that western cultures make strong influence on the Bahraini society. A consequence some of them still prefer to be conservative.

In contrast, despite of the difference between Bahraini cultural values and western cultural values, some PR practitioners at the MOE have shown willingness to accept new notions even from western cultures.

Progression of understanding and practicing PR in the western countries enhances PR practitioners at the MOE to tend to accept their new notions. However, these notions must be harmonised with the culture of Bahrain.

In addition, the results have showed emotions of PR practitioners at the MOE tend to be sensitive toward domestic cultural values. Their emeotions concentrated within the principles of the Islam as well as traditions and social custom.

Furthermore, another emergence of emotions concentrated within influenced by toward western cultures. This leaded practitioners to compare the way of practicing PR at the MOE with the western concepts.

The results have emphasised on difference between practicing PR at the MOE comparing with western concepts. In this case cultural values of Bahraini society make significant influence on understanding and practicing PR within the MOE.

Although the influence of domestic cultural values seemed unavoidable, there was possibility for practicing PR by western concepts. Implementing strategic communication management function and researches could develop practicing PR at the MOE in Bahrain.

5.3 Recommendations

The conducted research could contribute to the body of knowledge about investigating the experiences of PR practitioners within the MOE in Bahrain comparing with western concepts. It provided contemporary results about understanding and practicing PR within the MOE in Bahrain from practitioners' perspectives.

There was a combination between practical view of PR practitioners within the MOE in Bahrain and academic perspective. In this context, the dominant theory of PR from western concepts was tested depending on collecting in – depth qualitative data. In addition, domestic cultural values of Bahraini society reflect significant influence toward practicing PR within the MOE.

As the conducted research about a case study within the MOE in Bahrain, it relied on small simple size. The results cannot generalise understanding and practicing PR in Bahrain even the Arab world.

Further research is suggested within the field of PR whether within the MOE or in Bahrain. Providing in – depth and rich qualitative data depending on other research strategies, for instance, grounded theory or ethnography or phenomenology.

In addition, the further research could investigate causes lead to difference in understanding PR in Bahrain comparing with western concepts. The influence of domestic culture could be investigated from closer in – depth point might focus on significant elements derived from traditions and social custom.

As the continuous communication between Bahrain and western cultures seems imperatively, this could encourage conducting further research for developing practicing PR from strategic communication management in Bahrain.

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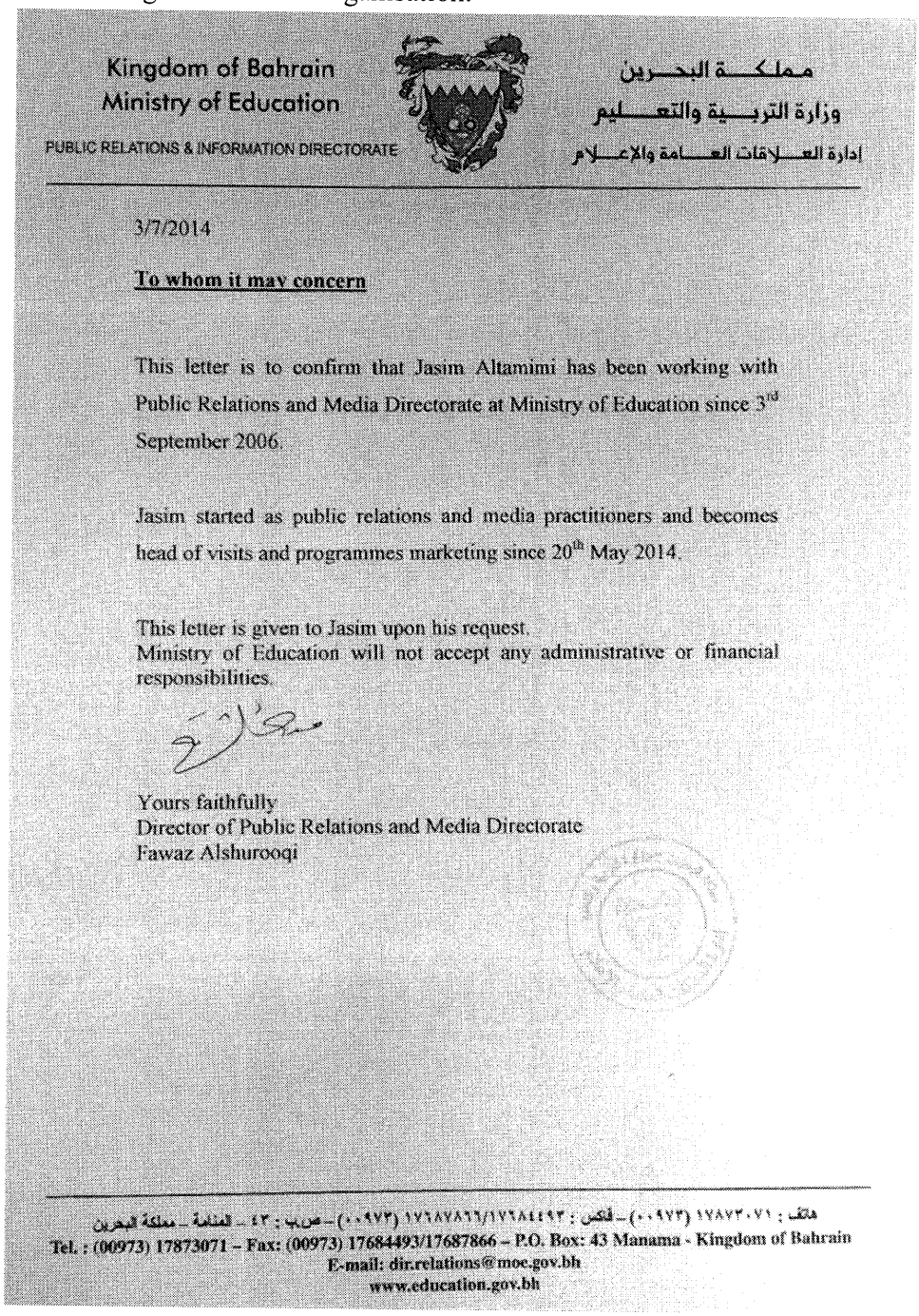
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Appendices

Appendix 1

An official letter issued by the PRMD at the MOE in Bahrain to show evidence that the researcher has been working for the same organisation.



Kingdom of Bahrain
Ministry of Education
PUBLIC RELATIONS & INFORMATION DIRECTORATE

مملكة البحرين
وزارة التربية والتعليم
إدارة العلاقات العامة والإعلام

3/7/2014

To whom it may concern

This letter is to confirm that Jasim Altamimi has been working with Public Relations and Media Directorate at Ministry of Education since 3rd September 2006.

Jasim started as public relations and media practitioners and becomes head of visits and programmes marketing since 20th May 2014.

This letter is given to Jasim upon his request.
Ministry of Education will not accept any administrative or financial responsibilities.

Yours faithfully
Director of Public Relations and Media Directorate
Fawaz Alshurooqi

هاتف : ١٧٨٧٣٠٧١ (٠٠٩٧٣) ـ فاكس : ١٧٦٨٤٤٩٣/١٧٦٨٧٨٦٦ (٠٠٩٧٣) ـ ص.ب : ٤٣ ـ المنامة ـ مملكة البحرين
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Appendix 2

Participants' information: Five female PR practitioners who work for the PRMD at the MOE.

Participant number 1: May Al – Amer. Holding bachelor degree in PR and Media. The Minor specialty in Tourism and Hotels from the University of Bahrain.

Participant number 2: Fawzia Mohamed Ahmed. Holding bachelor degree in PR and Media. The major specialty Multimedia from the University of Bahrain. She has worked for PR sector at two organisations. The investor real estate bank and PR agency named Albayan Media Group.

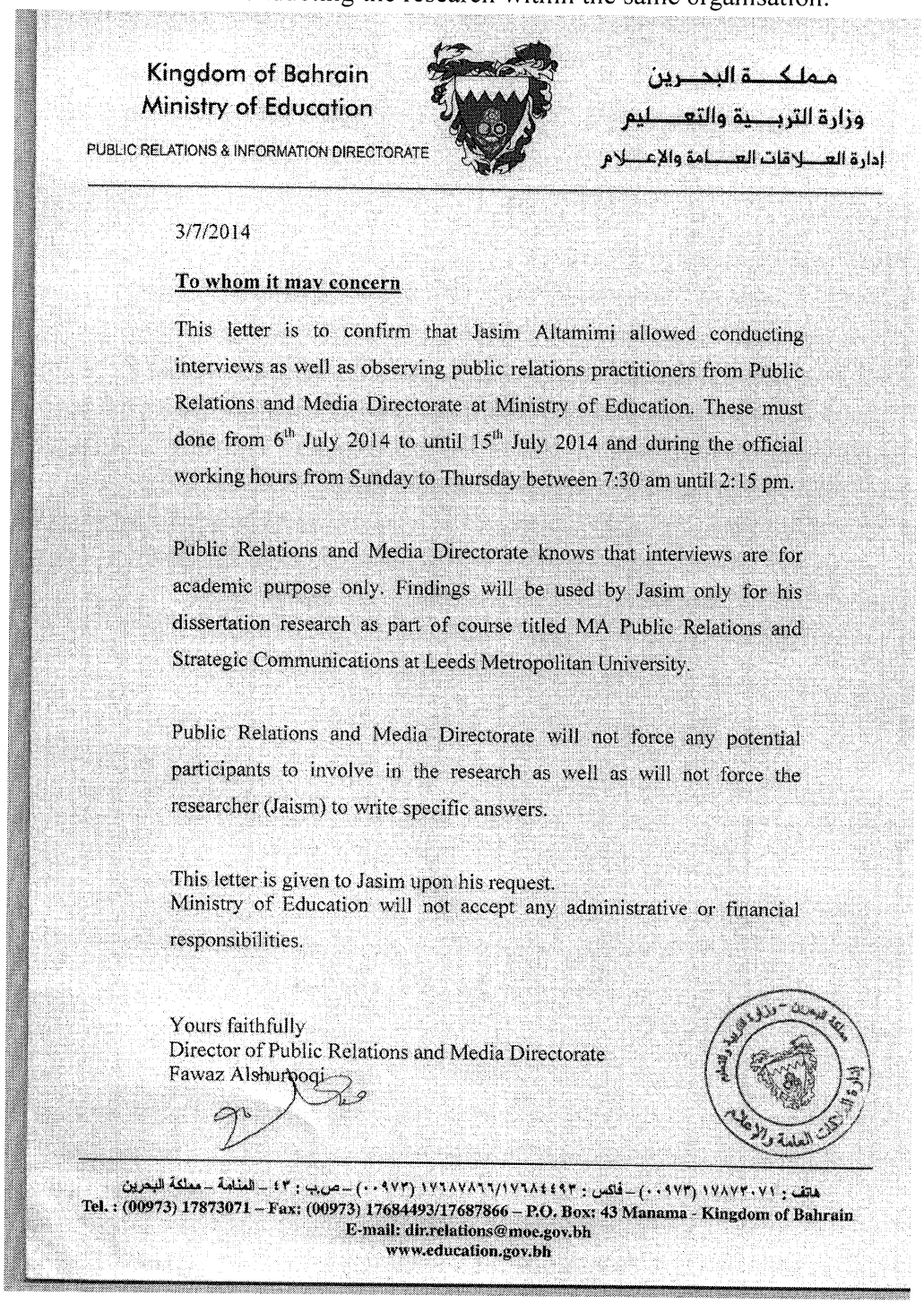
Participant number 3: Asmahan Khalil Marouf. Holding bachelor degree in Media – Radio and Television from the University of Bahrain. She has worked for two organisations. BBK [Bank of Bahrain and Kuwait] with customer services section and Ministry of Works as coordinator for strategic projects. She has started studying masters degree in PR and Media at the University of Bahrain.

Participant number 4: Shaima Ebrahim Buhazza. holding bachelor degree in Media from the University of Bahrain – Journalism. The minor is Arabic Language from the University of Bahrain. She worked for public school after that had worked for PRMD.

Participant number 5: Doua Aldossary. Holding a bachelor degree in PR and Media from the University of Bahrain. She has started studying masters degree in PR and Media at the University of Bahrain.

Appendix 3

An official letter issued by the PRMD at the MOE in Bahrain to show evidence that the researcher allowed conducting the research within the same organisation.



Kingdom of Bahrain
Ministry of Education
PUBLIC RELATIONS & INFORMATION DIRECTORATE

مملكة البحرين
وزارة التربية والتعليم
إدارة العلاقات العامة والإعلام

3/7/2014

To whom it may concern

This letter is to confirm that Jasim Altamimi allowed conducting interviews as well as observing public relations practitioners from Public Relations and Media Directorate at Ministry of Education. These must done from 6th July 2014 to until 15th July 2014 and during the official working hours from Sunday to Thursday between 7:30 am until 2:15 pm.

Public Relations and Media Directorate knows that interviews are for academic purpose only. Findings will be used by Jasim only for his dissertation research as part of course titled MA Public Relations and Strategic Communications at Leeds Metropolitan University.

Public Relations and Media Directorate will not force any potential participants to involve in the research as well as will not force the researcher (Jaism) to write specific answers.

This letter is given to Jasim upon his request.
Ministry of Education will not accept any administrative or financial responsibilities.

Yours faithfully
Director of Public Relations and Media Directorate
Fawaz Alshurtooqi

هاتف : ١٧٨٧٣٠٧١ (٠٠٩٧٣) – فاكس : ١٧٦٨٧٨٦٦/١٧٦٨٤٤٩٣ (٠٠٩٧٣) – ص.ب : ٤٣ – المنامة – مملكة البحرين
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Appendix 4

Observation transcript of participant number 1 May Al – Amer.

May Al – Amer is a PR practitioner from PR section. Her office is located in the PRMD. In the same office there were two other female practitioners working with May and each of them has personal computer. The room is small and seems suitable for three offices. The position of May is PR first specialist.

May is doing tasks of Educational Programme for Students as well as Hospitality. It should be demonstrated PR at MOE organises annual Educational Programme for Students which consists of schedule for visiting places such as Museums, Forts, Factories and others. PR practitioners, who organise these trips, communicate with many organisations and ministries.

Arriving on time and starting review daily newspaper until 8:00 am. Review two daily newspapers only.

May has spent most of time working on the schedule for visiting places for next academic year 2014/2015. This required from May writing official letters to other places such as organisations and ministries. Before writing letters May has called by telephone some organisations and discuss with coordinators about organising the visits. Then she wrote some letters and had taken them to the Head of PR section to sign them. After that May has sent some official letters by Fax.

The content of letters is about thanking other organisations for their cooperation with the MOE and trying to get approval for welcoming students to visit their organisations during next academic year. Usually other organisations welcome students and provide a guide.

These tasks require form May to move between her office and the Head of PR office, which is located in the opposite of May's office, for discussing about the schedule as well as using the Fax, which is located near secretary's office.

The schedule must be ready before starting the new academic year. In addition, May must send a copy of the schedule through official letter and email to the department of Transportation at MOE in Manama because this department provides transportation from schools in whole Bahrain to other organisations.

It should be explained in Bahrain there are 204 schools from primary, intermediate and secondary levels as well as four schools from secondary level belong to the technical and vocational education. All these schools belong to the government. Students male and female are separated.

In addition, there are dozens of private schools, which owned by people and the majority of them mix two genders.

The schedule does not take few hours even a working day to be ready, however, it takes more than that time. The reason is that communicating with other organisations and waiting for their approvals is time consuming.

It should be noted after the schedule be ready to implemented it must be daily monitored by May. The reason is that sometimes something may changed, for instance, some visits may be cancelled or may some schools need more visits or changing the place.

May spends most of the working day doing these tasks. Furthermore, she has done other tasks about Hospitalities. Because the MOE will organise an event about open day for some employees, teachers as well as some students and their parents so May must do some tasks for organising this event.

May has called a hotel and discussing about reservation of a hall for coming event as well as discussing about price and kind of food will be served by hotel staff. Doing this task requires discussing level and type of hotel with colleagues and the Head of PR. In addition contact with the hotel by telephone and fax asking about prices of renting a hall as well as food menus.

The coming event will be in the evening so May required to be in the hotel for welcoming guests. It should be demonstrate sometimes the MOE organises events after official working hours so PR practitioners must do additional work, which they get extra paid of that.

Generally, PR section required to do tasks about Hospitality so May has contact details of hotels in Bahrain as well as restaurants. The reason is that the MOE organises events such as workshops, courses and exhibitions, in particular during the academic year so other departments contact PR asking for providing Hospitality and sometime welcoming guests.

May has spent most of time working on the schedule of Educational Programme for Students and Hospitality for coming event. It should be said that because the observation was done during the summer so there was a lack of events especially that which need protocol task for welcoming guests.

During doing tasks May spoke with her colleague in the same office about preparation for the coming event. The conversation focuses on tasks such as calling guests, sending invitation to guests as well as what was done and what was not done so far?

Furthermore, their conversations were normal and sometimes they used words from slang dialect to do some joking for few seconds. May's emotion seemed normal so sometimes she smiles. It

should be demonstrated May toke a break for Pray as well as another break. In addition, she had spent some times welcoming for her colleague from same department.

Appendix 5

Observation transcript of participant number 2 Fawzia Mohamed Ahmed.

Fawzia Mohamed Ahmed works with PRMD. Her office is located in a considerable room at the same department. In this room there were six tables for PR and media practitioners. There were two females and one male as well as two empty offices because others were in annual vacation. Each practitioner has his or her personal computer.

The position of Fawzia is Media specialist and she is doing tasks related to official accounts of the MOE on social media. In addition, Fawzia had two mobile phones. The first is her personal mobile and the second owned by PRMD because she uses it for managing the MOE's social media accounts.

Arriving on time and starting review daily online newspaper as well as Hash tag #Bahrain on Twitter until 9:00 am. It should be demonstrated Twitter is used widely in Bahrain so people use this hash tag to criticise the government as well as some ministries and officials such as ministries use Twitter to reply.

Fawzia received official news with photos about the MOE on her email, which was sent by her colleague at Media section so she had published them on official social media accounts: Twitter, Facebook and Instagram.

As a tweet on Twitter accepts only 140 characters so Fawzia divided news on many tweets then had published them separate. Last tweet of news were published by Fawzia with links on the ministries website.

In addition, Fawzia has received photos with titles about schools' events and activities on her email. These photos were sent from schools for publishing on the MOE official account on Instagram only. In should be explained Fawzia usually receives a lot of emails because the total number of schools is 204.

Furthermore, before publishing news and photos Fawzia must discuss with her direct boss to get approval. As well as that Fawzia also must contact with her colleagues before publishing any news and photos because both of them know the username and password.

Moreover, Fawzia has done a review for what others say about the MOE? This was done through reviewing the notifications of the MOE's official account on Twitter as well as the hash tag #Bahrain. It should be explained some political societies (parties) sometime use their accounts on Twitter to criticise the MOE so Fawzia also has read their accounts.

Fawzia usually goes to events that organised by the MOE which could be in the main hall of the MOE or schools or hotels. Fawzia's role is about taking photos by mobile and sometimes short interviews to publish them immediately on social media official accounts. As the time for observing was during the summer holiday for schools, there was not any event. PR department was working for coming event.

Fawzia has spent most of the time using the internet for reviewing Twitter and local websites such as forums because she may founds something written by audience about the MOE. Fawzia also has moved to other offices at the same department to discuss with colleagues what they are doing and spent few minutes chatting with them. Although Fawzia seemed little bit tired because of fasting, she was social and friendly with her colleagues.

Appendix 6

Observation transcript of participant number 3 Asmahan Khalil Marouf.

Asmahan Khalil Marouf works with PRMD. Her office is located in the main building, near the higher department. In this room there were four tables for PR and media practitioners. Three of them were female and one male. All of them have her or his personal computer. In the same room there was extra office includes a television screen and located within a diaphanous partition.

The position of Asmahan is Media specialist and she is doing tasks as a coordinator between the MOE and official radio and television, which belong to the government.

Arriving on time and starting listing to the local radio channel because there was a daily programme from 7:30 am until 9:30 am. This programme concerns with local issues so audiences can call and speak on air to say their opinion or criticise ministries.

The most issues discussed in this programme are about schools, municipality and social. If there is criticism or a question about education, Asmahan must record it and takes notes. After that she must discuss with direct boss or the director of PR and Media. The reason is that trying as soon as possible calling coordinators of the programme and say the view of the MOE or answering the question on air.

If there was not anything about the MOE, Asmahan must tell her boss. In addition, Asmahan required preparing weekly on air briefing about The MOE through the same pragramme. This should be done through preparing the brief then discussing it with the direct boss or the director of PR and Media. After that Asmahan calls coordinators of the programme to speak on air.

It should be explained the average duration of the weekly brief is around ten minutes. Asmahan has been working on the content of the brief. She was writing about coming event as well as instructions of registration graduated students for scholarships of studying at universities inside and outside Bahrain, which is organised every year by the MOE for students who graduated from secondary schools.

Asmahan was preparing for coming event through asking the departments which organise the two events about some details. It should be demonstrated usually Asmahan and her colleague attend events for doing interviews with officials such as the minister of education as well as organisers and students. It should be demonstrated interviews done through video recording then Asmahan must go to the local television channel for preparing the report. After that the report will be published during the local news of Bahrain.

In addition, Asmahan participates in doing films about schools which required visiting schools for interviewing teachers and students. Because observation was done in the summer holiday so there was not tasks about visiting schools.

Asmahan has spent most of time in her office. She also has been to the Media Consultant for the Education Minister Office to discuss about coming event. Generally, Asmahan seemed comfortable in her office as well as sometimes chatting and smiles with her colleagues.

Appendix 7

Observation transcript of participant number 4 Shaima Ebrahim Buhazza.

Shaima Ebrahim Buhazza works with PRMD. Her office is located in a considerable room at the same department. In this room there were seven tables for PR and media practitioners. Five females as well as two empty offices because others were in annual vacation. Each practitioner has her personal computer and there was small partition between offices.

The position of Shaima is Media specialist from group of researches and publications. Arriving on time and starting review daily online newspaper until 8:15 am. After that she has moved to her direct boss office, which is located in the opposite of Shaima's office.

She has discussed with her direct boss about the work of the day because they are working on a research about analysing news of the MOE. After nearly fifteen minutes of discussion Shaima backed to her office and continue working on the research. It should be noted Shaima already has started working on the research.

Shaima has been doing analysis of the MOE news so she used the official website to review previous news as well as files for archiving the news documents. It should be explain files on shelves were around twelve and they include news were published on daily news papers about the MOE.

Shaima has taken a short break for welcoming her colleagues as well as another break for praying. In addition, Shaima's direct boss came to her office and had discussed about the progress of analysing the news such as total number and contact.

Generally, Shaima works on preparing contents to be published on the ministry's publications such as monthly magazine The Education and Tatweer which means the Development as well as annual report for representing achievements of the MOE in the previous academic year.

Working on these kinds of publications requires from Shaima to contact with other departments and schools by telephone and email, however, because she has been working on analysing new so most of information and documents were available at the same department of PR and Media.

Shaima has spent most of the time reviewing the news from the ministry's website as well as from files then writing the content of the research. Furthermore, she seemed normal and in a good relationship with her colleagues through speaking with them about what they are doing?

Appendix 8

Observation transcript of participant number 5 Doua Aldossary.

Doua Aldossary is a PR practitioner at PRMD. Her office is located in the main building, near the higher department. Doua shares same room with the previous participant Asmahan so this room had four tables. Three of PR practitioners were female and one male. All of them have her or his personal computer. In the same room there was extra office includes a television screen and located within a diaphanous partition.

Although Doua office is located with her colleagues, she was using the extra office which is located within a diaphanous partition. The reason is that Doua was working on editing a film about some events of the MOE. For editing the film Doua uses the television screen as well as a laptop which includes a programme for editing films.

Arriving on time and welcoming her colleagues. Doua smiles to her colleagues and seems social. Starting switch on the television screen and the laptop then immediately starting editing the film. Doua has moved to her office and stay there for few minutes listing to the radio, which presents local programme, with her colleague Asmahan.

After that Doua returned to the office and continue editing the film. The content of the film was about some events of the MOE so Doua cuts most important part of each event then shares them in one film. The new film we be published on the MOE channel on Youtube.

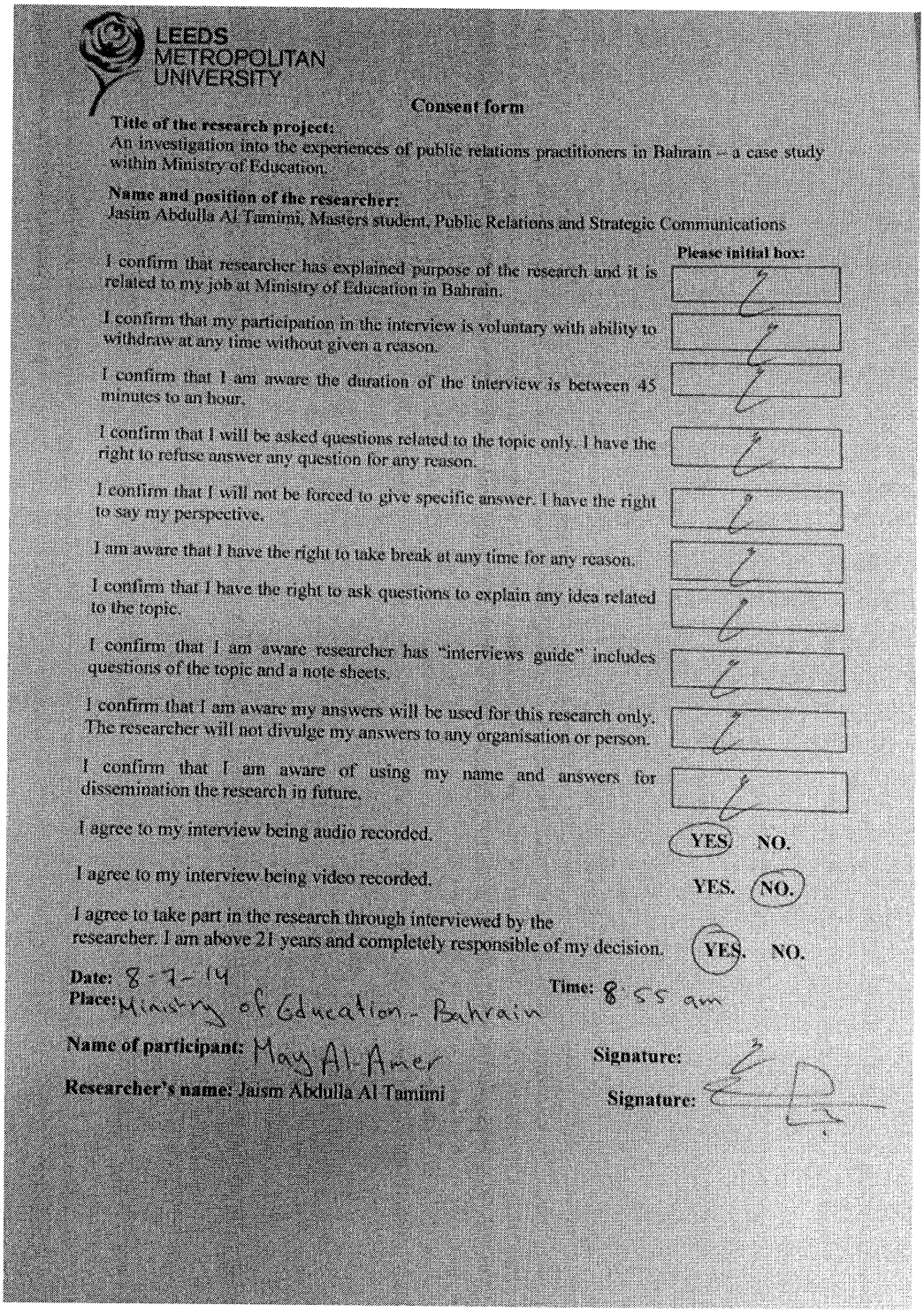
It should be said that Doua already has been to each event and filmed them through using video camera. Although Doua position is PR practitioner, she was doing tasks of Media such as filmed and editing.

Doua has spent most of the time editing the film. She has taken three breaks. During one break Doua has been to the PRMD in building number four to speak with photographer about what she has been doing? As well as welcoming her colleagues or other PR practitioners.

Furthermore, Doua seemed social and in a good relationship with her colleagues. She usually welcoming them and speaks about their feeling during the holy month as well as about their work.

Appendix 9

The consent forms of the five participants.



LEEDS METROPOLITAN UNIVERSITY

Consent form

Title of the research project:
An investigation into the experiences of public relations practitioners in Bahrain – a case study within Ministry of Education.

Name and position of the researcher:
Jasim Abdulla Al Tamimi, Masters student, Public Relations and Strategic Communications

	Please initial box:
I confirm that researcher has explained purpose of the research and it is related to my job at Ministry of Education in Bahrain.	✓
I confirm that my participation in the interview is voluntary with ability to withdraw at any time without given a reason.	✓
I confirm that I am aware the duration of the interview is between 45 minutes to an hour.	✓
I confirm that I will be asked questions related to the topic only. I have the right to refuse answer any question for any reason.	✓
I confirm that I will not be forced to give specific answer. I have the right to say my perspective.	✓
I am aware that I have the right to take break at any time for any reason.	✓
I confirm that I have the right to ask questions to explain any idea related to the topic.	✓
I confirm that I am aware researcher has "interviews guide" includes questions of the topic and a note sheets.	✓
I confirm that I am aware my answers will be used for this research only. The researcher will not divulge my answers to any organisation or person.	✓
I confirm that I am aware of using my name and answers for dissemination the research in future.	✓
I agree to my interview being audio recorded.	(YES) NO.
I agree to my interview being video recorded.	YES. (NO.)
I agree to take part in the research through interviewed by the researcher. I am above 21 years and completely responsible of my decision.	(YES.) NO.

Date: 8-7-14 **Time:** 8 55 am
Place: Ministry of Education - Bahrain

Name of participant: May Al-Amer **Signature:**

Researcher's name: Jasim Abdulla Al Tamimi **Signature:**

LEEDS METROPOLITAN UNIVERSITY

Consent form

Title of the research project:
An investigation into the experiences of public relations practitioners in Bahrain – a case study within Ministry of Education.

Name and position of the researcher:
Jasim Abdulla Al Tamimi, Masters student, Public Relations and Strategic Communications

	Please initial box:
I confirm that researcher has explained purpose of the research and it is related to my job at Ministry of Education in Bahrain.	[ ]
I confirm that my participation in the interview is voluntary with ability to withdraw at any time without given a reason.	[ ]
I confirm that I am aware the duration of the interview is between 45 minutes to an hour.	[ ]
I confirm that I will be asked questions related to the topic only. I have the right to refuse answer any question for any reason.	[ ]
I confirm that I will not be forced to give specific answer. I have the right to say my perspective.	[ ]
I am aware that I have the right to take break at any time for any reason.	[ ]
I confirm that I have the right to ask questions to explain any idea related to the topic.	[ ]
I confirm that I am aware researcher has "interviews guide" includes questions of the topic and a note sheets.	[ ]
I confirm that I am aware my answers will be used for this research only. The researcher will not divulge my answers to any organisation or person.	[ ]
I confirm that I am aware of using my name and answers for dissemination the research in future.	[ ]
I agree to my interview being audio recorded.	(YES.) NO.
I agree to my interview being video recorded.	YES. (NO.)
I agree to take part in the research through interviewed by the researcher. I am above 21 years and completely responsible of my decision.	(YES.) NO.

Date: 8/7/2014 **Time:** 11 am
Place: Ministry of Education

Name of participant: Fawzia Mohamed Ahmed **Signature:**

Researcher's name: Jaism Abdulla Al Tamimi **Signature:**

LEEDS METROPOLITAN UNIVERSITY

Consent form

Title of the research project:
An investigation into the experiences of public relations practitioners in Bahrain – a case study within Ministry of Education.

Name and position of the researcher:
Jasim Abdulla Al Tamimi, Masters student, Public Relations and Strategic Communications

	Please initial box:
I confirm that researcher has explained purpose of the research and it is related to my job at Ministry of Education in Bahrain.	
I confirm that my participation in the interview is voluntary with ability to withdraw at any time without given a reason.	
I confirm that I am aware the duration of the interview is between 45 minutes to an hour.	
I confirm that I will be asked questions related to the topic only. I have the right to refuse answer any question for any reason.	
I confirm that I will not be forced to give specific answer. I have the right to say my perspective.	
I am aware that I have the right to take break at any time for any reason.	
I confirm that I have the right to ask questions to explain any idea related to the topic.	
I confirm that I am aware researcher has "interviews guide" includes questions of the topic and a note sheets.	
I confirm that I am aware my answers will be used for this research only. The researcher will not divulge my answers to any organisation or person.	
I confirm that I am aware of using my name and answers for dissemination the research in future.	
I agree to my interview being audio recorded.	YES. NO.
I agree to my interview being video recorded.	YES. NO.
I agree to take part in the research through interviewed by the researcher. I am above 21 years and completely responsible of my decision.	YES. NO.

Date: 9-7-2019 **Time:** 10:00 am

Place: ~~Ministry of~~ Ministry of education

Name of participant: Asmahan Khalil Maroof **Signature:**

Researcher's name: Jasim Abdulla Al Tamimi **Signature:**

LEEDS METROPOLITAN UNIVERSITY

Consent form

Title of the research project:
An investigation into the experiences of public relations practitioners in Bahrain – a case study within Ministry of Education.

Name and position of the researcher:
Jasim Abdulla Al Tamimi, Masters student, Public Relations and Strategic Communications

	Please initial box:
I confirm that researcher has explained purpose of the research and it is related to my job at Ministry of Education in Bahrain.	
I confirm that my participation in the interview is voluntary with ability to withdraw at any time without given a reason.	
I confirm that I am aware the duration of the interview is between 45 minutes to an hour.	
I confirm that I will be asked questions related to the topic only. I have the right to refuse answer any question for any reason.	
I confirm that I will not be forced to give specific answer. I have the right to say my perspective.	
I am aware that I have the right to take break at any time for any reason.	
I confirm that I have the right to ask questions to explain any idea related to the topic.	
I confirm that I am aware researcher has "interviews guide" includes questions of the topic and a note sheets.	
I confirm that I am aware my answers will be used for this research only. The researcher will not divulge my answers to any organisation or person.	
I confirm that I am aware of using my name and answers for dissemination the research in future.	
I agree to my interview being audio recorded.	YES. NO.
I agree to my interview being video recorded.	YES. NO.
I agree to take part in the research through interviewed by the researcher. I am above 21 years and completely responsible of my decision.	YES. NO.

Date: 10/7/2014 **Time:** 9:30 a.m.
Place: Ministry of Education in Bahrain

Name of participant: Shaima Ebrahim Buhazza **Signature:**

Researcher's name: Jasim Abdulla Al Tamimi **Signature:**

LEEDS METROPOLITAN UNIVERSITY

Consent form

Title of the research project:
An investigation into the experiences of public relations practitioners in Bahrain – a case study within Ministry of Education.

Name and position of the researcher:
Jasim Abdulla Al Tamimi, Masters student, Public Relations and Strategic Communications

	Please initial box:
I confirm that researcher has explained purpose of the research and it is related to my job at Ministry of Education in Bahrain.	
I confirm that my participation in the interview is voluntary with ability to withdraw at any time without given a reason.	
I confirm that I am aware the duration of the interview is between 45 minutes to an hour.	
I confirm that I will be asked questions related to the topic only. I have the right to refuse answer any question for any reason.	
I confirm that I will not be forced to give specific answer. I have the right to say my perspective.	
I am aware that I have the right to take break at any time for any reason.	
I confirm that I have the right to ask questions to explain any idea related to the topic.	
I confirm that I am aware researcher has "interviews guide" includes questions of the topic and a note sheets.	
I confirm that I am aware my answers will be used for this research only. The researcher will not divulge my answers to any organisation or person.	
I confirm that I am aware of using my name and answers for dissemination the research in future.	
I agree to my interview being audio recorded.	YES. NO.
I agree to my interview being video recorded.	YES. NO.
I agree to take part in the research through interviewed by the researcher. I am above 21 years and completely responsible of my decision.	YES. NO.

Date: 15.7.2014 **Time:** 9:41 AM
Place: Ministry of Education

Name of participant: Dawood Al Dossary **Signature:**

Researcher's name: Jasim Abdulla Al Tamimi **Signature:**

Appendix 10

The interviews guide for this research.

Background and Experiences:
How long have you been working with MOE?
How long have you been working at PRMD?
What are positions have you occupied?
Can you tell me please about your academic and professional or professional qualifications?

Role of PR practitioners within MOE:
Can you tell me please about the MOE, What is the purpose of MOE?
What does this role mean to you?
What kind of works or tasks are you doing at PR department? (Media Relations)

The discourse:
When you writing something about officials, do you use special words? Why?
What about the eloquence (rhetoric)?
What extent these tasks reflect the practice of PR?
Can you tell me please about the relationship between PR department and other departments within MOE?
Which channels are used to communicate with other departments?
What is the purpose that PR department communicates with other departments?

Stakeholders:
Who are MOE's stakeholders?
Are there any activist groups (societies) (democracy)?
What nationalities are within stakeholders?
What extent the diversity of nationalities within MOE's stakeholders influences the role of PR?
What kind of tools (channels) does PR department uses to communicate with its stakeholders?
What about their feedback, from which channels are you receiving their feedback?
What extent do you think important to receive feedbacks from stakeholders?
What are you doing after receiving feedbacks?
What extent these communication channels help stakeholders to say their opinion?
What do you think about stakeholders discourse? (Flow of information).
As stakeholders able to create information, can you tell me the role of PR in this case?
How do you feel when you contact direct with stakeholders?
What extent do you think that you are helping stakeholders enough (adding values)?
What benefit do you achieve when you communicate with stakeholders?
What are you trying to do for stakeholders (provide services / persuade)?

How are you trying to achieve?

Purpose of PR:
Can you explain the purpose of practice PR within MOE?
Why do you think MOE should practices PR? (Change people's opinion and behaviour)

Relationship with colleagues:
Can you tell me about your relationships with your colleagues?
I would move to ask you now about your colleagues depending on their gender. Can you explain to me your relationship with male / female? How have you found their behaviour?
Who is shape your relationship with your colleagues? (custom and regulations).
What about your relationship with the manager of PR department?
When you deciding to do something related to PR, do you usually ask your manager?
How would you like the department to be?
Can explain to me please the differences between PR practitioners' tasks and managers' tasks?

Personal Relationships:
Can you tell me about your personal relationships (societal life), Does it makes influences on your work?

Hospitality and Protocol:
Can you tell me please about role of hospitality at MOE? What kind of works do you do?
What extent importance of these works?
Can you explain to me please the way that PR practitioners follow to communicate with officials people? (Hierarchal order)
What about dignitaries?
Why the content of PR (media relations) influenced by position of people? (sender sometimes more important than the message)
What extent these tasks important for practice PR at MOE?

Involving in the decision making:
What is the position of PR department within MOE?
What do you think about this position?
What extent PR department involves in this decision making process of MOE? Explain please?
What extent stakeholders involve in the decision making process of MOE? (Does the decision is made with consideration of stakeholders?) explain please?

Researches:
How can PR department identify potential stakeholders? Can you give me examples please?
Have you involve in any kind of PR research within MOE?
Have you involve in any kind of PR plan within MOE?

Why do think there is a lack of research?

Culture:
What extent that external environment influences practice PR within MOE? (social and political system).
How do you look (feel) to your future within MOE? Why?
Who supports you to think in that way?

Bahraini society:
What cultural values accepted in the society? Can you explain them please?
What extent openness on western cultures influences the Bahraini society (Conservative and liberal)?
What extent do you think practice PR within influenced by western cultural values?
How do you think about western cultural values such as individual, personal relationship?
What do you feel?

Family:
What does MOE means for you?
What extent that mutual influences between your social life (family) and your job? Explain it please?

Religion:
I would ask you about the heritage and civilization of Arab. What does it means to you?
Can you explain to me please what extent the role of Islam influences practice PR at MOE? Can you give examples please?
What do you feel?

Binaries:
What do you think of practice PR in the western countries, in particular the UK and the US?
Can you explain the differences between practice PR within MOE and in western countries?
Why the comparison is used with western countries?
Why do you think these differences have emerged? (Different cultures)
Do you think Bahraini society influenced by western culture? Why?

Appendix 11

Interview transcript with participant number 1 May Al – Amer.

Interview number: 1
Name of participant: May Al – Amer.
Date: 8/7/2014.
Time: 08:55 am.
Place: MOE.

THE RESEARCHER: Today is Wednesday 8th July 2014. We are now at MOE in the Kingdom of Bahrain. I would welcome you to participate in this interview for a research of masters degree in PR and Strategic Communication.
In the beginning can you please introduce yourself? Your name and the department that you are work with.

MAY: My name is May. I work with MOE at PR and Media section.

THE RESEARCHER: OK. How many years do you work with MOE?

MAY: Almost five years.

THE RESEARCHER: What positions have you worked with?

MAY: I have started as PR Specialist [PR Practitioner] and now PR First Specialist.

THE RESEARCHER: Can you let me now about your Curriculum Vitae? What PR qualifications do you hold?

MAY: I hold bachelor in PR and MEDIA minor specialty in Tourism and Hotels from the University of Bahrain.

THE RESEARCHER: What about other qualifications such as courses?

MAY: I hold courses in Media, Marketing, crisis Management and last course was in Protocols.

THE RESEARCHER: Now I would ask questions about the role of PR practitioners at MOE. What roles do you do at MOE?

MAY: The most prominent that I do at PR is organising workshops, courses and helping other department in organising them. (.....) . Sometime we respond for audience inquiries because sometimes they want to find some department and they do not know so they come to us and we give them a response.

Our section organises Educational Programme for Students so we take them to educational trips related to the curriculum of the ministry to developing the awareness of students. [It should be demonstrated PR at MOE organise annual Educational Programme for Students which consists of schedule for visiting places such as Museum, Forts, Factories and others. PR practitioners, who organise these trips, communicate with many organisations and ministries].

We deal with audience more through courses, workshops and conferences, which we organising. These are we doing.

THE RESEARCHER: How do you feel when you do these roles? How do you consider these roles? Do you feel these roles part of PR or others?

MAY: There are some things felt part of PR and there are others not. We do things that should not the PR do them. Some tasks interfered within PR, however, they do not relate to it.

THE RESEARCHER: What are these tasks? Can you give me example?

MAY: For instance, (...) The prevalent concept here that PR related to the Hospitality only. This is what I feel most of our roles at the PR related to the Hospitality. We do not have major role for managing conferences because usually there are others participate with us for managing conferences, however, this must be done by PR only.

THE RESEARCHER: OK. As you have said that not only PR managed conferences, is there other organisations participated whether from inside or outside the ministry?

MAY: From inside the ministry. For instance, we have (...) For instance, there is the educational conference managed by Curriculum Department because it is expert in that. [In addition, Curriculum Department] evaluates this conference and invited most of the participants but not the PR. PR only participate for welcoming and provides accommodation as well as organising the days of the conference.

THE RESEARCHER: OK. Now I would like to ask you about your relationship with other departments. How do the communication with them? What tools do you use to communicate with other departments at the ministry?

MAY: (...) we communicate with them more through official letters (...) as well as by telephones.

THE RESEARCHER: Is there plan with them [between the PR and other departments] whether for long or short terms?

MAY: No. Long term or short term plans nothing. I mean if there is something with high level before a month, however, if there are workshops and seminars between one or two weeks. This is communication with them.

THE RESEARCHER: OK. What is the aim of communication with other departments? What are the aims that you reach of this communication?

MAY: Their aims or our aims.

THE RESEARCHER: Aims of PR. What reasons lead you to communicate with other departments?

MAY: Because of the aims we must communicate with them. There is possibility that they start something with mistakes or, for instance, (...) they maybe say something should not be said or write wrong announcement [Press Release] so our role is to monitor. We communicate with them to monitor and let them know if there is a mistake or advise them.

THE RESEARCHER: OK. Now I would ask you about the organisation, the MOE. As PR practitioner at MOE, what is the role of MOE?

MAY: The PR or the ministry.

THE RESEARCHER: The ministry.

MAY: The MOE from its name its role is about education. It is concerns with huge category of the society because there is not any person in the society does not have somebody studying at Public Schools [belong to the Government] or Private Schools [owned by people but not the Government]. [The society depends on the family as basis so she means the person maybe has a child or a brother or a sister or a cousin studying at schools].

The role of the MOE is very important within the society because it concerns with preparing generations through providing the education and teaching students concepts so our role [The MOE] is important with the society.

THE RESEARCHER: How do you feel of that you work with this organisation?

MAY: (...) ((My feeling I do not know)) [smile and seems comfortable]. It is nice that I work with organisation helps huge categories in the society which means I have a role.

THE RESEARCHER: Now I will move on the relationship with audience. What are the categories of audiences?

MAY: Nowadays I communicate more with schools because I work with Educational Programme for Students so I try to communicate with them and know what they want. Sometimes they need something I cannot understand or I mean we have shortage so I try to meet the demand.

For conferences we communicate with communicate with Parents more than Teachers and Students. Sometimes they have points want to convey them to the officials. This is the link between me and the external audience.

THE RESEARCHER: What about other organisations? Do you communicate with organisations or societies that concern with education?

MAY: Yes. There are many organisations. As I have told you there is the Educational Programme for Students so sometime we do coordination with other ministries and organisations. [Thorugh this programme] students visit many organisations to get explanation about their roles in the Bahraini society.

We try to communicate with them [other organisations] because our role concerns with education as well as there are other organisations help students. For instance, graduated students helped to get ideas about studying at universities. What should benefit them and what the market requires? This is our role.

THE RESEARCHER: Ok. What are the nationalities of the audience? Are the majority BAHRAINI or there is others?

MAY: The majority is Bahraini as well as other Arab nationalities.

THE RESEARCHER: Arab nationalities only.

MAY: The majority of Non Bahraini is Arab.

THE RESEARCHER: What is the influence of multi nationalities in practice PR? Do you feel there is difference in culture when communicate with Non Bahraini audience?

MAY: Yes there is difference, in particular within the culture. As Arab society our religion and language is same, however, there is little different cultures and traditions make influence.

THE RESEARCHER: OK. About the internal and external ministry's audience, what tools used to communicate with them? As you have said that communication with internal audience through official letter but what about external audience?

MAY: Communication with external audience usually done by the PR. Here in the MOE the PRMD divided into two sections: PR and Media Section. The communication with audience usually done by the Media [Section]. We have social media such as Facebook, Twitter and Instagram as well as Hotline for complaints. The communication with audience usually done through the Media Section more than PR. Some people call us and we convey them with the Media Section.

THE RESEARCHER: Do you have idea if the department knows feedback of audience toward ministry's activities and services?

MAY: Yes. We usually do. The Media [section]. Sometime there is an issue such as The Development of Schools TIME project so this issue published on newspapers and we know about opinions [from Media]. We know what is the perspective of the ministry so when we asked during conferences or workshops, we should know about topics of the ministry. [It should be demonstrated that PR practitioners attend conferences and workshops as organisers not as speakers or gests].

THE RESEARCHER: As you have talked about the feedback that sometimes discussed with you during conferences, is there any other situations?

MAY: (...) ((smile))

THE RESEARCHER: After you know the feedback of audience, do you know take care of their opinions when implement plan or programmes?

MAY: We convey. We are a link, however, not everything we can do. As I have told you MOE has many departments such Primary Education, Intermediate Education, Secondary Education and Higher Education so we could convey to each department the perspectives of people or their problems to let the departments communicate with them. Our role is a link.

THE RESEARCHER: OK, OK (...) what about the discourse between the ministry and audience? Does the ministry depend on news or advertisements? Do you know plans of this?

MAY: Do you mean the communication.

THE RESEARCHER: The communication with audience.

MAY: AS I HAVE TOLD YOU [spoken loudly] the more communication through Twitter. We put [publish] titles and headings on Twitter. On the Instagram we say about our programmes. If the schools know something, they send to the Media section as for publishing on social media. On Instagram publications about schools and ministry's achievements as well as on Newspapers because we convey with almost all local Newspapers. [It should explained that in Bahrain five daily Arabic Newspapers and Two daily Newspapers. Ministries and other organisations usually send their news by email to Newspapers].

We announce about our workshops, conferences, new plans on Newspapers because they are the link with audience. Also the Social Media, which become focused by people more than Newspapers.

THE RESEARCHER: How do you feel when you communicate with audience and receive their perspectives?

MAY: (...) A nice feeling because sometimes audience make us aware about some issues so the communication with them is nice because they advise us sometimes. They say this is negative and this is positive so they make us aware not always about negative, however, we receive nice responses from them and feel happy. ((As I have told the Media has more and we are a link)) ((Little smile)).

THE RESEARCHER: OK. About communication with audience. When you speak with any kind of ministry's audience, what is the aim? Do you feel that you provide services or try to persuade them or impose specific opinion?

MAY: Impose specific opinion seem difficult toward the receiver. I do not think especially in this time you can persuade a person if he or she has opposite image [opinion or understanding] toward you. The children cannot be persuaded so how to do it with the parents?

We try to convey our image. I mean the aim that we would like to receive so we get responses sometimes opposite, however, we try to reach a solution makes both sides satisfy but nor persuade or impose.

Sometimes others perspective is better than us so we take from them many things. We try to be a link. I mean to know our negatives and positives then from this basis we provide something better to them [the audience] to make them comfortable toward us. We do not impose any thing, however, we would like to get agreement. We do not impose our opinion. The imposition is difficult.

THE RESEARCHER: OK. I would ask you about the purpose of practice PR at MOE? How do you feel?

MAY: The purpose is gain the audience. Correction of many concepts. I think there is a lot of thinks (...) the society, who is within cooperation with the ministry, has many incorrect concepts about the ministry so our role is to correct these concepts.

THE RESEARCHER: For instance, what are the incorrect concepts?

MAY: For instance, now because of The Development of Schools Time Project the ministry faced a lot of oppositions from The Parents. They say what is the reason of extended? Comparing with other societies we was the less society with school day time so students were not get the knowledge within enough time as we as they faced pressure at their homes [the pressure because of home works].

The expansion is for students' benefit more than us [The MOE]. I can ask what is the ministry's benefit of the expansion? We have implemented the expansion of the time to the students' benefit. Our role nowadays is trying to say the correct concept to the society as well as try to make it accepted.

THE RESEARCHER: I would move on another part. Relationships with colleagues at PRMD. Can you tell me about your relationship with colleagues?

MAY: At PRMD the number of practitioners is few.

THE RESEARCHER: Almost.

MAY: The head, two group leaders, two first specialists and three employees so the number is few approximately seven or between seven to eight.

THE RESEARCHER: Genders.

MAY: Half of them are females or three females and others are males. Our relationships are a brotherhood relation. We understood each other and helpful. The relationship is nearly to be a brotherhood more than colleagues.

THE RESEARCHER: Can I say there are official and unofficial relationships. What about role of traditions and custom in the society. Do they make influence?

MAY: The make influence, however, we are (...). From our traditions and custom we say each person knows his or her responsibility (...) normal, the brotherhood relationship does not include excesses so our relationships are nearly to be a brotherhood more than colleagues.

The colleague relationship may be tough, however, within brotherhood you can give a request and will be done as well as the opposite is normal.

THE RESEARCHER: About relationship with your boss, do you consult him or her in all decisions that taken by you?

MAY: Often yes I consult my boss because we are same as brothers. Our boss same as a father so always a girl or a boy ask their fathers in any decisions that they would take. We ask our boss because he gives us a perspective from his experiences in the work and gain the benefit when we take our decisions. For daily decisions we take normal procedures or routine, however, for other with high level we ask our boss.

THE RESEARCHER: Are there plans or only daily work?

MAY: Often daily work and we do not have plans. Normally, if there is a conference or huge things, we have plans so we have meetings to take decisions, however, most of our work concerns with daily things.

THE RESEARCHER: We have talked about friendly relationships that help to do work. What about relationships within social environment and official relations with colleagues? Do they help you to do some tasks or you follow the official way? [Unofficial relations same friends help to do task faster]

MAY: (...) sometimes but not always. Sometimes I need to do tasks faster so if I have relation with a department more than others (...) ((There are social communications)) ((smile)) help to do tasks, however, THERE IS NOT EXCESSES.
[Social communications] make the routine things faster.

THE RESEARCHER: For instance, relationship of friends maybe helps?

MAY: Yes the relationship of friend helps more. When there is image of you to gain other department through help it to do something, the opposite is same the department will help you. Output of things you have done in the work but not as a friend (...) link between the works. If you prevent something for them, they will prevent something for you. In our department we often try to give solutions (...) or, for instance, if we want something impossible, we try to give them alternative thing so from this we gain many departments and if we want something, they help us. I mean we try to help each other (...) not only from friend relationship also at work.

THE RESEARCHER: Now I will move on the Hospitality and Protocol part. As you have said the section [PR] do this procedure, what tasks do you do with titled Hospitality and Protocol?

MAY: Often welcoming gests form outside Bahrain. When we have welcome, we do escort for dignitaries whether from inside or outside Bahrain. (...) This task we do at MOE.

THE RESEARCHER: How do consider extent of importance of Hospitality and Protocol tasks?

MAY: They are important. Of course very important because people consider the role of PR must be through best image [reputation]. If the person does not know the Protocol how to manage, all tasks done by the ministry will be missed.

THE RESEARCHER: Now I would ask you about the role of the department for decision making within the ministry. Do you have idea about position of the PR within ministry structure?

MAY: Yes. Following the higher department under minister office direct.

THE RESEARCHER: What do you think of this position? How do you feel?

MAY: The position is as it should be. This is correct. The role of PR must follow the higher department at MOE under the minister office direct. We are the link between the ministry and the society so our position must be high to convey perspectives and problems of audience with the ministry faster. As we within higher department, the link with the minister and other departments faster.

THE RESEARCHER: OK. As you have said that the department within higher departments, do you contribute with the decision making within the ministry? For instance, implementing plans, communicate with audience or implementing plans for projects.

MAY: Yes I think it contributes (.....).

THE RESEARCHER: Are there examples show contribution of PR within decision making? Does PR influences taken specific decision?

MAY: Yes because as I have told you we are a link. The feedback that we received from audience conveys it. From this basis they [higher department] make the decision so our role is a major cause to reflect the image of the ministry. We reflect the image and how be developed so from this they make the decision. We participate in the decision (...) I can say we have fifty percent participating in the decision making of higher department. Perspectives of audiences

come to us and we analysis them then give them to higher department to take the decision so we participate in the decision making by fifty percent or I can say more.

THE RESEARCHER: I will move on another part, the researches part. In the beginning how PR identifies the target audience or future audience for specific project?

MAY: Our role is not that much because we communicate more with departments. Departments identify their audience and from this basis we work but not us do identifying for audience. In some programmes we should meet them and discuss so from this we know the audience. Sometimes within their programmes they [other departments] identify the duration and specific audience so communicate with them and with the audience. [It should be said this done for some short term workshops or events. For instance, workshop about teaching math for primary school students so The Primary School Department needs specific audience such as math teachers at some primary schools].

THE RESEARCHER: OK. Have you participated with researches of PR and Media? Do researches done?

MAY: ((No)) [seems sad].

THE RESEARCHER: What about plans? Have you participated with implementing plans or programmes whether for short or long terms?

MAY: Yes for routine things we have plans within the section especially with schools audience.

THE RESEARCHER: I will move on the part of relationship between culture and domestic society. How you consider influence of social and political system on practice PR? During practicing PR, do you influenced by social system of the society? Do you consider political things?

MAY: If we say (...) social influences some things.

THE RESEARCHER: For instance.

MAY: As I have said the concept of traditions and custom sometimes can be obstruction. We educated of some things no no (...) I mean not easy to nick any door and entre so this influence on our role.

THE RESEARCHER: About the audience, do you feel that the ministry's audience whether internal or external able to say their opinions free or there are some boundaries?

MAY: Especially in the Bahraini society, we have so much freedom of speech. It can be said our freedom is open and audience can say whatever they want. We gain benefit about many things from the audience. We do not have obstacle, however, Bahraini audience has freedom of opinion and people hang on of their freedom of speech.

THE RESEARCHER: I would ask you about your occupational future at MOE. How do you consider the future, as PR practitioner?

MAY: Do you mean the occupational? As progression, each person prefers to be progressive. I am AL – HAMDULLAH [means THANK YOU GOD] I was specialist [PR practitioners] became first specialist and IF THE GOD WILLING I will continue. From other level I ambitious to continue my study to lean more concepts help me to implement them later within the work.

THE RESEARCHER: OK OK. We have talked about traditions and custom. Do you think there are specific custom within the society? For instance? What kind of traditions and custom do managing your relationship with your boss or colleague whether male or female?

MAY: Our traditions and custom do not allow being correlation between male and female outside the family such as brother or cousin (...) now there is little change of the concept. For instance, if you have a colleague in work, there is obstacle means why always with this person.
Now this concept little changed but not cancelled. The viewed toward colleague as same brother or cousin. This is the prevalent concept.

THE RESEARCHER: As you have said that there are concepts changed, do you think the society influenced by concepts from other cultures, western cultures? How do they influence?

MAY: No not from western concepts. Because the society has been developed, the view little has not as same the past. In the past female does not work a lot because of her house and family, however, now she is working at many open places and mixed such as Universities and Private Schools.

The concept has been little changed and female does not as the past only in her house, however, now she is in everywhere. She becomes a Doctor and Engineer so the concept little has been changed (.....).

From western perspective I mean foreign or western cultures because of the nature of work the concept has been changed.

THE RESEARCHER: I would ask about the relationship between your family and your work. Do your decisions for work influenced by family?

MAY: Yes but sometimes.

THE RESEARCHER: For instance.

MAY: Sometimes (...) if I have task outside Bahrain I feel hesitant because I am married and I have children so I give this task to another person. This is often travelling outside Bahrain. For task inside Bahrain there is coordination so there is not a lot of decisions link to my family.

THE RESEARCHER: I mean your family does not forced or impose you?

MAY: No. I can manage coordinate between both of them. AL – HAMDULLAH [means THANK YOU GOD] if there is coordination between both of them, IF THE GOD WILLING there is not problems and practice [PR] be normal. Everything is normal.

THE RESEARCHER: now I will speak about the religion, in particular the ISLAM which is prevalent religion in Bahraini society. Do your work at MOE influenced by history and religion?

MAY: ((No)) [seems wondered] because religious things (...) we educated on them. All have religious concepts or from heritage or history. The Islam says we must work and the work must be to the fullest. There are Honesty and Cooperation between colleagues. Our religion wealthy so this helps us a lot at work. The religion does not make strong influence.

THE RESEARCHER: OK. Do you feel the relationship between male and female inside the ministry influenced by the religion or not?

MAY: ((No)) [seems wondered] as I have told you we are in brotherhood relationship. Males help females as well as females help males (...). I do not feel the relationship influences, however, we know what is correct and incorrect and from this basis we deal. There is not strong influence between males and females.

THE RESEARCHER: Now I will move on term of the relationship between East and West, which used a lot. From your perspective, how do you consider the practice of PR in the western countries, in particular in the America [The US] and Britain? How have you found practice of PR here and there?

MAY: There are differences.

THE RESEARCHER: What are the differences?

MAY: I think differences often from traditions and custom and the Arabic concept of PR role. In the Arab society still the role of PR is incorrect. I mean still as I have said that there are concepts

and things interfered in the PR, however, they should not done by PR. Tasks do not related to PR.

THE RESEARCHER: For instance.

MAY: (...) For instance, about this ministry any things or any project wanted come to PR, however, these maybe not from PR tasks and there are other departments do these tasks. About tickets and visas [get a ticket and visa for ministry's guests or buy tickets for ministry's staff who travelling outside for conferences], we help, however, still we asked why you do not do that? You are from PR and should do that. Ok we should help, however, there are other staff specialist for doing these tasks. No no you are from PR and must do these.

The concept in our society that PR do all ministry's roles, however, there are other departments for these tasks.

[For instance,] some people said that accreditation of certificate is your role [PR] and you should do, however, there is department for this task. We cannot do other departments task so this concept (...). I think other societies consider and aware the role of PR more than Arab Society.

THE RESEARCHER: From which side? How?

MAY: Their concept. The view of the society. Their societies view. The view of the society has role. The Arabic Societies do not have the concept of PR role.

THE RESEARCHER: About the comparison between East and West. Do you think used a lot in the society, in particular within the ministry or no?

MAY: Some people use it a lot and some no. Still we cannot generalise this. Some people link to other societies [means people who live outside Bahrain and majority in the western countries] and feel about their concepts and roles. They say THEY ARE WHERE, HOWEVER, WE ARE WHERE [This prevalent sentence in the society means the west in high position better than us]. Their role different from our role, however, if the person does not link with other societies do not has this perspective.

THE RESEARCHER: What reasons cause of differences of implement PR within the ministry

MAY: [interrupt the researcher] Still as I have said that the view of the society has not changed yet. If the view of the society change and the role of PR understood, the differences will be removed.

THE RESEARCHER: How can change the view of the society?

MAY: (...) ((smile)) I do not know I feel it is difficult to be changed easy. As we have traditions and custom have been changed with the pass of time. [For instance,] females were in their houses become working in many places I think with practicing PR (...) when the way practitioners themselves reflect PR and make people understand their role, the view will be changed.

It is from PR practitioners side. Awareness of the way of present. I mean how receiver will understand PR role from PR itself.

THE RESEARCHER: I would ask you about role of the head of PR or The director. Role of the head of PR or the director of PRMD within decision making. How do you consider their position?

(...) as If I have told you here there is a director and heads. Two sections and both of them has a head. The director always communicate with heads more than employees. The director does not taking decision before ask the person, who are concerns with it whether from PR side or from Media side as a complaint [a complaint means feedback from audience whether by newspapers or hotline or others].

Always there are weekly meetings or sometimes daily meeting between them [the director and heads of sections] and through this basis the decision is made but not individual decision. Most of decisions (...) between the director and the heads and sometime specialist and from this basis the decision is made after discussion to get benefit for the ministry and audience.

THE RESEARCHER: OK. What about the position of the director within the ministry? Do you think the director contribute within higher department? I mean attending meetings and making influence on decision making?

MAY: Yes. I think the director available in everywhere so he has the view for each decision can be made as well as the basis and reasons for the decision. The decision is made with participation of the higher department but not by the directorate only. Always there is participation.

THE RESEARCHER: As you have said that you have never participated with researchers for PR plans, do you feel this makes weakness on your performance? Do you think your work needs researches of PR?

MAY: The work needs. For me AL – HAMDULLAH [means THANK YOU GOD] I have never face any insufficiency. Although I have been working since few years, I practice a lot so from these tasks I gain many things [experiences]. Not only researches help me. I feel that communication with audience during conferences and workshops is a research for me.

THE RESEARCHER: Future view of PR. Do you feel there are challenges need to be developed at work?

MAY: Yes there are challenges and there are things need to be developed (...) There is a lack of training courses for employees [PR practitioners] so we need more. I think the experience only is not enough and I need to learn concepts can help me in the work. The experience is helpful but not in all cases.

THE RESEARCHER: There is a question about audience. As you have said that the majority is Bahraini and some Arab nationalities, do there a communication with other nationalities?

MAY: In our society there are Arab and Foreigners. The majority that we communicate with them within schools are Arab, however, there are many in the Private Schools [owned by people but not the Government] as well as others at Public Schools [belong to the Government] do not speak Arabic so they are special cases so we have specialist as a link with Foreigners.

THE RESEARCHER: Would you like to say something that I have not asked you about it or adding something about PR at MOE.

MAY: No thank you I feel you have cover everything.

THE RESEARCHER: In the end of the interview thank you a lot for your time.

MAY: Thank you.

Appendix 12

Interview transcript with participant number 2 Fawzia Mohamed Ahmed.

Interview number: 2
Name of participant: Fawzia Mohamed Ahmed.
Date: 8/7/2014.
Time: 11:00 am.
Place: MOE.

THE RESEARCHER: I would welcome you to this interview which I do for a research of masters dissertation in PR and Strategic Communication.
First of all can you introduce yourself?

FAWZIA: My name is Fawzia Mohamed. I am married. I work for PRMD at the MOE in particular, Social Media Unit.

THE RESEARCHER: How many years have you been working with MOE?

FAWZIA: Almost three years.

THE RESEARCHER: What positions have you worked with? Are they with PR department or other departments?

FAWZIA: All with PR department at Social Media Unit. Before I have worked with PR sector at two organisations. I have worked with a bank and a company. They were investor real estate bank and PR agency named Albayan Media Group, which is doing work of PR from A to Z (...) the agency do consultancy for companies and banks who do not have PR and Media Department.

THE RESEARCHER: OK. Can you tell about your academic and professional qualifications?

FAWZIA: I hold bachelor in PR and Media from the University of Bahrain and the major specialty Multimedia. I have attended workshops in Social Media, Electronic Media, Design and Journalism inside and outside Bahrain.

THE RESEARCHER: In the beginning I would ask you about the MOE. How the role of the MOE is or what do you know about it?

FAWZIA: The role of MOE is from its name the Education. Its role is to provide educational services for the Bahraini society. I mean there are many sectors such as Primary Education,

Secondary Education, Intermediate Education, Continuous Education, Private Universities and Private Schools. I mean everything has relation with education is with responsibility of the MOE.

THE RESEARCHER: OK. What tasks do you do at the PRMD?

FAWZIA: Tasks. They are many tasks because here we do not do specific work. We are same the Joker so they [MOE] can gain form us because we do tasks such as announcer of the ceremonies, writing press releases, communicating with journalists, organising activities, organising workshops for department's staff and managing Social Media accounts of the MOE Facebook, Twitter and Youtube [as well as Instagram] (...) we work also with magazine titled Madares [means Schools] so we do updating for news, activities and communicate with other departments to know what they have as new and publishing their news through our communications channels.

THE RESEARCHER: OK. As you have talked about many tasks, do you think these tasks related to PR or some of them are not – additional tasks?

FAWZIA: There is interference. Tasks should relate to each other even though do not related to PR hundred percent. Sometimes I do Marketing, Secretary, Administrative and Informational for the ministry [work with media] and PR.

Before two years the MOE, when I started working here, there was not interest with PR as a Bureau because the focus was more on the Media. Recently, PR has started its real role which concerns with organising events from A to Z such as giveaways, choosing the location, writing press releases – what I can say – welcoming for guests, welcoming for journalists and communicate with them or with the Media so the PR has started its real role.

THE RESEARCHER: OK. I would ask you about relationship between PR department and other departments. What ways are used to communicate with them?

FAWZIA: Many ways such as Email and Smart Devices. There is a group on Whatsapp but only for Officials [for example Directors, Undersecretaries and the Minister]. The prevalent way is the traditional through Official Letters.

THE RESEARCHER: OK. What is the aim?

FAWZIA: Usually for doing tasks. I mean departments send letters because they need services such as coverage for event, writing press release, photography, video request, hospitality request or welcoming and others. PR looks to the event then starting preparing for it.

THE RESEARCHER: Now I will move on audience. Who is the ministry's audience?

FAWZIA: The ministry's audience all Bahraini. Usually we have [slang word means the MOE] audience and interested in MOE from inside and outside Bahrain. There are many interested in MOE such as students from Arab Gulf Countries and The Middle East study at Bahraini Universities.
From inside Bahrain usually all interested in MOE such as Parents, Students and MOE's employees, who are nearly thirty thousands, so a wide audience.

THE RESEARCHER: OK. Are their active groups or nongovernmental organisations NGO's that dealing with them?

FAWZIA: (...) Maybe. I remember before two weeks there was a society named the society (...) I will tell you later the name of this society (...) [Child's Wish Society].

The society concerns with Cancer patients so they [slang word means members of the society] request to meet the minister [Minister of Education]. They have some requests about how the MOE give priority to students, who are cancerous so this part of ministry's responsibility for providing services. There are societies [NGO's], however, still there is Bureaucracy.

THE RESEARCHER: OK. About the ministry's audience, as you have talked there are nationalities from the Middle East, is there any more?

FAWZIA: There are from European Countries follow us on Twitter and other countries. We [slang word means the MOE] for period of time were published Tweets in English language so there were Followers. The reason is relation between political situation and education in Bahrain especially schools sometimes were attacked [some schools were attacked by many tools such as through throwing stones toward windows] so there were many interested whether Journalists and Interested in Education and Human Rights, who look to MOE what it provides within domestic and international levels and what are its achievements and what are its participations outside Bahrain?

THE RESEARCHER: Communication with ministry's audience. We have talked about internal audience. What tools are used to communicate with external audience?

FAWZIA: There are many tools. We try to gain from the Technology as much as we can. Now we have website [It should be said that participant means official website of the ministry www.moe.gov.bh/en but it is not new] includes all things (...) needed by interested in MOE.

There are website for complaints [this service is part of the ministry website] and website for audience's complaints and notices on Electronic Government website. [It means ministry's website linked with E- Government website www.bahrain.bh].

There are many accounts on Social Media as I have said before such as Twitter, Facebook and Youtube [as well as Instagram]. There is a telephone – Hotline working 24 hours for receiving audience's inquiries.

We communicate with the audience through Radio and Television [belong to the Government] and Newspapers. MOE has publications such as magazines and books for Educators, Students, Parents and others. The MOE communicate with audience through its Representatives as well as participating in conferences, exhibitions and others.

THE RESEARCHER: OK. Do you think these channels allow to freedom of speech?
[Participants interrupt the researcher]

FAWZIA: Yes.

THE RESEARCHER: or still there is difficulty for all to say their opinions free?

FAWZIA: Yes. It depends on the channel. If we talk about the Television, there is not expression of opinion. If we talk about Newspapers, to some extent there is expression of opinion. If the newspaper is electronic, there is ability to write a comment.

We [slang word means the MOE] focus on publishing and receiving notices as well as following audience and audience follows us through Social Media or the Website. Here there is freedom of opinion. The MOE monitor audience's notices whether on its accounts or on other websites and accounts [There are many popular accounts on Social Media concern with local issues within Bahraini society such as Political issues]. We take care of notices and try to know the person, who writes the notice, to solve the problem or modify our future strategy.

THE RESEARCHER: OK. As you have talked about future strategy, do you mean Feedback from audience? Is there a procedure for Feedback or what do you do?

FAWZIA: ((Of course of course)) [seems confident]. First of all we look to interests of audience or what the audience has? (...)

THE RESEARCHER: Interest.

FAWZIA: I mean if the audience complain of something or has (...) there is a word – so. We try to find what issues interested by audience, what issues influence audience and what issues agreed or disagreed by audience? What we do? Not for all issues but for urgent issues we find the opinions of audience than writing reports.

Here there is a Unit for Measurement and Evaluation [it should be said that MOE has a Centre for Measurement and Evaluation concerns with educational researches not researches of PR field] do researches and distributes questionnaires or other methods for measurement and evaluation. Then form results the new strategy developed to modify previous perceptions and make them suitable with audience.

THE RESEARCHER: OK. As you have talked about perceptions or strategies, is it the strategy of the PR department only or the ministry? Who is implementing the strategy?

FAWZIA: It the strategy of the ministry. PR department just monitor audience opinions, interests and notices than writing a report and send it to higher department which takes the procedure or distributing the report to other departments. We [slang word means the MOE] work or as it can be said that we do part of their work [means the part of PR department], however, we do not do or implement perceptions or regulations.

THE RESEARCHER: OK. What is the position of the director of PR and Media? I mean the position of the department within the ministry structure.

FAWZIA: As a governmental ministry, the PR is under the Minister of Education Office so there is direct relation between the PR and the Minister of Education. There is an ease to convey information and notices so we serve audience fast because there are not many officials we should refer to them. As you know if there is an official then another official and also other official, there is possibility for time consuming so the Minister keens to communicate direct [means communicate with PR] to solve problems fast.

THE RESEARCHER: OK. Interaction with audience. Do you try to persuade them or provide service or only know their opinions?

FAWZIA: All I have said. Sometime persuade them. For instance, in the end of this year [Academic year – in June] decision for starting the Development of Schools Time for Intermediate Schools project was taken so what we did? Firstly, we tried to persuade them so we published Posters in the roads, lectures for Parents and Students to make them comfortable with project and additional Publications in schools. These were done to make the project accepted by audience than announced the project.

What was the question? I mean through persuasion.

THE RESEARCHER: How do you feel when you communicate with audience?

FAWZIA: Honestly JASIM [the researcher], what I say? I mean audience here in Bahrain as well as Gulf Countries and Arab World little negative. Usually, we [means people from Bahrain as

well as Arab World] are in a welfare so we do not accept any decision made even though it is positive more than negative. People view many things as negative and take time to accept them so we have understood the mood of audience. For instance, if the ministry will change the time day of schools from eight to three o'clock, ((a storm of oppositions with notices)) [strong voice] on Newspapers and this will take time to be accepted even though this is for their benefit. They [audience] accept specific approach so when something changed looks new for them so they do not accept it.

THE RESEARCHER: Does PR try?

FAWZIA: [Yes] as much as it can. PR likes the main gate for the ministry and audience. I mean if the audience needs something from the ministry, this is through PR and opposite is the same.

THE RESEARCHER: OK. Now I will move on to the part of relationship with colleagues in the PR and Media. Can you tell me about your relationship with your colleagues?

FAWZIA: Relationship within the work.

THE RESEARCHER: Are they [colleagues] males or females – their gender?

FAWZIA: The majority of employees here at the PR from both genders. Sorry [I mean] females are more than males. Nearly seventy percent is females and thirty percent is males. All ages are under forty from youth generation. There is not stability because employees always have changed and new faces emerged. Maybe because of the work circumstances, which require active for moving between many places more than administrative works. In our society when human be in specific age especially females, traditions and custom start to control. I mean dress will be changed even though casual. Females in the beginning wear many kind of dress, however, later when become older, because of circumstances they wear traditional dress Abaya and Shila [These mean black dress with Head Cover].

For instance, after period of their age the social custom starts to control so their husbands tell them do not go to specific places. Because of this you find most of youths work with PR in Bahrain generally and if there are old people, they are from other nationalities but not Bahraini. This is my opinion.

THE RESEARCHER: Do you feel PR influences PR? Sorry I mean social traditions.

FAWZIA: This is possible. Since short period before few years PR does not accepted in the society. I mean if a female works with PR, [people think] she does marketing for herself which means for show. Especially females. People think PR is sales or, for instance, about using relations [personal relationships or friends] to make facilities for themselves of for companies.

Now this notion has been changed because PR starts to reflect its real image [role] and tasks whether within a company or a ministry. Now there is a change and there is little acceptance in the society. I think there is a development and acceptance will be more in the future.

THE RESEARCHER: Relationship with your boss. Do you ask him or her about all decisions that you would like to do or you can do some tasks without consultation?

FAWZIA: For all decisions I ask my boss then he asks the director. After that the director asks The Minister Office. Maybe specific person, however, I do not know who? We do not take steps or do something without approval from higher department so we do not have any personal behaviour for anything.

THE RESEARCHER: Personal relationships. I mean colleagues and friends at other departments. Do you use your relationships to do tasks?

FAWZIA: Yes I use my relationships to do tasks and they [friends from other departments] do also. I publish their photos [publishing photos for events form other departments on MOE Social Media accounts] as well as publishing their events on Newspapers so the human needs this [personal relationships]. Our task is PR so it requires [personal relationships].

THE RESEARCHER: OK. Another part. Participating in the decision making. As you have said that the department has direct relation with the Minister of Education, what about the role of the Director of the department? Do you feel that the Director contributes in the decision making or away from the decision making within the ministry?

FAWZIA: [The Director] ((participates and makes influence)) [seems certain with strong voice].

THE RESEARCHER: From which way?

FAWZIA: From all sides. Sometimes the Director of the PR and Media makes influences on decision of other departments. The University of Bahrain– we do not have close relation with them, however, from monitored feedback and notices of audience within Bahraini society, the Director contributes in the decision making and within the MOE he makes a significant contribution.

THE RESEARCHER: As you have said that the feedback and opinions of audience are taken, does audience participates in the decision making or only give them information and try to persuade them?

FAWZIA: ((Honestly, they do not participate in the decision making)) [seems certain with strong voice]. Do you need the fact? Their contribution in the decision making is little, however, does not nonexistent. Very little participating.

THE RESEARCHER: What are the reasons?

FAWZIA: Trend or way. Trends of the country and the ministry. There are political things I do not know about them.

THE RESEARCHER: OK. I would talk about researches. As you have said there is a little contribution of audience in the decision making, how do you identify potential audience? Do you know them such as only Teachers and Students or there is specific procedure to identify them?

FAWZIA: There is a future look to engage more audience. There is a website to provide services for interested in education. For instance, our cooperation with Arab Bureau of Education for the Gulf States in the Kingdom of Saudi Arabia. There is a trend to clarify the ministry's projects to be Global. We try to find interested in the education to discuss mutual ideas of Buildings, Educational Projects, Services and Administrative.

THE RESEARCHER: Researches. Have you participated in implementation of researches of PR or questionnaires?

FAWZIA: No. Only simple researches. I am student graduated with bachelor degree so I have never done this [researches], however, I have done very simple researches.

THE RESEARCHER: I mean as PR and Media have you done?

FAWZIA: I have done a questionnaire about extension for Secondary Level [the Development of Schools Time Project]. AL – HAMDULLAH [means THANK YOU GOD] we have linked part of – what is call? (...) we have changed the audience, who were negative and anti extension, to be positive as well as we have done influence toward few members of Parliament and gained their opinions. I mean there is contributions, however, a deep research no.

THE RESEARCHER: The questionnaire was about opinions of Students and Teachers or which category?

FAWZIA: All categories even Parents.

THE RESEARCHER: Was it a questionnaire by hand or online?

FAWZIA: It was a questionnaire by hand and online.

THE RESEARCHER: OK. Now I will move to Hospitality and Protocol, which belong to the PR section. Have you participated in tasks of these things [Hospitality and Protocol]?

FAWZIA: I have participated even though it was not my task. I have participated in welcoming guests in the Bahrain Airport. After that I did quick interviews with them through recording their voices and writing a press release. This happened because there was a need to do tasks about this event so we [PR practitioners] have been to the airport. Here there are specific custom, method and protocol for welcoming and introduce guests depending on their positions and other things I do not know them.

THE RESEARCHER: Do you think tasks of Hospitality and Protocol part of PR or other departments?

FAWZIA: ((Part. Important part. Very, very, very important part that receiving guests)) [seems certain with strong voice]. PR depends on make identity of the organisation and engaging audience. When you engage audience and gain positive audience, this is for your benefits and interest even dignitaries in the society [means dignitaries give strong positive]. We welcome them through worthy way suitable for them [dignitaries] to give them positive image about the ministry and gain them to be with ministry side.

THE RESEARCHER: I will move on Culture of the society or Traditions and Custom. You have already talked about influence of political on decision making as well as about poll the public opinions. Do you think the social system or the environment around the ministry in the society influences PR?

FAWZIA: Yes influenced.

THE RESEARCHER: From which side? Are there examples?

FAWZIA: It influences. I would tell you something here we have account on Instagram [means the MOE account] for publishing photos of events and activities of schools and ministry's departments. I observe there are simple things I have to paid attention toward them. For instance, the dress of a female. Females here, who wear traditional dress, concerns with wearing this dress for taking photos because they want published photos are suitable with traditions and custom of the society to be accepted by people.

If you organised a trip for students whether inside or outside Bahrain, you should make separation between males and females. For instance, separate bedrooms and toilets because we have our traditions and custom.

Education especially. We must educate the generation of teenagers and children out cultural values since they were little to make them able to accept the society easy. Students face conflict between Media and Culture of the Society because the Media is free so they visit very free websites.

THE RESEARCHER: From which side?

FAWZIA: From dress side, culture to be accepted, practices [traditions] of the society. I do not want to speak about drinking Alcohol and Drugs. You have many, many things. Friendship between female and male is very sensitive topic within our society so the ministry makes separation between them and they can meet each other only in the university level which means they spend twelve years of their studying as separated.

THE RESEARCHER: There are Private Schools [owned by people but not the Government] have mix both genders.

FAWZIA: Private Schools require money payment as you know. In these schools there is mixed for people who want and people who do not want prefer Governmental Schools.

THE RESEARCHER: Do you think cultural values form other societies, in particular British and American [The US] make influence?

FAWZIA: What do you mean?

THE RESEARCHER: As you have said there is influence within the content, what kind of influence?

FAWZIA: There is influence. Influence of dress, culture, Islam to be accepted, traditions and custom to be accepted, dress to be accepted and hairstyle to be accepted. The fast foods make invasion toward us ((write the word invasion for fast foods)) [confirmation and strong voice].

You can observe in particular in The US. I mean the society of Europe little bit traditional because it has traditions, custom and principles to be followed, however, if you compare with America, you will find American society is very free so it has little culture as well no traditions and religions. We do not have mix with external world so free media makes influence.

THE RESEARCHER: OK. What extent these traditions influence the practice of PR at the ministry? Do you think they make strong or weak influence?

FAWZIA: They make influence and open space. For instance, PR has tried to make the relation of traditions and custom easy. I mean social custom sometimes influences toward the work and

toward relationships of the country with other countries as well as influences toward – what they say Jasim [the Researcher] (...) motivation for the employee. Have you known?

For instance, I will tell you now we pray five prayers a day and two of them during the work so they take time. It is your right to pray. It is your right to take break. It must be ten minutes, however, as part of traditions and custom you should wait for your colleagues and go together. During this time they maybe speak about some things so when the Director of the Official asks them where are you going? Or why you have come late? They say we have been to pray. Ok the time for praying is ten minutes, however, other time is traditions and custom. The Official cannot ask them about the reason of coming late because they pray to satisfy their GOD. The Islam, traditions and custom lead us to be tolerant toward these things. These influence the performance and time. ((Have you understood Jasim? I will not be misunderstood)) [strong voice].

THE RESEARCHER: Sure. IF GOD WILLING. [People use this phrase a lot. It has two meaning. First is ok and the second related the future with will of THE GOD because the future is uncertain. Here it means ok]. Definitely, the religion makes strong influence toward daily work at PR department.

FAWZIA: Yes. It has a role.

THE RESEARCHER: How do you feel about this? Do think it manages your affairs within the department?

FAWZIA: Honestly, my personality – I speak about myself not about others – I feel this makes me frustrating to some extent. Human cannot be considered depending on his or her dress or look or colour or hairstyle. The most important is performance, mind and thinking. It is by about person's work and ethics. The most important thing is ethics – number one. These are important things and each person has freedom to practice his or her religion and traditions and custom, however, without annoying or interfering in boundaries of others.

When you implement your religion, you should not interfere in people's dress or their relationships such as between male and female or if shaking hands or not or if the person is good or not. These relations as you know that PR Bureau communicates with people whether from inside or outside the ministry. When Foreigners come our traditions and custom that female should not shaking hands with male, however, if the PR brings a Expert from outside and shakes his hand. Does it make sense if you do not shaking hand? [Participant uses phrase from Arabic Language. Here she would say that the answer is yes. In the next sentence Participant answers the question]. PR practitioners as much as they can must have high freedom to be able to do their tasks.

THE RESEARCHER: I will move on to the family part. Is there influence from your family on your work and your decisions?

FAWZIA: There is little influence. I take their opinions, however, the last decision related to me not to any other person. I take their opinions such as my father and husband.

THE RESEARCHER: About what?

FAWZIA: For instance, if I will move to a new a job or studying or attending a course, however, the last decision related to me. I look if the decision suitable to my family, my children and husband or not.

THE RESEARCHER: Is it about working time?

FAWZIA: It is about working time. It is about taking care of them [family] because these will make influence, however, the decision is related to me. I decide. My husband does not interfere and say do that or my father or my mother. It is personal decision.

THE RESEARCHER: OK. I will move on the East and the West part. Always comparisons are used. We have talked about western cultural values, in particular from Britain and America [The US]. How do you compare practice of PR at MOE with practicing PR from western perspective? How do you feel?

FAWZIA: Since little period of time we have mixed between PR and Media and Marketing. Sorry between PR and Media and Marketing. We have a little bit confusion even though the role of PR was more administrative. I mean the West precedes us in this subject by many stages. the West has indentified the role of PR, its future strategies and researches of monitoring the audience as well as giving that needed whether commercial, educational, social, medical, political and others.

Now even Politics is PR. We do work but slowly. We try to identify the subject as a Governmental ministry, however, the Private Sector in Bahrain doing this tasks more because it deals with foreign countries and companies more. I mean the society [the audience] of the MOE is internal [It should be demonstrate the participant means inside Bahrain] and we try to make PR Bureau completely. I mean development if THE GOD WILLING.

THE RESEARCHER: If THE GOD WILLING. Why do you use comparisons between the East and the West even cultures are different?

FAWZIA: Because they [western countries] are advanced. They have identified regulations of PR. Researches and books which published more of them are foreigner whether European or American or any other western countries.

We have a lack of researches. Arab countries do not make strategic researches of PR even other sectors so we always go to western countries because regulations were identified and developed by them. The beginning always like that. This words or speech should not make people feel unhappy because it is the fact. Even the Arab countries or societies have advance people for identifying regulations or strategies of PR, however, they can be counted on fingers [this phrase means few] and their attempts died fast and do not developing.

THE RESEARCHER: I would ask you about content of the Media Discourse of the PRMD. Is there special dealing for the Officials as a prestige or no?

FAWZIA: In this ministry yes. Of course I talk about the MOE. There are job titles depend on people and their belonging. Sorry. Depending on (...) what they say? Their families. If they are belong to specific Families or Tribes or Royal Family or Undersecretary or Minister or Director, each person has different title even in front of the title there is another different title. I mean if the job title for person belongs to the Royal Family and the same title for person belongs to Ordinary Family, we use different words for them then writing their job titles.

THE RESEARCHER: Is it means for instance, His Excellency?

FAWZIA: Yes or for instance, His Highness the Sheikh and there are many titles.

THE RESEARCHER: Is it from social perspective or a regulation?

FAWZIA: ((It is from social perspective)) [strong voice]. If the employee does not using these job titles, will not punished, however, as traditions and social custom the job title must be written in front of each person, which is suitable for his or her. This is very sensitive issue and people feel unhappy.

THE RESEARCHER: Is this thing same used for writing Official Letters or Media Discourse?

FAWZIA: Yes. The titled may be abbreviated. For instance, if you have (...) His Excellency Sheikh Hisham Undersecretary for Resources and Services can be abbreviated and saying Sheikh Hisham [people say Sheikh usually for people, who belong to the Royal Family]. Alternative word can be used, however, you must know. You should meet with the Director as well as the nature of the PR task as about communicating with people so you will learn job titles and their abbreviations.

Have you understood? Nobody imposes you, however, you should use them because this method is used at this ministry.

THE RESEARCHER: Does the Media Discourse influence by Praise Compliment phrases?

FAWZIA: What do you mean?

THE RESEARCHER: Discourse of Praise.

FAWZIA: No. I do not think so. I have worked for three years and did not find Discourse of Praise, however, if there is an event patronised [mean attended] by His Majesty or His Highness the Prime Minister or His Highness the Crown Prince because they considered as special case. In general no, however, always straightforward.

THE RESEARCHER: I would ask you about your view of your future with PR. You have talked about the lack of researches and communication with audience. From your perspective, how do you identify that things contribute to development work at PR?

FAWZIA: The development. Not the PRMD needs the development, however, the whole society needs to be developed. The society developed to accept the [role] of PR and Media. I mean whatever you will develop or do if you deal with a society does not accept the notion, so you try to ((puff toward)) [the Participant smiles because she tries to use a Proverb from Arab Culture]. How you will translate it to English? I mean you as do not do anything.

First of all the new generation must be trained of practicing PR. What is PR? How do you make the child to do PR for his or her self through dealing with Parents and Colleagues at schools? Believe me if the child has strategy and aims for dealing with humans around him or her, will be able to be PR Practitioner.

As PRMD must know the boundaries for dealing, I mean when speak to the society, this must be suitable with its thinking but not the thinking level of PRMD.

[For instance], I can say to a company for Pills do marketing for your product in Bahrain, in particular within an area has high large percentage of Sterility. You must know how do dealing, how do indentifying your aim and how do saying?

For instance, The Freedom. I mean do not go to Religious Council or a Mosque and trying to introduce the notion [Freedom], however, you should start from more aware people than others. This is my opinion.

THE RESEARCHER: (...) As PR Practitioners working at the PRMD, how do you consider your future? What tasks would you like to do in the future?

FAWZIA: I have many ambitions for the future. My ambition since long time ago is to open my own Agency for PR and Media and be events organiser.

In this ministry. The person should develop his or her self. I ambitious to study masters and doctoral in PR and Media. I would learn more deep. I would try as much as I can to make difference in this headstrong society. I would change people from negative to be positive. I would learn new practices because current practices are used do not make influence.

I want something new about how do persuade audience? What is the tool? What are temptations? Can you understand the word temptations? I mean advertisements and competitions for engaging audience because this is very important and need to be studied more.

THE RESEARCHER: As you have said that the society is headstrong, what do you mean with this word?

FAWZIA: The society hangs on its opinion and cannot change it easy. Even if you would sale a product. For instance, the PRMD at this ministry would implement new regulation for change Foods and Beverages at schools or change the schools timing. This is our product and we would do marketing for it, however, the audience is not accepting because tend to be routine and hangs on its opinion.

The audiences require the Democracy, however, do not required from any Governmental or Non Governmental organisations to practice the Democracy. This is my opinion.

There is a need to know how does change thinking of the audience or as they say trying to shape the audience then imposed it or sold the product.

Have you understood what I would like to say to you Jasim [the Researcher]?

THE RESEARCHER: Yes. Do you think still the audience hangs on traditions and custom?

FAWZIA: Yes so much.

THE RESEARCHER: There is a difficulty to change opinions and trends?

FAWZIA: Difficulty, difficulty. The problem is that the previous generation makes influence on new generation even the new generation wants to be open. [For instance], the semester schedule of a child changed and the Sports lesson will be as the first rather sixth. The child agrees,

however, her mother screams in the house and says you will be tired so she complained through calling by telephone the school administration as well as asking other parents to make party [means a group] anti this decision. Children look the strong reaction of their parents so they become negative. The negative in this society is hereditary.

THE RESEARCHER: How do influence made toward audience?

FAWZIA: The Media. The development of Media and Technology. Openness. Openness but rationally. ((I do not know Jasim [the Researcher] these things are very deep and you have entered us within them. I do not have enough idea about these, however, the change must be within major level)) [the Participant smiles].

THE RESEARCHER: Would you like to talk about other specific part?

FAWZIA: No. Thank you. I have said all I would like. Wish you a good luck.

THE RESEARCHER: In the end of the interview. Many thanks.

FAWZIA: You are welcome.

Appendix 13

Interview transcript with participant number 3 Asmahan Khalil Marouf.

Interview number: 3
Name of participant: Asmahan Khalil Marouf.
Date: 9/7/2014.
Time: 10:00 am.
Place: MOE.

THE RESEARCHER: Good morning. I would like to welcome you in this interview for masters dissertation in PR and Strategic Communication.
In the beginning I would know your name and how many years have you been working with MOE?

ASMAHAN: Good morning. I am glad to participate in this research of masters. My name is Asmahan Khalil Marouf. I have been working with MOE since two years.

THE RESEARCHER: What positions have you worked with? Have you worked at other departments or at PRMD only?

ASMAHAN: Do you mean in this ministry or other organisations? In this ministry I work at PRMD only.

THE RESEARCHER: Have you worked with organisations implementing PR?

ASMAHAN: Before I worked with MOE I had worked with two organisations for three years. I have worked with BBK [Bank of Bahrain and Kuwait]. My job was not related to PR, however, it was about customer services. I have worked also with Ministry of Works as coordinator for strategic projects. Maybe this job has relation to PR because coordinator could be part of PR tasks indirectly.

THE RESEARCHER: About academic and professional qualifications, do you hold qualifications related to PR?

ASMAHAN: Professional qualifications: training at Ministry of Media. Work with Credimax section at BBK [Band of Bahrain and Kuwait]. In addition, I have spent two years working with Ministry of Works].

I hold bachelor in Media – Radio and Television. Indeed during study I have learned all aspects of media and part of them were about PR. Currently, I am studying masters in Media and working on my dissertation.

THE RESEARCHER: Part of role PR and Media Practitioners. Especially, this directorate makes interference between PR and Media. First, I would ask you about the organisation – MOE, How do you find its role or the aim of presence of MOE?

ASMAHAN: This aim of presence MOE is its name Education. This name means under responsibility of this ministry schools, nurseries, universities and students. It is important organisation in the Kingdom of Bahrain because it concerns with preparing generations and its presence in all houses.

The role of MOE is about schools systems, implementation of regulations of children and students right for education as well as provide education so this is IMPORTANT ROLE. The ministry's role is essential because it shares with parents the role of education especially when students in their schools and universities.

THE RESEARCHER: I would like to speak about the PRMD after we have discussed the role of MOE. From your perspectives, what is the role of the PRMD at the MOE?

ASMAHAN: I feel that the major role of PRMD is to maintain the mental image [Image and Reputation] for the MOE. I mean that PR concerns with ministry's image on external audience or the way that external audience consider the MOE. Here is the role of PR for example from (...) how to (...) what is the word in Arabic? (...) popularity.

THE RESEARCHER: The popularity.

ASMAHAN: How to publish or distribute or help for publishing ministry's projects. When the MOE has new project, the role of PR is to inform external audience of this project. Exactly what is the project and what are its roles? Here PR as people say helps to break the ice between the ministry and external audience.

PR also helps to solve problems of the ministry. For instance, when the Higher Education Sector [General Secretariat of the Council of Higher Education] had problems with accreditation of academic qualification issued from Delmon University [a private university in Bahrain], PR helped to solve these problems. PR has presented the perspective of the MOE or what the ministry has done for solve students' problems?

PR is the microphone or the television or it can be said it is the method to say what the ministry has done for external audience, who contact with MOE. PR also solves problems through

cooperation with others to focus on something or solve problems or clarify some points so this is the major role of PR from my perspective.

THE RESEARCHER: OK. As you have talked about the relationship with external audience, what are (...) how do you contact with the audience?

ASMAHAN: For communication with external audience there is more than a tool. First of all through Newspapers and we have [manes within PRMD] group for dealing with the Newspapers. When there is news about the ministry, this group publishes them on newspapers. There are pages belong to the MOE, website and social media – Instagram and Twitter.

Also there is the Radio and Television used to contact with external audience through programmes on Television and The News. On the Radio there are many programmes whether in the morning or evening.

THE RESEARCHER: OK. These tools you are using.

ASMAHAN: Also Brochures, Publications and Handbooks of the ministry.

THE RESEARCHER: I have opportunity to ask you about researches. Have you ever participated in researches for identifying potential audience?

ASMAHAN: No. I have never participated in researches of identify audience.

THE RESEARCHER: Do you know if the department [PRMD] has implemented researches?

ASMAHAN: I do not know, however, I think researches must be implemented to identify the fastest or the most effective tool to contact with the audience. I think researches must be implemented. I do not know if researches were done, however, as normal researches must be implemented.

THE RESEARCHER: As PR practitioner at MOE has not participated within any research.

ASMAHAN: NO because my tasks do not relate to the implementation of researches or questionnaires.

THE RESEARCHER: How do you communicate with Internal audience or other departments at this ministry?

ASMAHAN: For communication with internal audience there is internal email system – Outlook– internal mail by correspondences, coordinators and secretaries. Here we have the

secretary and direct emails. For communication with other departments, mail, emails and official letters are used. These are methods we used.

THE RESEARCHER: OK. What is the purpose of communication with other departments?

ASMAHAN: This aim is that the PR links departments with each other. Special topics come to the PR. I mean some topics related to Primary Education Department or Secondary Education or Continuous Education Department or, or, or there are many departments at MOE and we contact with all departments. The aim is (...) the question again, what have you said?

THE RESEARCHER: What is the purpose of communication with other departments?

ASMAHAN: The aim is when we have topic belongs to specific department we solve it. For instance, when a department has an activity or a conference and it needs help, we [PRMD] communicate with it to know what does it need so we do coordinator and help – this is part.

The other part, when there are topics, for instance, (...) complaints or problems or any things related to the department we have important part to solve these issues. We are the Mediator between the [PR] department and audience or between the [PR] department and the minister office [Minister of Education] or between the department and other side. I mean our task is related more to be a Mediator so it is important to contact with other departments to know what the need and want. We are conversant [know] of all details to be able to help or do our tasks excellent.

THE RESEARCHER: OK. I would speak about the type of audience, in particular the external audience of the ministry. Are they Youth or Parents?

ASMAHAN: We almost deal with all types of audience. If classified them, we deal with Youths, Parents, Paterfamilias and Teachers. We deal with Students from different stages from the nursery until the university with twenty or twenty two ages when the graduated from the university. We deal with all ages.

In addition, we deal with Parents, who are responsible of their students, as well as Teachers and other staff at schools such as Coordinators, Secretaries or Supervisors [Supervisors means staff at schools such as social advisor and administrative]. We deal with of these staff. Our audience is very diverse and very different, however, can be said focusing on Parents, Students and Teachers.

THE RESEARCHER: OK. Organisations concern with education. Do you communicate with organisations or societies that concern with education?

ASMAHAN: As I know, there is a Society of Educators. This is what I know, however, I do not know about other societies.

THE RESEARCHER: Audience. As you have said that there are diverse ages or gender, what are their nationalities? Do you deal with diverse nationalities or only Bahraini?

ASMAHAN: We have diverse nationalities. The majority is Bahraini, however, there are other nationalities.

THE RESEARCHER: For instance.

ASMAHAN: Syrian, Jordanian, Yemenis and other nationalities also available. If we speak about private schools there are nationalities such as American and British. Bahrain is diverse society so there is many nationalities we communicate with them so this require from us to aware how to deal with them and how to say the information to each person. It is important the person should be flexible.

We are in the Bahraini society so Bahraini can understand faster the dialect, speech and regulations more than other nationalities, which may be arriving in Bahrain since short period of time so they do not aware of regulations of the MOE. PR practitioner should be flexible for dealing with various nationalities, people and dialects.

THE RESEARCHER: OK. There is a communication with diverse audience. Do you receive their [the Audiences] feedback? Do audiences initiate to say their messages or contents?

ASMAHAN: For instance we have. If we speak about the audiences try to say their message. First of all it is important to deliver the MOE message to the audiences. If there is any problem, we clarify perspective of the ministry or what the image the ministry wants to be delivered. At the same time when we deliver the message or content, there is echo or feedback or reactive form the audiences. We must transfer the reactive and know that the audiences think about as well as what they want and what are their problems? This helps us to deal with them in future and get more experiences for developing diverse methods of dealing with them. We deliver audiences' voice to other departments that they have problem with them or inquiry or request.

For instance, as a tool, we have a Hotline. This Hotline is a line for receiving all complaints, inquiries and questions that come from the external audience. The external audience call to inquire and we have [PRMD] specialists their responsibility to say the response, help and clarify issues to them. This helps us to deal with audience and know what they want as well as developing our method and strategy in dealing with them.

THE RESEARCHER: OK. Do you feel that what you are doing satisfied two sides?

ASMAHAN: SATISFIED TWO SIDES. I mean in the end we try to satisfy other side.

THE RESEARCHER: Providing information.

ASMAHAN: We provide information as much as we can. For instance, not all information can be emerged. For instance, there are some things cannot be said in specific time or must be taken assurance. We cannot give audiences unconfirmed information, however, when audience inquire, we give them information that we sure hundred percent or we have confirm that this information is sure without any doubt. This is our way to help audience, they ask and we answer, however, we cannot answer some things or we cannot guess. We must give them accurate information to avoid any problem or misunderstanding or anything maybe misleading in future or at the same time – what was the question?

THE RESEARCHER: Are you trying to persuade the audiences or give them information only?

ASMAHAN: We speak about satisfaction, when the audiences communicate with us by any tool, we try to satisfy them through answering their inquiries and persuade them. For instance, sometimes we should deal with various psyches because not all people come to us are quiet and sober. There are diverse psyches such us angry or make quarrel or do not prefer any person or calm or respectable or not respectable. Regardless.

We should not forget that we deal with various groups. Some of them are educated or illiterate or cultured or half cultured and all groups in the society. We try to deliver information to them through special way that suitable for their thinking and deliver the information for them.

We answer audience's inquiries and try to persuade and make them satisfied. Persuasion is essential aim to make external audience satisfy. Also we have, for instance (...) I would someone to satisfy my desire or my inquiry or I would like to know or to ask, we try to answer all questions.

Our persuasion aim to make audience satisfied in the end, however, we cannot satisfy all. We may try to persuade, persuade, persuade until us (...) or try to answer their inquiries or make them satisfied and give them what they want. This is our task and this is what we can do, however, not always we able make them satisfied. Some people need something we impossible do it so we cannot mislead them or say ok this topic will be done. We must be straight forward through say to audience information that we have and what will happened and this answer that we have.

Sometimes people satisfied and persuaded and sometime not satisfied. In the end we cannot satisfied all sides, however, our role trying as much as we can to communicate with audience, persuade them and answer their inquiries.

THE RESEARCHER: I will move on part of relationship between colleagues. Can you give me idea about PR practitioners? For instance, approximate number of them and their gender. Are the majority females or males?

ASMAHAN: I cannot say approximate number. We have more than a group and they are nearly four or five groups. There are two sections: Media section and PR section. Each section has many groups.

Here in the PR the percentage of female is more. The majority normal hold a certificate in Media and the relationship with colleagues (...) naturally, the PR section like a circle linked with itself. I mean there is not any person his or her job does not relate to others. Each person's job related to others through any method or way whether from Media section or PR section. For instance, if we can say there is a conference so both sections Media and PR work together.

PR makes arrangements and supervision for the conference and the follow up. Media section makes media coverage through Television, Radio, Newspapers and Instagram. They are two sections communicate with each other.

In the end the person would likes to know, for instance, the conference belonged to other department or needs to specific information so each person transfer it to others. From my perspective the PR section is a circle related. It is a group of relations. I mean relation of take and pass between all so there is not any person works alone, however, there is a team work. The person who works at PR should know how to work with a group and how to deal with people because they are not same each others. In the PR section all are respectable and there is a respectful relationship between us (...).

THE RESEARCHER: What are the differences? Are there different custom and traditions with each person?

ASMAHAN: Things that different may be you can find dissociable person works with PR. For instance, for instance, person in this side does not know how to communicate within a group or with colleagues. He or she has, for instance, (...) complexities of how to communicate with others. For instance, if there is a girl there are custom and traditions whether if she is married or not. Some people do not prefer their wife dealing with male so this can makes influence.

For instance, female works with effective section. We go outside to many places such as schools and hotels if we have a conference with others. Some females do not prefer going outside or they

cannot because of custom. It can be said I am female and I do not want to make myself tired or well. In the end the leader makes relation between the team whether the director or groups leaders because they know how to link groups and make coordination between them.

Problems. There are not any problems except the normal problems can be found within any work. Normal, I have spoken about the part of cooperation relationship.

Low voice of the door – external impact.
ASMAHAN: ((Hello)) ((smile)). [It should be said this has taken few seconds only].

ASMAHAN: In the other part there is possibility, for instance, two people work in place do not like each other so this is natural within any work not only at PR.

It is possible to find two do not agree but I cannot say they do not like each other, however, they do not agree because he has method and she has another method or she has method and he has another method put at one work so their methods cannot be agree. In the end they should know how to communicate with each other and how to deal with each other for work's benefit and their benefits.

THE RESEARCHER: I would speak about your relationship with the Director or the direct boss. Do you tell him or her all your decisions? How do the nature of communication?

ASMAHAN: In the beginning when I was new here, as normal I ask my direct boss. If was not available, I asked the director or the head of the department. This is happened when I had some inquiries that I do not have idea about them.

I have spent two years and I have had experiences. There are some things axiomatic or simple I can deal with them especially if the direct boss unavailable, however, there are other things required asking the boss.

It depends on the topic. Some very important and urgent topics required to ask the boss and let him know how to deal with them. In general as PR practitioners must let our boss know about what we are doing? However, decision taken for simple and routine issues does not require asking the boss. There are some issues or topics require asking the boss. The experience of person should helps to face issues.

THE RESEARCHER: OK. How do you see the position of the Director of the department [PRMD] within the ministry structure?

ASMAHAN: In the PRMD I feel the director (...) if we are ((a spider web)) ((smile)) the director is the head on this web. I mean if we draw a schedule or a diagram, there are more than a section

and the director manage all these sections. The role of the director is very important because as I have said there are more than a section and more than a group and the director helps to coordinate between all these sections and manage them. The director takes crucial decisions as well as other decisions. The director manages the work through chosen the suitable and correct method. The role of the director is very important because it is the basis. If the director does not know how to arrange and manage as well as coordinate between groups, I think the work of the department will not be correct.

For other departments, the director deals with them as the frontage of us and takes the decision to guide us for dealing with other departments and the minister office [MOE].

THE RESEARCHER: OK. What about the position of the PRMD within the ministry structure?

ASMAHAN: In the structure we are [PRMD] under the minister office directly.

THE RESEARCHER: Is there contribution for decision making of the ministry or the role is about giving information to the audience?

ASMAHAN: ((Contribution in the decision making for the ministry)) ((seems wondered)) (...) There is not significant or major contribution, however, our role is related to the media. The director always with the minister through directs communication because as I have said our role is related to the media. If the minister needs something about news or ministry's image or any other problems or people need help through our department, [we let the minister office knows about their opinions]. Role within the decision making is not available.

THE RESEARCHER: OK. You have said about

ASMAHAN: I would like to back to a point about the decisions. If we speak about decisions for problems solving, this is belongs to us through how to make specific image. How our role as well as role of the MOE be effective. This is the source of our decisions.

THE RESEARCHER: I would speak about social environment from outside the PRMD. What extent personal relations affect your work? Do you use your personal relations to do certain things?

ASMAHAN: Personal relationships. Can you clarify the question please?

THE RESEARCHER: Personal relationships mean your friends. Can you from unofficial way through your friends do certain things?

ASMAHAN: This is important question. For instance, we as PR or my role as work at Media section. I focus on coordination with Radio and Television [the official radio and television belong to the government]. There are many programmes needed from the person like myself to have personal relationships. If you have personal relationships, you are perfect. If you do not have, you should create them. It will be preferred that you have your personal relationships.

I work here as specialist [practitioner at PRMD] and I have personal relationships at this ministry, at Ministry of Media and the University [University of Bahrain] or other organisations I communicate with them. My personal relationships help me a lot.

If I required to do task such as interview, my direct personal relationships with employees at Ministry of Media help me a lot to do it fasters because they know me – I am Asmahan.

The personal relationships help me to do my task faster than the legal and official way because the official way requires applying and waiting as well as speaking with the director, secretary and others I do not know who [other employees]. The personal relationships help me a lot and fast to do my task faster than the traditional way, which require applying and asking for assistance.

The personal relationships help a lot as well as other relations. For instance, through our work we face new things every day because our work is not routine. Sometimes there is routine, however, new attitudes faced so personal relationships help a lot. Personal relationships are very important so the person should have contacts [list of contacts] and relationships, in particular for PR work.

THE RESEARCHER: Do you think these tasks related to the Hospitality and Protocol, in particular the Hospitality and Protocol are classified with PRMD?

ASMAHAN: I think the person should be known or has contacts to deal with hospitality and protocol. What do you mean?

THE RESEARCHER: Your previous colleagues have said that the PRMD do task of Hospitality and Protocol. Do you feel these tasks essential part of PR or they make load? What do you think?

ASMAHAN: They [hospitality and protocol] are of course essential part of PR. If we speak about the PR section only without Media section the specialists [PR Practitioners] are considered as organisers. Because they always arrange conferences and activities they should know about the hospitality and protocol.

The reason is that they deal with diverse people whether ordinary or very important people [VIP]. The hospitality and protocol are essential for our work because we deal with diverse people. We cannot know who will deal with because, for instance, we deal with Teachers, Students, Schools

or guests come from outside such as universities or VIP. These require the person [PR Practitioner] knows of the hospitality and protocol also (...) personal contacts.

The person should have personal relationships to help him or her. For instance, if I deal with guest, who comes to Bahrain, I should know how welcome he or she as well as I have contacts to find suitable accommodation reflects the reputation of the ministry [MOE]. [In addition], I help the guest to visit the ministry. The hospitality and protocol are essential part of PR work.

THE RESEARCHER: AS you have talked about the VIP people, is there special dealing or relation toward them?

ASMAHAN: normal. [Of course yes].

THE RESEARCHER: Is this special dealing or relation related to the social status or do you have fixed role?

ASMAHAN: The special deal or relation is not related to the social status. We have regulations and protocol for our job. We deal with many people and know the special deal for the VIP people. For instance, there is special welcome for the VIP as well as special deal during their visits to the MOE so from these relations we gain experiences.

THE RESEARCHER: I will move on the part about Culture. I would speak about the social environment. Do you feel that social environment affects practicing PR here?

ASMAHAN: The environment (...) makes influence and I cannot say it does not influence because we take care of external environment in many things. In our decisions take care of society and how the society thinks.

THE RESEARCHER: OK. For instance.

ASMAHAN: For instance, for instance, I will say examples (.....) I would speak about custom and traditions of the society. Through our deal with schools there are activities require photography but we cannot take the camera whether photography or other and take photos.

We deal with females and in our society not all people agree. We do not have the freedom to do interview on television with any person whether female or male because some of them do not want so we always take permission from parents – Do you agree your child will be on the television? This is because we live in society with custom and traditions. This topic may be does not matter in other societies that any person photographed and be on television, however, we cannot take our mobile camera and take photos in the street because some people do not agree that their wife or children to be photographed.

We as PR practitioners know how the society thinking. For instance, some things we cannot do without taking permission from parents and teachers. This is part.

Another part, for instance, there are new projects implemented by MOE such as Numerical Culture Strategy and The Development of Schools Time, however, the society refuses change and always anti change. People have problem and immediate feared so they say NO NO. They do not want to stay and discuss then decide, however, they refuse direct. MOE should make study of audience before implementing projects.

THE RESEARCHER: Have you done studies of audience?

ASMAHAN: For instance, as I have known from people who worked with the Numerical Culture Strategy and Sheikh Hisham Office [The Undersecretary for Resources and Services] [people say Sheikh usually for people, who belong to the Royal Family]. Before implemented the strategy training workshops were done for teachers first to let them understand what is the meaning of Numerical Culture Strategy? After that teachers communicated with audience. It was from person to person. Then studies were done – if the project implemented, are you ok or no? The project was implemented as experimental stage in the beginning. After that a study was done includes a survey to know perspectives of audience and there were meeting with audience as well as meeting between the minister and external audience to know their perspectives.

Before any project there is a study for external audience and internal audience – Teachers– to make the implementation of the project easy and calm but not through surprising way or misunderstanding thing. All parts must be covered to be able to communicate with the audience. Our audience is almost headstrong.

If we speak about The Development of Schools Time is about add times for many reasons and the major is that the add time on the end of the day helps students. For instance, if there are special needs or review or tuition or contact more with teachers (...) there are many benefits. In the beginning of the project it was refused as usual and there was intransigence. Why? Because there was a delay, however, they do not think of the benefit.

We should deliver the notion to the audience, the reasons of implementing these projects and the benefits. Person should not think about his or her self only, however, the benefit is for students and the external audience of the ministry.

THE RESEARCHER: As you have said that the audience is headstrong. I would speak about influence of Western Culture, in particular from Britain and America [The US] on the domestic society. Do you think there is influence?

ASMAHAN: The society consists of categories so there is influence but not on all categories. If I speak about Private Schools [owned by people but not the Government], they influenced by external societies because their parents and their lifestyle different than other people. Here the Public Schools [belong to the Government] are more that the Private Schools so we deal with people from category that refuses the external way of thinking. These people do not prefer the external way of thinking or copy from others so they do not persuaded by external way of thinking.

There is influenced [influence of western culture] only on category from the Private Schools. There are some categories from the Public Schools influenced if there is benefit for students, however, the majority does not influenced.

THE RESEARCHER: OK. What about yourself? Do you feel there is a commitment toward the domestic culture or feel there is a need to [the Researcher has not finished the question].

ASMAHAN: It is sure the person should obligate toward the domestic culture of the culture of the country to do not miss his or her character. I mean I am Bahraini and live in Bahrain so I must respect the culture of the country, however, there is not obstacle to learn something good from other cultures. For instance, The Development of Schools Time Project is from external culture. If we look on the US or Europe or other countries or other Arab countries, students school time until three or half past three without any problem. When students spend more time at school, they go back homes after finishing their home works because their teachers help them so this helps parents also because they will find time to communicate with them [Students] not about school life [social life].

I think it is OK the person should not miss his or her culture, however, learning from other cultures if there is a benefit. We do not copy everything, however, we take something that make benefit for us.
From my perspective I do not think there is a problem if I take something for my benefit.

THE RESEARCHER: OK. In this aspect, do you think there is influence of Islam, especially the Islam is the prevalent religion in Bahrain even though there are other religions? Do you think the religion whether the Islam or others make influence in this aspect?

ASMAHAN: Of course religion makes influence and this think we should not avoid it. We should take some things from other cultures, however, we must maintain our religion. This means everything should be within the boundary of the religion.

The religion is very important and here is the MOE, which concerns with education and in the part of education there is a religion. We should deliver the tradition of the Islam and the correct

education. Everything that we do and take must be within the boundary of the Islam because this makes us distinctive as Arab and Muslim live in the Kingdom of Bahrain.

THE RESEARCHER: OK. I would ask you as a PR practitioner. For instance, is there influence from your social life on your job? I mean the role of family. Does your family influence your occupational decisions?

ASMAHAN: I am AL – HAMDULLAH [means THANK YOU GOD]. I do not have influence from my family on these aspects. I mean I there is not any person says to me this possible and this is impossible. My family always supports me and my decisions especially when my decisions make benefit to myself. My family always encourages me to do something. I mean to push me forward whether on my work or my personal life. My family does not affect on my occupational decisions because it thinks this is part of my privacy. My family does not interfere within my thinking or aspiration or what I would like to do in the future, however, it only encourages and supports me.

THE RESEARCHER: I would back to speak about East and West. This time I would speak about PR. Can you compare the practice of PR within MOE with countries such as Britain and America [The US]?

ASMAHAN: It is possible to find differences from simple aspects. The role of PR is same in all countries whether within MOE here or outside or in Egypt or in Europe. The role is maintain the mental image [Image and Reputation] so this is the basis. It [PR] maintains the reputation of the educational organisation or other organisations, however, this differ from of the west. Here we have our regulations and methods so we show obligation toward boundary of our traditions and religion. This makes little differences in dealing because we have different traditions. We deal with our audience through different methods. They [The West] have more freedom, however, we have boundaries so we should respect other audience and respect their [The West] traditions.

For instance, their religion [The West] gives them more freedom and openness, however, our religion requires show obligation toward specific things we cannot avoid.

THE RESEARCHER: What about planning, in particular you have said that there is a lack of planning for PR. Do you think there is [in The West] more plans?

ASMAHAN: I think there is [in The West] long term plans and we have a lack of long term plans. I mean after five or ten years where we would take this department or this ministry? We are essential key or very huge work or very important department at the ministry. PR is very important department whether in this ministry or other organisations. Because the role of PR is very important we must have long term aims. For instance, what we would like to develop? Or how to be different or distinguish? We should have long term plan differ from current work. I

mean the department [PRMD] always busy so this make us obligate toward short term plan. We finish a project, however, we must have a plan for the future. This thing makes us distinguish and different from them [The West] because the always [The West] have strategic for the future.

If something happened we should do plan A or plan B or Plan C. We need more than a plan because the PR department in all organisations can be considered as a little if we give it an age.

THE RESEARCHER: Do you mean in Bahrain?

ASMAHAN: I mean in Bahrain. We in PR considered as the second best PR from ministries level and the Ministry of Interior becomes first. We invest the role of PR not only do a press release. We write and publish news. There are many organisations do not know the importance of PR as a very important role. They think PR is about press releases and organising a party or an event, however, our role is bigger. We considered still within understanding and developing PR. We see what others are doing to do better. I think this is in Bahrain.

THE RESEARCHER: Would you like to add something or point that I have not talked about it?

ASMAHAN: I would like to thank you and say that your questions very diverse. I have enjoyed and find opportunity to say what I think. Thank you.

THE RESEARCHER: OK. In the end. Thank you.

Appendix 14

Interview transcript with participant number 4 Shaima Ebrahim Buhazza.

Interview number: 4
Name of participant: Shaima Ebrahim Buhazza.
Date: 10/7/2014.
Time: 09:30 am.
Place: MOE.

THE RESEARCHER: Good morning. I would welcome you to this interview for conduction masters dissertation in PR and Strategic Communication.
First, I would know your name and what kind of job are you doing at MOE?

SHAIMA: My name is Shaima Ebrahim Rashed Buhazza. Media Specialist at MOE.

THE RESEARCHER: At PRMD.

SHAIMA: PRMD. Media section.

THE RESEARCHER: How many years have been working with this ministry?

SHAIMA: First I worked at school then I had come to work at the ministry. I spent two years working at the ministry.

THE RESEARCHER: Two years. Did spent the two years in the same position the PRMD?

SHAIMA: Same position at the ministry.

THE RESEARCHER: OK. Can you tell me about your academic and professional qualifications, in particular that relate to PR and Media?

SHAIMA: I hold bachelor in Media from the University of Bahrain – Journalism and the minor is Arabic Language.

THE RESEARCHER: OK. Now I would as you about the MOE because you spent two years working with it. Can you tell me about the MOE? What do you know about this organisation?

SHAIMA: The MOE is A Governmental ministry in the Kingdom of Bahrain. It concerns with Education in Bahrain. Its responsibility concerns with Public and Private Schools from all levels

as well as Nurseries and Universities. It responsible for Education, for instance (...) all schools affairs [such as] structure of schools, Teachers, Students and Buildings. The MOE concerns with all educational things in the Kingdom of Bahrain.

THE RESEARCHER: I would ask you about tasks of PRMD.

SHAIMA: PRMD (.....) is divided in many sides. I am at Media section so I do not know about PR tasks. the Media, which I work with, includes three sections. Communication with Audiences section concerns with Radio and Television, Instagram, Youtube and others.

The External Coverage section, I mean Events and Researches section, which concerns with Magazines and Researches of the ministry. I work with this section [Researches section].

THE RESEARCHER: OK. As you have talked about implementing researches, can you tell me researches that you have done about audience?

SHAIMA: Usually we. I mean researches. I have participated in few researches maybe three or four. ((A research of THE DEVELOPMENT OF SCHOOLS TIME PROJECT)) [smile]. I have participated in this research. We have periodical magazine titled Tatweer Magazine [the Development Magazine]. I have participated in this magazine. For instance, I have done tasks about Headmasters, Administratives and ministry's programmes. What is the Development of Schools Time programme? How can we explain the programme to Teachers and Students? If Administratives or Headmasters do not understand the programme. We have found that not all have experiences. This programme is a little bit old. Maybe now things become little better (...) I mean better things. Headmasters of Schools awareness about the subject become more.

Now we are working on a research. Most of researches are done in the end of the year [means academic year] because we have little tasks. Now we are analysing the Daily News from ministry's website from month number nine [September 2013] until month number six [June 2014]. We are still working.

THE RESEARCHER: OK. As you have said that the first research you have implemented about the Development of Schools Time, what have you done? Have you done a questionnaire for audience opinions?

SHAIMA: First of all we have done. We have taken a list of Schools' Headmasters and called them.

THE RESEARCHER: Schools' Headmasters.

SHAIMA: Schools' Headmasters. We would like to know if they know about this system, which I mean the Development of Schools Time, or not? As I have said that they are the basis. ((If the MANAGER did not know)) [smile], he or she could not tell Teachers and Students.

((Whatever the results of the research)) [smile] we have called Headmasters and visiting some of Schools. I have visited Schools and discussed with Staff and Teachers. ((I have found that from this research that Teachers were disagree toward the programme, however, Students did not have a problem)) [means they were agree] [smile].

THE RESEARCHER: Has the study or the research published?

SHAIMA: Actually, I do not know what happened after the results [were analysed]. It was taken to the minister [the Minister of Education] personally. Honestly, I have not looked to the result of the whole research. I have spoken about my part, however, they were others working with me so they maybe had different results than mine.

I have visited three or four schools and called approximately twenty schools.

THE RESEARCHER: Were there specific questions?

SHAIMA: There were questions about their opinions of the programme. Are they agree or not? How do they consider role of the programme toward development? There were some people disagree about the time because they would starting at eight am rather than seven am. They did not have problem if they finished late.

Some Teachers have said that they became have time to do tasks such as Strategies Correction [Review] and Exams. The pragramme makes benefit for them during they are teaching. Some thought the time is very long for Students.

THE RESEARCHER: The research you have talked about it. Is it for Tatweer Magazine [the Developmetn Magazine]?

SHAIMA: It is the same research for Tatweer Magazine [the Development Magazine].

THE RESEARCHER: OK. Is there other researches?

SHAIMA: Now we are doing a research.

THE RESEARCHER: What is it about?

SHAIMA: The research we are doing now is about the News on the ministry's website. We would like to know what departments have News on the website. I mean analysing. For instance, are all departments available [news of ministry's departments] and which deprtments? Types of news. Are there news or reports or press releases for the minister and others. We are still working and have not finished yet.

THE RESEARCHER: Is it about an academic year?

SHAIMA: Starting in month number nine 2013 [September 2013] until month number six 2014 [June 2014].

THE RESEARCHER: OK. I will move on part of Audiences. Can you tell me about ministry's audiences?

SHAIMA: The ministry's Audiences are Parents, Students, Schools Staff, Teachers, Schools Headmasters and others. Honestly, I do not deal with PARENTS because I usually do tasks to ministry's magazines about Educational Projects so I deal with Teachers and Students.

THE RESEARCHER: Are there active groups or NON Governmental Organisations NGO's or Societies communicate with the MOE?

SHAIMA: I do not know. Maybe there are, however, I have never dealt with them.

THE RESEARCHER: Nationalities of ministry's Audiences. Are all Audiences are Bahraini or there are other nationalities?

SHAIMA: Now in Bahrain there are other nationalities. The majority of Teachers I have dealt with them are Egyptian, Jordanian and Syrian.

THE RESEARCHER: Are there other nationalities, who do not speak Arabic as a native language?

SHAIMA: I would tell you. Generally, I do tasks for magazines, however, if there is a lack [of employees] or need in other sections, [I did other tasks]. I have worked with Hotline so I dealt with different people who are deal with them as usual. Usually, I deal with Teachers and Students, however, I have dealt with Parents through the Hotline. When I visited schools, I saw other nationalities.

THE RESEARCHER: OK. Is there influence of multi nationalities toward practice PR or not? Do you think communication with Non Bahraini nationalities influences the discourse or the content of the PR?

SHAIMA: No because we have informative message [discourse]. I mean of informative is that dealing with ((all categories of AUDIENCE)). [smile]. All nationalities. Here is Governmental organisation so the content must be educational and reformist. There is not influence.

THE RESEARCHER: How do you receive the opinion of Audiences or their feedback?

SHAIMA: There are many. Basically, our all our work is with Audiences. (...).

THE RESEARCHER: Firstly, What channels are used by Audiences to say their opinion?

SHAIMA: I feel we are ((very advanced)). [smile]. I mean one of the ministries starting activate things early (...) as we say that Instagram, Hotline and ministry's website if you look them, you will see large numbers. [Participant means number of followers for the ministy's official accounts].

THE RESEARCHER: What do you mean of ministry's website? Is it contains telephones numbers for calling?

SHAIMA: Through the ministry's website you can say or send something [means writing and sending comments to the PR department at the MOE]. Also as I have said that there is the Hotline and Instagram. Honestly, my job is about doing tasks for magazines, however, not for INSTAGRAM. If I do outside tasks for the magazine, I find ((BAHRAINI PEOPLE very developed)) [smile] because I always asked about the Instagram and videos on Youtube. ((This is question is most asked)) [strong voice]. People are interested in these things more than written things.

I think if Youtube be in future, this should be good. [The MOE already has official account on Youtube. Participants means make the account more active through engaging schools to send their videos to PR. Then PR publishes them on Youtube].

THE RESEARCHER: I would ask you about the opinion of Audience or Feedback. What do you do after receiving the Feedback? Is it for save only or for doing something?

SHAIMA: I feel the positive point in PR department is that most of its employees are youth. There are few old people. ((The AUDIENCE ages is almost same us)) [smile] so we can deal with them. I mean discussion. The Parents ages also almost same us so we can deal with them. We can receive their opinions.

As I have told you we have researches here. The department listens to the audience opinions. It is in continuous development so you can see developments throughout the year.

THE RESEARCHER: After receiving audiences' opinions. What do you do?

SHAIMA: I would tell you. We start doing development depends on the possibilities of the ministry. Development can be made. We take opinions, however, I would tell you we are [The researcher interrupts or interferes the participant as a normal discussion]

THE RESEARCHER: Do you develop the discourse or plans or what?

SHAIMA: developing plans.

THE RESEARCHER: Are the plans from the PR department or the whole ministry?

SHAIMA: ((We speak about the PR department plans so they made at the PR department)) [smile].

THE RESEARCHER: OK. I mean

SHAIMA: We convey the plans. I mean convey the audiences' opinions to concerned departments. For instance, we receive questions from Journalists and send them to concerned departments so we convey opinions of Journalists, who convey questions from audience. We take departments opinions so they know from the questions what happened.

THE RESEARCHER: OK. The opinion will be sent to concerned department. You are [the Department] is a link?

SHAIMA: Now we are a link. If we leave the issue, it will not be understood. Usually, departments are busy. We identify priorities so we are a link. ((IF THE GOD WILLING, we will be good link)). [smile].

THE RESEARCHER: What channels are used by Audiences to say their opinions to us [The PR]?

SHAIMA: I have already said. The Telephone Hotline, Instagram, Ministry's Website, Telephones and when we go to attend external interviews [events], we meet the Audiences.

THE RESEARCHER: What extent the Audiences has freedom to say their opinions?

SHAIMA: Now I will not speak about Bahrain, however, in general. There is openness. Through the Internet every things become open. If you look on the Instagram [means official account of the MOE on Instagram], ((there are people say whatever they want)) [smile].

THE RESEARCHER: What do you feel when you visiting schools and listening direct to the Audiences such as Teachers and Students? Do you feel listing to other opinion and complaints are annoying?

SHAIMA: ((I would say this department is interesting)) [smile]. Tasks I do are diverse. I mean every day another school and another programme so there is not routine. We always meet with Audiences. Sometime THE AUDIENCES ((say something not good)) [smile]. As I have told you in this department no routine and repetition so every day we do diverse things.

Honestly, [For instance], I met a parent during an event and she had said bad thing. After approximately quarter another parent said something very good about us [PR]. The Audiences are diverse. Recently, the Audiences are aware, however, I do not mean incivility. Generally, The Audiences have good manners. ((We are respectable people [or nation])) [smile].

THE RESEARCHER: During the communication with the Audiences whether through personal communication or publications or the discourse. What is the aim you are trying to meet during communicating with Audiences? Is it to inform or persuade or impose something or what?

SHAIMA: It depends on the subject. For instance, for Project for Development we try to inform them through explain the project and its aim. Opinion of the Minister of Education is giving solutions for Education in Bahrain. He makes a lot of development if you look many projects are developed. Every day there is new competition and new programmes reflect good planning.

If some people do not understand, we try to link [explain]. As I have said the Audiences now are aware and if they do not know, they ask. I do not work with plans, however, I work with Educational Projects. We try to persuade people to send their projects and keep our relation is improvable because out work depends on cooperation with them. If they do not send Projects, we cannot write. [Participant means that the Audiences such Teachers usually send their projects and schools' activities to the PR. Then PR edits the content to make it suitable for publishing on Educational Publications].

THE RESEARCHER: I will move on other departments at the ministry. How do you communicate with them?

SHAIMA: [Communication] with other departments is through Fax, Telephone and if there is a need we go to them direct.

THE RESEARCHER: What is the aim of communication with other departments?

SHAIMA: As I have said that the Hotline is for Audiences Complaints so we deal with them. Through Journalists questions we can communicate with other departments. Sometimes there are

external events organised by other departments. For instance, Sports Department organises an event so we join to do our tasks as media coverage.

Our work is with all departments and audiences. PR department communicates with all departments and schools. ((THANK YOU GOD)) [smile].

THE RESEARCHER: I would ask you about Relationship with Colleagues at the department whatever their gender? Can you tell me about practitioners at the PRMD? If you know their how many are they or in general?

SHAIMA: (...) I do not know about the total number. For instance, our section has six or seven. The relationship between colleagues – THANK YOU GOD – our relationship is ((good)) [smile] with both genders. It is a brotherhood relation and we do not have problems. ((THANK YOU GOD)).

THANK YOU GOD as we say. The most important. Almost all of us are educated. I think almost all of us hold a certificate in Media so each person with his or her specialist. Wherefore, THANK YOU GOD all understand what they are doing? Honestly, all colleagues work hard. Here a lot of pressure happens because of the nature of the work is with all categories. We try with all dedication and hard work. If the person likes his or her job, he or she cans work.

THE RESEARCHER: Relationship with others. Are there traditions or custom or regulations manage the relationship? Can you tell me? When I entered your office, I had found females [all staff at the office were females]?

SHAIMA: ((There is a male, however, he has a vacation)) [smile]. First, ((dealing with females is easier)). [smile] (...). All male are respectable and our relationships are good. If we talk about traditions and custom, we are ((conservative people from THE GULF)) [smile] [The Gulf means Arab countries which locate in the Arabian Gulf sharing common cultural values].

We have educated on some specific boundary for dealing with other gender, however, we deal within the work only. There is a respectable way for dealing so all know the boundaries. We are all from same society same traditions and custom.

THE RESEARCHER: I will move on part of direct boss and the director. Can you tell me about your relationship with your boos? Do you consult his or her in every decision?

SHAIMA: My direct boss is Haya Binhindi [it is a name of person]. Honestly, Haya is very respectable person and dealing with her seems good. She is not say orders. She is much organised for the work and without her. A period ago she was not available so there was unorganised within the work.

She is very respectable person and has organised method for work. If I need something, she tells me the information. I do not need to meet THE DIRECTOR because she conveys everything I need. I feel very comfortable for working with her. I think it is very important to have good relationship with my boss. I feel because she is a female so she understands my circumstances. Our ages are almost same so we can understand each other. She is same a friend and a sister more than [rather] a boss. THANK YOU GOD.

THE RESEARCHER: OK. What about the position of the department within the structure of the ministry?

SHAIMA: ((The position of the department is very sensitive)) [smile] because it has a relation with all departments and schools. Honestly, I have looked to the oraganisation structure and found that above the department there is the Consultant then the Minister.

THE RESEARCHER: The Consultant for what?

SHAIMA: Media Consultant than direct the Minister. The work [procedure] is not from department to department to department, however, it is direct to the Minister. the Minister – THANK YOU GOD – His Excellency the Minister interested in Media so in the lectures [speech] he commends a lot toward our work. He works with us direct and concerns of our affairs. As I have said that our work is sensitive because it relates with all departments so it is direct with the Minister without departments as mediators.

THE RESEARCHER: As you have talked about the relationship with higher department or the Minister, does the PR writes News about higher department or makes influence on the decision making? Can you give me details?

SHAIMA: As I have said that His Excellency the Minister very interested in Media. Sometimes during his speeches he commends toward Media. We are with the Minister (...) not only he gives orders and decisions to be implemented or gives news. Often he says I would know your opinions and I would like to see your work.

[For instance], we were in course for Media only and the Minister had attended. It was internal [course] for the department with few peoples only between ten and twenty. The Minister has attended. After finishing the course we have done documents about the benefits and the Minister read them. The Minister is very respectable and has good dealing.

THE RESEARCHER: How usually deal with the higher department?

SHAIMA: The department [PRMD] communicates with the Minister easy. Usually, we tell our boss then she tells the Consultant after that the Minister. There are not a lot of people.

THE RESEARCHER: What is the content? DO you convey Audiences opinions or News or what?

SHAIMA: It depends on the nature of subjects. I work for Magazines so the Consultant looks them after that the Minister. I mean looking to our Magazines. Sometimes he says praise or rejection or good things or not good things. We try to satisfy the Minister. I have worked for a period of time with the Hotline and Journalists questions so we convey to the Consultant than the Minister.

THE RESEARCHER: I would talk about relationships with other colleagues and friends. Do they help to make the work easy?

SHAIMA: With colleagues.

THE RESEARCHER: Friendship. Your friendship. Does it make influence toward work?

SHAIMA: Outside the ministry.

THE RESEARCHER: No. Inside the work. For instance, if you have a friend works at other department or school, does the relation helps you to do some tasks?

SHAIMA: ((we – I do not know)) [smile]. There was a crisis in Bahrain so almost, almost. Recently, I graduated in 2011, which was at the same time of the crisis. [participants means of crisis that the political protests in 2011]. I volunteered in a school as we as most of other graduates ((volunteered in schools)) [smile] so most of my colleagues from university became Teachers. Sometimes I can gain from them.

THE RESEARCHER: Do you speak with your friend and say I need something and something? Speaking with friend faster than sending a letter [official letters]? I mean ((easier)) [smile]. Does this happen? Do you do it a lot?

SHAIMA: No not a lot. I try to do not mix work with friendship. I do not make a lot of calls to my friends about this subject.

THE RESEARCHER: I will move on Hospitality and Protocol. They are part of the PRMD. The department implements tasks of Hospitality and Protocol, what do you know about this?

SHAIMA: As I have said that I work with the Media more than PR, however, sometimes there are events requires all of us participating. For instance, We had an event about Honoring the

Media so we have done tasks about Hospitality because the department has invited Journalists and we were there (...) we have introduced a programme then we meet and speak with Journalists.

Also there was a graduation ceremony for a Diploma in Education so we have been there. This responsibility of the PR section and it manage the tasks. If there are outside events, we work with them.

THE RESEARCHER: What extent importance of Hospitality and Protocol as part of PR and Media department? Do you think they are important or not?

SHAIMA: Important. Of course important. Very important. Important. Hospitality and Protocol are important tasks especially for our work. Our work depends on the way of speak with others. For instance, the nature of my job relates to the Magazines so we collect the content from schools. For instance, if I call to Headmasters, if you do not have a method or if you do not have tact [diplomacy], he or she will not give you what you want. You must be for instance, I say we would thank you for your efforts and can you please send the project. We are happy to deal with you and we hope. I always say our work depends on them. If they do not send [their projects], we cannot work.

I know Bahraini Schools have a lot of efforts. Honestly, when you visit schools, you will see many projects and a lot of good work. I mean schools have a lot of activities. Our style for dealing and speaking if we go to specific events, we try to communicate with them or call them. This is very helpful. I mean important role.

THE RESEARCHER: I would talk about the Media Discourse. For instance, when you talk about the Director or the Minister, is there special deal for people such as the Minister or the Undersecretary or it is normal?

SHAIMA: What do you mean?

THE RESEARCHER: I mean people who are in high administrative position. Do you give them special deal? For instance, the way of communication with the?

SHAIMA: ((It must)) [smile] be with the Undersecretary or the Minister.

THE RESEARCHER: When you using their names for publishing on Media, is there discrimination for them? Can you let me know?

SHAIMA: Yes of course. This is official and customary things. It is known when write about the Minister, you should say His or Her Excellency. For instance, also the Undersecretary or the

Sheikh. We must write these because we used to use them not only within this ministry but also in general with the whole country. For instance, when we speak about the Monarch there are specific phrases.

THE RESEARCHER: Are they social affairs or social values?

SHAIMA: We used to do them. This is known not only in Bahrain also all countries. I do not know maybe in ((THE WEST differs than us .. THE ARAB)). [smile].

THE RESEARCHER: I would move on Cultural values in the society. I talk about social affairs or social custom in the society. Do they influence on practice PR? A few minutes ago you have said an example about special deal with people belong to the Royal Family or Officials such as Ministers. Are there other social things?

SHAIMA: (...) we are from a conservative society part of the Gulf [means countries in the Arab Gulf] so we used to use specific thing for dealing. We have saved this as a historical. We used to use this method. As I have said that traditions and custom are inherited from generation to other generation so we save them. It is difficult to break down [avoid or cancel] them. If we would to live in the same society, we should agree with them.

THE RESEARCHER: Traditions and custom such as what? Special respect.

SHAIMA: For instance, our dress. For instance, we can say the PRMD in other countries needs ((another dress)) [smile], however, we are conservative. We wear Abaya and Shila [These mean black dress with Head Cover. It should be demonstrate not all females wear this dress. There are a lot of them wear as same style in the western countries or a style]. We talk about traditions and custom, which are suitable with our families' opinion. We have save these things for our society.

THE RESEARCHER: Do you feel there is influence in the society from Western Cultures, in particular form Britain and America [The US]?

SHAIMA: Do you mean influence of Media?

THE RESEARCHER: No not the Media. Does the society influenced by Western Cultures?

SHAIMA: [Yes] ((of course, in particular the new generation)). [smile].

THE RESEARCHER: From which side?

SHAIMA: There are a lot of things. For instance, to be honest we talk about the food. We have moved from eating ((THE RICE)) [traditional food in Bahrain] [smile] to eat fast food.

THE RESEARCHER: What else another food?

SHAIMA: The dress. The dress has changed from traditional to Jeans and casual. If you look to females from new generation, their English Culture ((very powerful)) [smile] [means they speak English very well].

THE RESEARCHER: As a language?

SHAIMA: As a language they are better than us.

THE RESEARCHER: How many languages? Arabic Language

SHAIMA: Their English language better than Arabic. They refuse the Arabic Language so they are not OK with Arabic. They become very powerful in English and they are proud between each other because they speak English.

Their dress. We wear Head Cover because we save it, however, they use Makeup. We have educated more strictly. For instance, my mother was not agreeing with some things, however, we can find them now with our sisters. All these influences become from the West. In the past we were not able to watch some English Series [means English Language, however, it does not mean Series were produced in the UK. Maybe from other countries] because of ethics and cultural values, however, now our little sisters can watch them. ((The influence of THE WEST is very powerful)) [strong voice].

THE RESEARCHER: Do you think this influence leads the PRMD to change its discourse or still the traditional is dominant?

SHAIMA: (...) we – because – now I will say – speak honestly – the Audiences that we deal with them usually from same our ages. Means they do not influenced by Western as same the new generation. I think in the future the development will happened.

Generally, the Media plan has been developed. For instance, we have electronic Madares magazine [means electronic copy of magazine titled Schools], which classified as the first issued in the Gulf. There were not electronic magazines for this subject [Education] and we have done to be advanced.

In addition, there is Students Media Team. There is a Gifted Centre [A centre for talented students]. We try to be advanced, however, if we want to continue, we must be faster.

THE RESEARCHER: OK. I would ask you about influence of your social position or of your family toward your job? Is there a link between your family and your job or no? For instance, if you take a decision, does your family make influence or not?

SHAIMA: (...) as I have said about the dress, however, in general.

THE RESEARCHER: Do mean that your family makes influences toward you about your dress?

SHAIMA: [No]. The dress has relation with the traditions and custom.

THE RESEARCHER: OK.

SHAIMA: Generally, I would tell you. I am speaking about my family such as my Father, my Mother and others [family] when I have chosen the Media [means studying Media at University]. My Mother has supported me and my decision. I have worked with Journalist and most tasks of my job were about writing so my Mother had helped me a lot through doing Proofreading.

My family was with me and had supported me strong so I have not any problems. I have done a training course with a magazine which requires working until late [Night] so my family had supported me. After I have become married, my husband also supports me. Now I face many responsibilities so I try to make balance between my family and my job.

THE RESEARCHER: From which side? Is it about working time?

SHAIMA: About working time I would say THANK YOU GOD. The nature of my job relates to schools so it is in ((the morning)) [smile]. It is A Governmental job in the morning so I do not face problems or pressures.

THE RESEARCHER: OK. I would move on part about the religion. The prevalent religion in Bahrain is the Islam. What extent the Islam influences practicing PR in the MOE?

SHAIMA: (...) ((THE RELIGION)) [seems little wondered].

THE RESEARCHER: What extent of influence? Is there obligation toward specific things such as traditions and custom? Is there a role of the Islam or there is not influence of the Islam?

SHAIMA: (...) The Islam is the prevalent religion in the Kingdom of Bahrain. As I have said that here at the department we wear Abaya and Shila [means black dress with Head Cover]. The religion makes influence. If the religion does not make influence toward PR, a problem will face traditions and custom within the family as well as the society.

THE RESEARCHER: What instructions are taken from the religion and implemented in PR? For instance, the dress. What else?

SHAIMA: In general the dress. Our job is with ((males)) [smile] so we should meet and speak with them as part of the nature of the job. I refused this, however, I agree with some renunciations.

MEADIA MESSAGES that we try to be received usually relate to the religion. We have done task about the Koran [the holy book with content comes from the God through his last messenger the prophet Mohamed] as well as about Ethics and Honest. All of these topics related to the religion.

THE RESEARCHER: Media content.

SHAIMA: Media Content. We always try to highlight Ethics of our projects as well as other notions from the religion such as Honest, the Koran, Dress and Head Cover.

THE RESEARCHER: I will move on another part about the Binaries.

SHAIMA: Sorry for interrupting you. For instance, an incident has happened in Bahrain at a nursery between male and female students.

THE RESEARCHER: What happened?

SHAIMA: ((smile)) (...) both students are little nearly five years old and a photo for them was published while kissing each other so this makes media stir in the society. How do these happen in the society?

THE RESEARCHER: The photo of them was published.

SHAIMA: Yes. A media problem has happened because the society refuses these kinds of things so we can be disagreeing with it.

THE RESEARCHER: Have you taken the Audiences opinions?

SHAIMA: We have taken Audiences opinions through daily newspapers. The problem was solved – THANK YOU GOD.

Recently, most of staffs at Private Schools and Nurseries are Foreigners– non Arab- so they have such these practices. Because of this there is interference between our traditions and custom with them [Foreigners].

THE RESEARCHER: I will move on the part of East and West [the Binaries]. This notion is used for a comparison. How do you feel about practice PR here at the MOE comparing with Western notion for instance, in Britain and America [The US]?

SHAIMA: THE MEDIA in general.

THE RESEARCHER: THE PR and Media at the MOE.

SHAIMA: Only in the ministry.

THE RESEARCHER: Yes only in this ministry.

SHAIMA: As I have said in the beginning of the interview, here is a Governmental ministry so there are boundaries we cannot break them down. We try to practice our media role within these boundaries. We have openness in the media.

I will speak about the media in general not only in the ministry. The media I tries to be similar THE WEST, however, honestly, still cannot be same. For instance, the MBC channel [a television channel in the Middle East broadcasts from studios in many cities such as London and Dubai] tries to publish human stories about Scholars during it News, however, these stories are ((WESTERN)) [smile]. The priority should be for [stories] from Gulf Countries or Arab Countries rather this.

The West more interested in the Media through correct way as we say. Now the Audiences interested in human stories, which give information about people. The Audiences have curiosity toward these things. I hope that we have correspondences for this topic. I hope our media to be more developed. I love human stories and hope to have same here.

THE RESEARCHER: OK. What causes that make difference between practice PR at MOE and in the West?

SHAIMA: I have already said that here is a governmental ministry, however, the West has more openness in Media. For instance, a correspondence spends three or four months following Gang or Tribe. I mean the media work there is tough. They spend their life [means they are so interested]. The Media here at the ministry is just a job rather a life. This is the problem. If we make it as a life, the issue will be different.

THE RESEARCHER: Last part. How do you consider the future of PR and Media at MOE? Are there challenges? Are there things need to be developed?

SHAIMA: I have already said more than a time. Honestly, THANK YOU GOD we are at the MOE I feel our department [the PRMD] is very advanced. We communicate with Audiences through more than a channel and taking their opinions.

As I have said that the department's staffs are youth. The department plans for development and we do a progression. I think the future is brilliant if the department keep going on the same way. It is youth department, making progression and listening to the audiences – THANK YOU GOD.

THE RESEARCHER: What about plans? Do you think current plans and researches are enough?

SHAIMA: Researches may need to be more developed. There is a lack of staffs, who work with magazines and researches. I think researches need a full – time person.

THE RESEARCHER: Full – time.

SHAIMA: Full – time. We do not have time because throughout the year we work with magazines. Only in this period of time [the Summer] within two or three months we are able to do researches. Generally, researches are about an academic year so they done in this time.

THE RESEARCHER: OK. In the end thank You.

SHAIMA: Thank you.

Appendix 15

Interview transcript with participant number 5 Doua Aldossary.

Interview number: 5
Name of participant: Doua Aldossary.
Date: 13/7/2014.
Time: 09:41 am.
Place: MOE.

THE RESEARCHER: Good morning. I would welcome you to this interview for masters dissertation in PR and Strategic Communication. First I would know your name. What department of the MOE are you working with?

DOUA: My name is Doua Nasser Aldossary. PR Specialist. Now I work at PRMD.

THE RESEARCHER: I would ask you how many years have you been working with the MOE?

DOUA: Almost three years.

THE RESEARCHER: Did you spend all three years at PRMD or at other departments?

DOUA: All three years at PRMD.

THE RESEARCHER: I would move to another part about the MOE. What is the role of the MOE from your perspective?

DOUA: Actually, the actual role of the MOE is cultural as the first. Cultural and educational role. I can say it is for awareness.

THE RESEARCHER: OK. I would ask you about the PRMD. What roles are implemented by the department?

DOUA: The actual role of PR at THE MOE is for Protocol.

THE RESEARCHER: What does it mean? What tasks the PR is doing?

DOUA: The tasks are about organising conferences, events, welcoming and valediction for guests (...) and sometime I can say solving crisis.

THE RESEARCHER: What do you mean of solving crisis?

DOUA: Participating with the ministry or (...) sorry participating with Media section because they are two sections: the Media section and PR section [means the PRMD at MOE divided in two sections]. Through participating with each other they can solve issues.

THE RESEARCHER: What kind of issues?

DOUA: I mean for instance, (...) if there is a crisis about providing healthy meals for Schools Canteens, it will be taken by Media and PR sections for discussion and setting solutions.

THE RESEARCHER: OK. Your colleagues have talked about Media *role of the department so can you explain to me this role [please]?*

DOUA: I think the role of PR (...) is for Marketing.

THE RESEARCHER: Marketing for what?

DOUA: Marketing for any new product or notion. The essential role of the PR department is for Marketing. This is the real and we are doing it.

How do we do it? This is done through the section of Designing. Designing for Banners, Posters, Roll Ups [Banners] and others. In addition, it contributes as a real role (...) linking the Audiences with correct notion. I mean of Audiences the Parents and Students.

THE RESEARCHER: Are the Audiences of the ministry only Parents and Students or there are other categories? Can you tell me about Audiences [please]?

DOUA: I think the most are Parents and Students also Officials.

THE RESEARCHER: Are there active groups, for instance societies for Education that the ministry deals with them?

DOUA: As I know, NO. I do not know.

THE RESEARCHER: I would ask you about nationalities of the ministry's Audiences. Are all Audiences Bahraini or there are other nationalities? Can you tell me about this [please]?

DOUA: Actually, the ministry's Audiences are diverse. Bahraini Audiences (...) African Audiences – the North of Africa.

THE RESEARCHER: From the Middle East.

DOUA: East of Asia. We deal with all nationalities because there are Civil Institutions and Governmental Institutions under the umbrella the MOE include many nationalities.

THE RESEARCHER: OK. What extent that multi nationalities influence practicing PR?

DOUA: I think (...) this could contribute with the role of PR. Why? Because they are many nationalities not only Bahraini. We deal with them through specific method suit with their Cultures.

There are many nationalities such as Indian, Egyptian and Jordanian so each of them has different culture. Our role as PR is to be able to deal with them depending on the Culture of each of them.

THE RESEARCHER: OK. I would ask you about communication tools are used for dealing with the Audiences?

DOUA: Communication tools that we have used. We have used many tools such as Twitter, Facebook and Instagram. Now we have new tool. I would say that it is old, however, we will develop some programmes. It is Twitter (...) Sorry. What its name? Youtube.

Our future plan is preparing many programmes for awareness and they will include ministry's events. In addition, Media Breaks for awareness will be done.

I think also there is A Whatsapp (...) as I know that some schools send important information to Parents [by Whatsapp] such as update information about students, vacations, date of back to school and fees. These sent by messages so this is good.

THE RESEARCHER: OK. As you have said that Social Media used to communicate with audiences, I would ask you what audiences' opinion. What are you doing after receiving audiences' opinion?

DOUA: Actually, audiences' opinion is very important for us because our role is to satisfy them first, first, first. Have you understood? We upload on our sites, for instance evaluation or (...) what is your opinion about something or specific information. Good or Very Good or Satisfied and each person writes his or her suggestion. In the end of each year suggestion collected for writing a report.

[Practitioners] at the PRMD meet to modify new notions and writing the findings. We focus on what the audiences are interested in and developing weaknesses.

THE RESEARCHER: Is this annual procedure?

We have stopped our conversation because office telephone of the participant is ringing for work purpose.

I have asked you about the meeting for evaluate audiences' opinions. Is it annual or monthly?

DOUA: (...) almost annual. Why annual? Because we wait until the end to receive audiences' notions. Then discovering new findings lead to start new year with new things aim to satisfy the audience.

THE RESEARCHER: In the end of the year. Do you mean the end of the academic year and beginning of the summer?

DOUA: Yes, yes.

THE RESEARCHER: OK. DO you think that tools are used by the MOE help the Audiences to say their opinion free?

DOUA: Yes of course. ((with all transparency)) [seems sure]. Their opinion with full transparency.

THE RESEARCHER: I would ask you about your feeling while dealing with Audiences. How do you feel about their Feedback?

DOUA: Actually, we must be honest. Some audiences are little bigoted, some audiences are normal and others very understanding. The PR [department] must has openness while dealing with audiences as well as can make their tenseness less. I mean trying to make notion understood by audience as well as receiving their opinions and complaints. (.....).

THE RESEARCHER: OK. I would ask you about the Audiences. What is the aim of dealing with the Audiences? Do you think is about providing services or trying to persuade them of the ministry's perspective? What exact do you give to the Audiences?

DOUA: Actually, of course I try to convey image or perspective of the ministry then to be accepted by the Audiences. I do not impose, however, I clarify our notions and what we would like to be received until I feel that others have fully persuaded.

THE RESEARCHER: DO you focus on persuasion?

DOUA: YES of course.

THE RESEARCHER: Now I will move on the internal Audiences. I mean other departments inside the ministry. As the MOE has a lot of department, how do you communicate with other departments and what tools are used?

DOUA: Actually, as we interested in external Audiences, we also interested in internal Audiences because they are essential and effective. I can say that they are [internal Audiences] the momentum for external Audiences.

We communicate with internal Audiences through Outlook system because we are from same net or department or sorry same ministry. In addition, the Whatsapp is used.

Moreover, the department [PR] publishes some films on the Television [belongs to the Government]. We try to tell officials about update so we send links to them through the Whatsapp with latest news. These are the most things used.

THE RESEARCHER: I would ask you about Relationships with Colleagues inside the PRMD. Can you tell me about Relationships with Colleagues, in particular from other gender?

DOUA: Actually, Relationships with Colleagues must be associated. It is one department so we must be one group associated and collaborative.

THE RESEARCHER: OK. Are there specific things such as traditions and custom or regulations manage Relationships with Colleagues especially between males and females?

DOUA: I mean (...) I feel there are no such things because our dealing depends on the work only. There are no such things.

THE RESEARCHER: Do you mean no boundaries?

DOUA: There are not boundaries from work side, however, from other side of course there are boundaries.

THE RESEARCHER: What elements influence your Relationships with Colleagues? Do you feel there are such traditions and custom or they respect obligation?

DOUA: Can you repeat the question [please]?

THE RESEARCHER: What elements influence your Relationships with Colleagues inside the PR department? Are there specific traditions and custom for the Bahraini society must be committed?

DOUA: Of course. Some Colleagues consider traditions and custom first so they deal depending on them.

THE RESEARCHER: What such traditions and custom?

DOUA: For instance, males and females do not deal outside [means outside the work]. [It should be demonstrated people can deal with each other free, however, depending on the custom of the society if male and female deal, people think they are in relationship. In addition, if the relationship as a married, this is fine, however, if they are not married, people think they are cheating so this influences their reputation in the society badly].

The dealing between male and female within the work is part of our traditions. This is the most frequent. It is normal that we deal with each other during meetings.

THE RESEARCHER: I would talk about Relationships with the director of PR. First, what is the position of the PR department within the structure of the ministry?

DOUA: I think PR department has essential role. Its position becomes direct after the Minister and the Minister's department office. OK. Our role must be essential and sensitive.

THE RESEARCHER: From which side sensitive? [What do you mean of sensitive?]

DOUA: We [PR department] are the frontal of the ministry so without us there is not a frontal. It is the essential frontal.

THE RESEARCHER: I would ask you about role of the Director of PR and Media. Does he communicate with higher department? What does he do?

DOUA: He is the link between us and the higher department. I mean his role likes a pier [link].

THE RESEARCHER: A link. What does he exact do?

DOUA: Actually he (...) I can say that (...) what I should say? He has essential role as well as encouraging.

THE RESEARCHER: What does he conveys to the higher department?

DOUA: He conveys all new notions that we have created and our suggestions to the higher department. After that the higher department takes the decision whether agree or not agree. Then the Director comes back to tell us. This is the essential role of the Director.

THE RESEARCHER: What such notions?

DOUA: As I have said that such as new programmes, the way for developing current programmes. All programmes are for awareness. These are done most frequent.

THE RESEARCHER: I would talk about your personal relation with ministry's audiences especially the internal audiences. Does friendship influence your job in the PR department?

DOUA: [Yes] of course.

THE RESEARCHER: How?

DOUA: Facilitate of procedures and facilitate of deal. If I need something from other department, I must be collaborative with all as well as others know me so this is essential for PR.

THE RESEARCHER: OK. Do you think friendship is important for facilitate procedures?

DOUA: Yes it is important.

THE RESEARCHER: Does it [friendship] avoid you following official procedures?

DOUA: Yes. The official procedures seem as a routine. Our work must be done fast and cannot waiting specific things.

THE RESEARCHER: I would ask you about participation of the department in the decision making. As you have said that the Director conveys your notions and perspectives to the higher department, after that the higher department takes the decision.

DOUA: Definitely [yes].

THE RESEARCHER: What about other departments? Does the PR department participates in the decision making for other departments or not? For instance, the Development of Performance for Schools Project or any other projects. Does the PR department have a role here?

DOUA: Of course because the PR will do marketing. For instance, before nearly a year there was the Development of Performance for Schools Project so the department of this project has come to us for saying their notions. After that our role is for doing marketing of these notions. We met them then we had done some marketing activities such as a short film about the notion of the (...)

THE RESEARCHER: The project.

DOUA: The project. It is essential project. Still I say we [PR] are essential pier so without PR nothing will be done.

THE RESEARCHER: I will move on Researches of PR. How do you identify potential audiences? As you have said that most of the audiences are Teachers and Students, so if there is a project, what shall the department do?

DOUA: For instance, in the beginning of the Project for Development our audiences were Intermediate Level and Parents.

THE RESEARCHER: Do you mean the PR has identified the audiences?

DOUA: Yes. Because the project was for Intermediate Level only. Currently, I think in the beginning of the year [academic year] we will add Secondary Level. This reflects that we have done some tasks then the marketing. Because we have finished the first part successfully so we are moving to second part.

THE RESEARCHER: OK. I would ask you about Researches. Have you participated in researches about PR within the ministry?

DOUA: What do you mean of Researches?

THE RESEARCHER: Researches such as questionnaires or studies?

DOUA: I think no, however I hope in the future IF THE GOD WILLING.

THE RESEARCHER: Until now no but hoping in the future. OK. Do you know if your colleagues have done Researches or you feel there is a lack of Researches?

DOUA: I think we need more Researches because I do not think anyone has done researches.

THE RESEARCHER: I will move on other part about the Hospitality and Protocol.

DOUA: OK.

THE RESEARCHER: Actually, I have understood from your colleagues the department

DOUA: Proactive and first of course. [Participate uses words from slang dialect means the department interested in Hospitality and Protocol].

THE RESEARCHER: As the PRMD do these tasks, can you explain this to me [please]?

DOUA: The Protocol is about welcoming and valediction as well as organising conferences such as managing positions for ministers and directors [this means that PR practitioner usually welcoming guest and guide them to their seats]. PR department chooses the food for conferences.

THE RESEARCHER: OK. Do you think these tasks part of PR tasks or additional?

DOUA: I still say that the Protocol is not part of the PR. The role of PR is about Crisis Management and Marketing. The Protocol is only external side only.

THE RESEARCHER: As a Protocol task, do you think that the PR influenced by dignitaries and officials? For instance, special dealing with a person because of his or her job.

DOUA: No. I do not think. We deal with all people.

THE RESEARCHER: Are there special considerations for people depending on their jobs?

DOUA: Of course. For instance, different procedure for welcoming the Minister. There is a special Protocol for dignitaries.

THE RESEARCHER: Do you think procedures for dignitaries influenced by traditions and custom of the society? I mean there is special respect for person depending on his or her job or for Sheikh?

DOUA: I think there is influence of traditions and custom.

THE RESEARCHER: I will move on part of Bahraini Society. Do you think the social system as well as traditions and custom influences practice of PR?

DOUA: Yes. I feel yes. Sometime we cannot do the real role of PR. As I have told you before here we do not managing crisis. ((We do not managing crisis)) [strong voice]. We do not have direct responsibility.

The role of PR must be about Crisis Management, however, because of traditions and custom the Media becomes first then we [PR] the second. I think the role of PR must be about Crisis Management. This is the actual role.

THE RESEARCHER: I would ask you about traditions and custom such as Influence of the religion and the family. Do you think these things influence practice of PR?

DOUA: Yes. There is an example. If female required doing tasks of welcoming and valediction at midnight, so related to our traditions and custom of course we not allowed doing it at this time. I think only this part of our traditions and custom makes influence, however, others are nothing.

[According to traditions and custom of Bahraini society that although females are free to go outside at any time, however, people do not prefer females going outside at midnight because they think this should influence their reputation negatively. In addition, it should be explained that many females going outside at midnight for many reasons especially if there is a necessity].

THE RESEARCHER: Do you feel others are normal?

DOUA: As it should be. Normal.

THE RESEARCHER: I would ask you about influence of Western Culture, in particular form Britain and America [The US] toward the society. Do you think there influence?

DOUA: Here?

THE RESEARCHER: Yes here.

DOUA: Not so much.

THE RESEARCHER: Do you think there is openness toward Western Culture or there is reservation and stresses toward old traditions and custom of the society?

DOUA: We are middle.

THE RESEARCHER: What does it mean? What you have taken and what you have left?

DOUA: We are little openness as well as little adheres [hang on] with traditions and custom. I mean not so much open, open (...) we must not forget other element that dominates everything. It is the Culture. I mean we must not forget our traditions. [Our culture explains that] we must not do that, ((however, we are also open)) [strong voice].

THE RESEARCHER: Depending on your answers that there is a mix.

DOUA: Boundaries let's say boundaries.

THE RESEARCHER: What boundaries do?

DOUA: Boundaries challenge our performance. For male it is easy, however, for female there are some boundaries.

THE RESEARCHER: What are they?

DOUA: As I have told you about welcoming and valediction at the midnight is hard (...) sometimes if female goes to hotels for welcoming people is OK, however, at midnight I think no. It is about the time only, however, others nothing. We are open mind.

THE RESEARCHER: As PR practitioner, how do you feel about this?

DOUA: I think this is a limitation. Sometimes I can do many things, however, traditions and custom faced me.

THE RESEARCHER: For instance?

DOUA: As I have already told you before, it is the timing.

For me my family opens mind so it is normal. I mean this is different from person to other. Here in the department some people are married and others are not, some families agree and some disagree so it depends on the culture.

THE RESEARCHER: As you said some families disagree, do mean there is influence or authority of the family toward the employee?

DOUA: Yes. Some are married so their husbands do not agree. As part of traditions and custom, female should respect [agree] with her husband. A husband says that I do not agree my wife going outside at midnight. What is this!? or a father do not agrees his daughter traveling so he says do not travel. What others will say about us? All of these are traditions and custom.

[It should be explained that females and males are equal, however, there is authority from male. This is just part of traditions because male is the paterfamilias].

THE RESEARCHER: Do you think these [traditions] influence the work of PR?

DOUA: Of course. Maybe female practitioner intelligent [work very hard] and deserves to do some tasks, however, this point damages everything.

THE RESEARCHER: For instance, if her family refuses representing the ministry on a conference.

DOUA: Yes. She maybe deserves positions.

THE RESEARCHER: I would ask you about influenced by the West and Binaries. For instance, it usually said that we have something, however, they are in the West have different things. How do you compare practice PR at Bahraini MOE with practice PR in such Britain and America [The US]?

DOUA: Do you know that the top ten of PR organisations where? In America [The US]. We always at Bahraini Universities try to link our studies about PR with PR in America. Why? Because essential procedures of PR were implemented there.

We implement the same, however, the difference of traditions and custom. If we contract with American PR organisation, we cannot take everything from there to be implemented in Bahrain. This is wrong. Why? Because their traditions are not same our traditions. It is possible to do decentralised through contract with the organisation, however, its branch in Bahrain will employ Bahraini practitioners, who know the domestic culture.

Through this we can link and integrate between the cultures of American PR organisation and Bahrain without any contradiction.

THE RESEARCHER: OK. Mix or convergence between two cultures.

DOUA: Yes to gain the benefit from them, however, it must be suit with our culture otherwise it will be rejected.

THE RESEARCHER: Rejected what?

DOUA: Traditions and custom from outside will be rejected by the society. I must be suit through modify some things.

THE RESEARCHER: so what are reasons?

DOUA: The society is conservative and cautious.

THE RESEARCHER: About what?

DOUA: About its traditions. The society does not want loss its national identity. This is good thing that we save our identity, however, we want development as well. This is essential thing. I am not anti identity or anti cultures or anti traditions and custom. I am with them, however, I need the development.

THE RESEARCHER: OK. I would ask you about your perspective of your future with PR at the MOE. How do you consider your professional future?

DOUA: (...) My professional future. IF THE GOD WILLING, could be good as same my plan. Honestly, I am ambitious human and require to get renewal. I would feel that if I bring new notions, it will be developed. (...) I would like to make ((real role of PR)) [strong voice] IF THE GOD WILLING.

THE RESEARCHER: Do you feel there are challenges faced your practice the real role?

DOUA: Yes.

THE RESEARCHER: Such as what?

DOUA: Many thing I will not say them.

THE RESEARCHER: Are they related to traditions and custom?

DOUA: About traditions and custom my family is OK. I mean about my job.

THE RESEARCHER: May be they administrative procedures.

DOUA: Administrative. Administrative procedures. I work half here and half there or my functional tasks not as same the job description. [Participant means she do tasks for both Media and PR sections].

THE RESEARCHER: Is there interfere between tasks of PR and Media?

DOUA: Yes. That is I would like to say. I mean there is confusion so I do not know what am I? Am I PR or MEDIA? I think this part of PR tasks also or as it said that PR Practitioners should know everything such as Media, Editing, Writing and Administration. I mean this the real tasks. I can say I am PR. I have done everything.

THE RESEARCHER: DO you mean you have done a lot of task?

I mean as PR Practitioners must be able to do Editing, Writing and Designing. All of these are from Media. All are same.

THE RESEARCHER: Can you tell me what kind of publications that the department is doing? Editing or Writing or Prints?

DOUA: Actually, the ministry issues many magazines. There is Madares Magazines [means magazines titled Schools] I think it issued annual. I do not know. There is weekly or monthly magazine I mean monthly which includes many events organised by the ministry. All of these related to our tasks and present update information.

In addition, Handbooks related to the UNESCO [United Nations Educational, Scientific and Cultural Organisation] because the ministry has cooperation with the International Educational Council in Geneva. Through this relation two sides exchanging books about Education such as about the ministry's achievements.

THE RESEARCHER: OK. I would ask you about the content of prints or books issued by the ministry?

DOUA: One structure and one style for writing.

THE RESEARCHER: How?

DOUA: I mean the style of writing is overturned pyramid which starts with important then less important after that less, less and less important [information]. Here [in Bahrain] not only at this ministry also at all ministries the style of writing focuses on writing the name followed by the position of minister or the position of minister first then his or her name and so on. I mean focused on receiving, valediction, indicating and adding. [Participant means many press releases in Bahrain start with names and position of minister than continuing what the minister says].

THE RESEARCHER: DO you mean there is strong interest in personality of the official?

DOUA: Yes. I mean we focused on the minister and some other events which organised at schools. We write simple news (brief) about other events, however, they also under the patronage of the minister.

THE RESEARCHER: DO you think the media content of the ministry influenced by personality of the official?

DOUA: Of course.

THE RESEARCHER: What about others?

DOUA: The contents concern with what the official says such as saying, adding and indicating.

THE RESEARCHER: Do you feel these things are essential for the Media or related to traditions and custom of the society if you comparing with Western style?

DOUA: These are essential bases. If we write, we must know our aim. Our aim is the minister as well as other audiences such as students so we focusing on these. ((This is the basic for writing)) [strong vice]. We cannot write general news, however, it should be about specific topic.

THE RESEARCHER: Can you tell me about practice PR her at the MOE comparing with Western notion? As you have already talked about traditions and custom, what else?

DOUA: I feel that PR at the ministry needs to be developed. There is a need to bring external experiences. I mean contract with external employees or same current employees will be sent to external organisations [outside Bahrain] to teach them the real role of PR, however, not the role of protocol. We would like to do essential role within the structure as well as be essential pier and a plan for PR.

THE RESEARCHER: What does it mean?

DOUA: I would say that the number of employees at PR is small.

THE RESEARCHER: Do you approximate number?

DOUA: I think we are six. One, two, three, four, five, six, seven and eight. ((Approximately eight)) [strong voice] because I am PR Practitioners, however, I am now at Media section.

I think PR part of Media or Media part of PR the number of practitioners must be approximately equal because both of them have same role. The role of PR is essential so we should contract with PR organisations that have experiences in the domain to support our experiences.

THE RESEARCHER: From your perspective what should these organisations provide?

DOUA: Experiences and additions. They should teach us the real role then we should practice to be in future (...) as same Agency for PR. If anyone has new notions, external offices of PR help to do marketing for it. Here it is major organisation so it should do these tasks.

THE RESEARCHER: Do you mean the department be able to implement plans of PR?

DOUA: Yes. ((Future, future)) [strong voice] plans.

THE RESEARCHER: What exact about? For instance, projects marketing or audience persuasion.

DOUA: First of all projects marketing. Any new project required of PR Practitioner to set full schedule with conception of future. The department or the manager of PR should take notions of PR practitioners. Here I focused on PR only but not Media. Discussion of notions should be done than the best notion or more than a notion should be implemented for developing educational work.

THE RESEARCHER: OK. Would you like to add point or something else I have not asked you about it?

DOUA: Only I would thank you for conducting the interview with me.

THE RESEARCHER: In the end of this interview I would thank you for participating. Thank you.

DOUA: Thank you.

Appendix 16

An official letter received by email from the PRMD at the MOE and emails from participants to confirm that the research has shown obligation toward quality of the research "member checking".

Kingdom of Bahrain
Ministry of Education
PUBLIC RELATIONS & INFORMATION DIRECTORATE

مملكة البحرين
وزارة التربية والتعليم
إدارة العلاقات العامة والإعلام

11/8/2014

To whom it may concern

This letter is to confirm that Jasim Altamimi has conducted interviews and observation with five females PR and Media practitioners from Public Relations and Media Directorate at Ministry of Education in Bahrain.

Interviews and observation were conducted from 6th July 2014 until 15th July 2014 and during the official working hours between 7:30 am until 2:15 pm from Sunday to Thursday.

It should be explained that during the interviews and observation Jasim wore Bahraini traditional dress, which is accepted by the Ministry of Education and participants because this dress considered as the official dress in Bahrain.

In addition, it should be confirmed that Jasim has sent the content of the interviews and observation to each participant by their personal email. Furthermore, all participants would confirm that Jasim has transcribed approximately all words of their answers which can be considered as trustworthy.

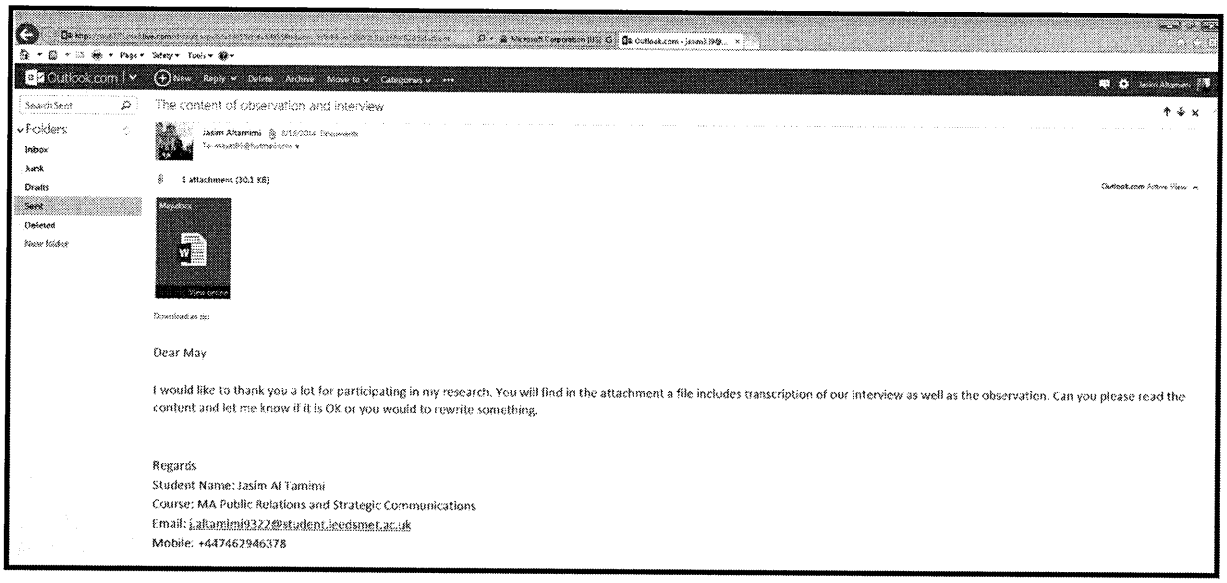
Participants' names: May Al-Amer, Fawzia Mohamed Ahmed, Asmahan Khalil Marouf, Shaima Ebrahim Buhazza and Doua Aldossary.

This letter must be used by Jasim Altamimi only for his dissertation research as part of course titled MA Public Relations and Strategic Communications at Leeds Metropolitan University.

This letter is given to Jasim upon his request.
Ministry of Education will not accept any administrative or financial responsibilities.

Yours faithfully
Director of Public Relations and Media Directorate
Fawaz Alshuroogi

هاتف : ١٧٨٧٣٠٧١ (٠٠٩٧٣) – فاكس : ١٧٦٨٤٤٩٣/١٧٦٨٧٨٦٦ (٠٠٩٧٣) – ص.ب : ٤٣ – المنامة – مملكة البحرين
Tel. : (00973) 17873071 – Fax: (00973) 17684493/17687866 – P.O. Box: 43 Manama - Kingdom of Bahrain
E-mail: dir.relations@moe.gov.bh
www.education.gov.bh



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The content of observation and interview

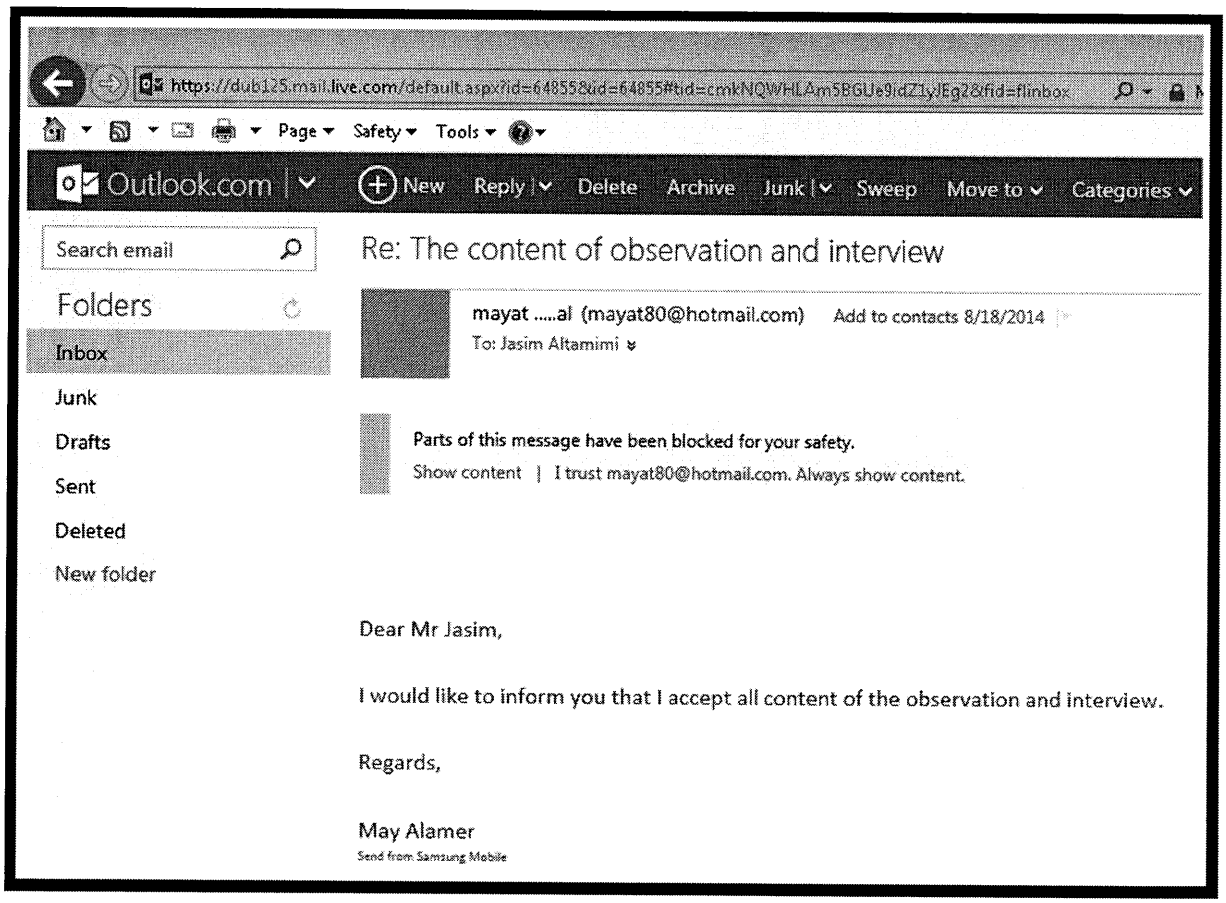
Jasim Altamimi 8/18/2014

1 attachment (30.1 KB)

Dear May

I would like to thank you a lot for participating in my research. You will find in the attachment a file includes transcription of our interview as well as the observation. Can you please read the content and let me know if it is OK or you would to rewrite something.

Regards
Student Name: Jasim Al Tamimi
Course: MA Public Relations and Strategic Communications
Email: j.altamimi9322@student.leedsmet.ac.uk
Mobile: +447462946378



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Re: The content of observation and interview

mayat .....al (mayat80@hotmail.com) Add to contacts 8/18/2014

To: Jasim Altamimi

Parts of this message have been blocked for your safety.

Show content | I trust mayat80@hotmail.com. Always show content.

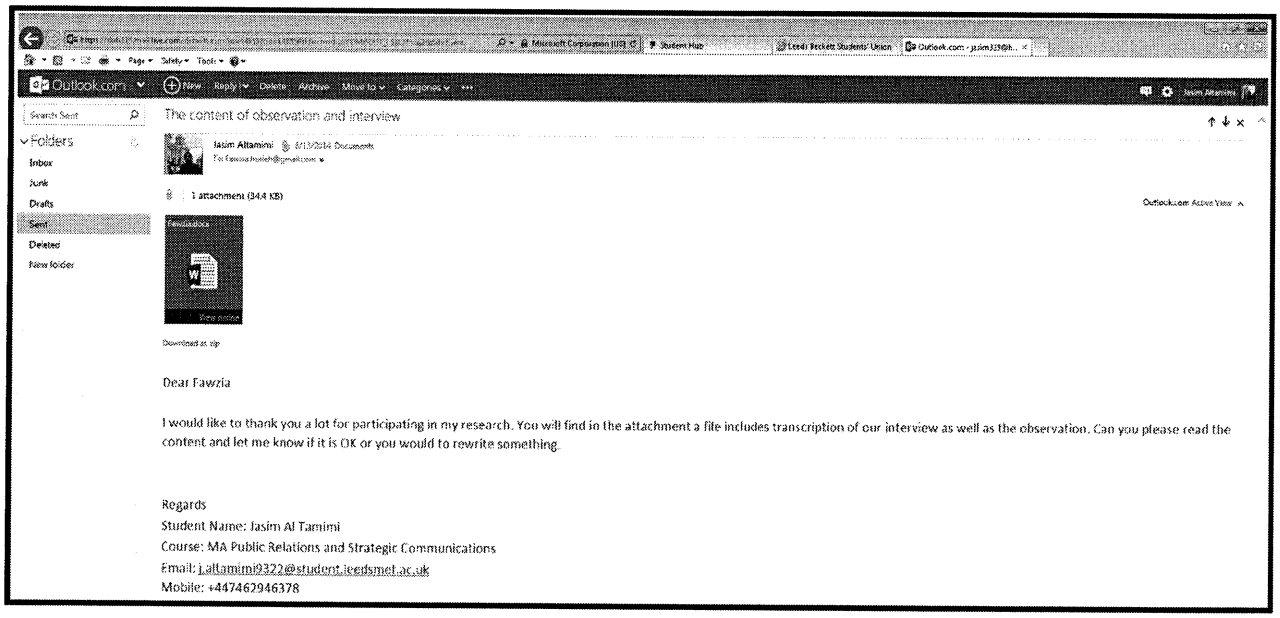
Dear Mr Jasim,

I would like to inform you that I accept all content of the observation and interview.

Regards,

May Alamer

Send from Samsung Mobile



The content of observation and interview

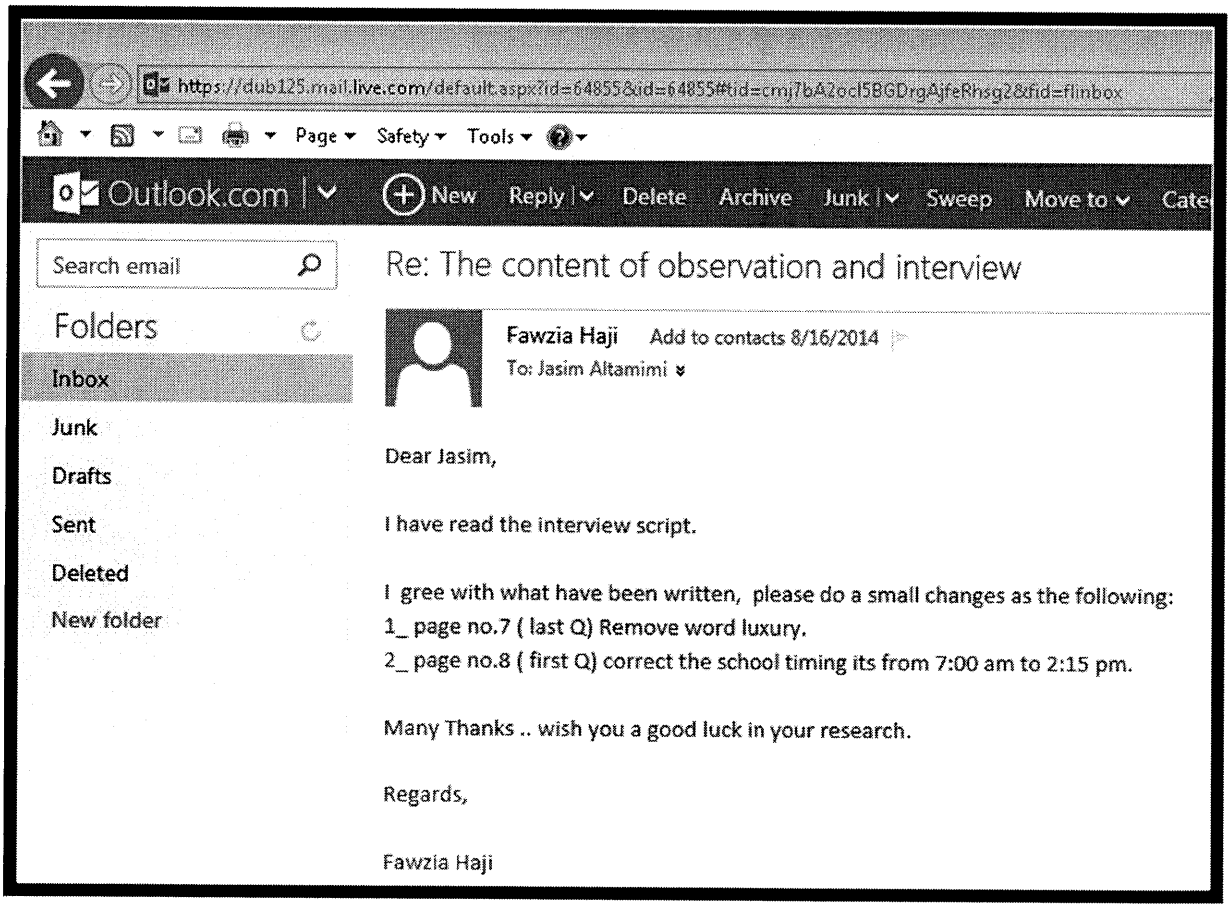
Jasim Altamimi

1 attachment (34.4 KB)

Dear Fawzia

I would like to thank you a lot for participating in my research. You will find in the attachment a file includes transcription of our interview as well as the observation. Can you please read the content and let me know if it is OK or you would to rewrite something.

Regards
Student Name: Jasim Al Tamimi
Course: MA Public Relations and Strategic Communications
Email: j.altamimi9322@student.leedsmet.ac.uk
Mobile: +447462946378



Re: The content of observation and interview

Fawzia Haji Add to contacts 8/16/2014
To: Jasim Altamimi

Dear Jasim,

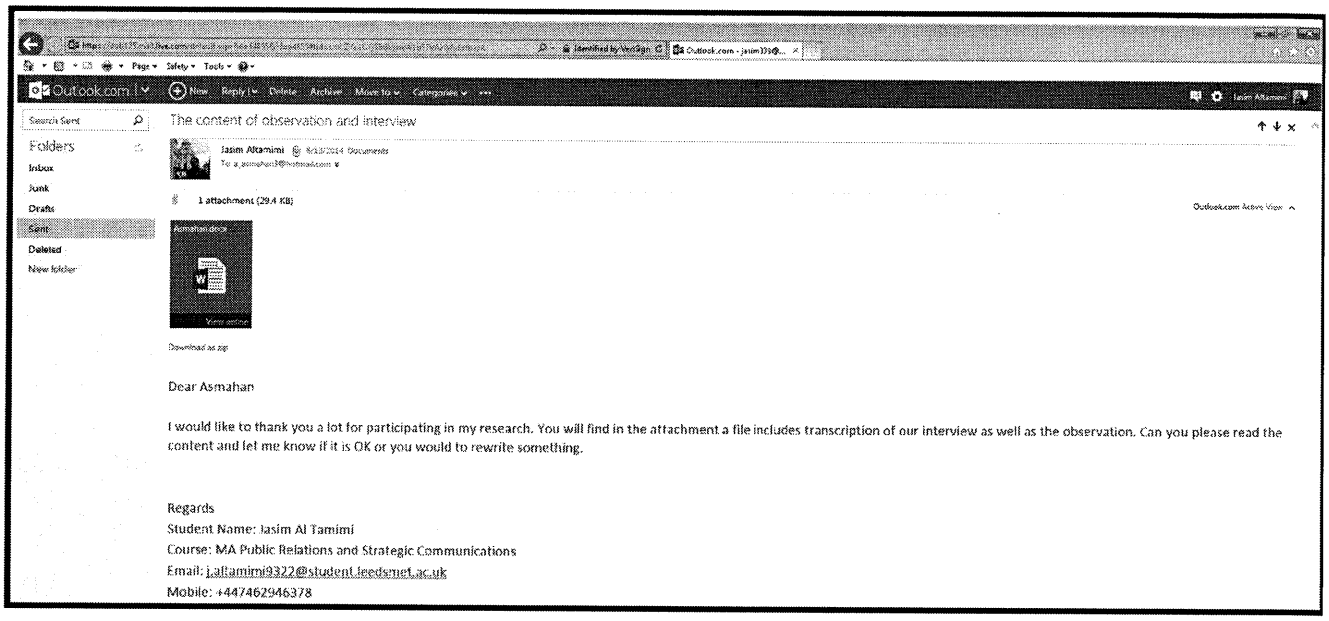
I have read the interview script.

I gree with what have been written, please do a small changes as the following:
1_ page no.7 (last Q) Remove word luxury.
2_ page no.8 (first Q) correct the school timing its from 7:00 am to 2:15 pm.

Many Thanks .. wish you a good luck in your research.

Regards,

Fawzia Haji



The content of observation and interview

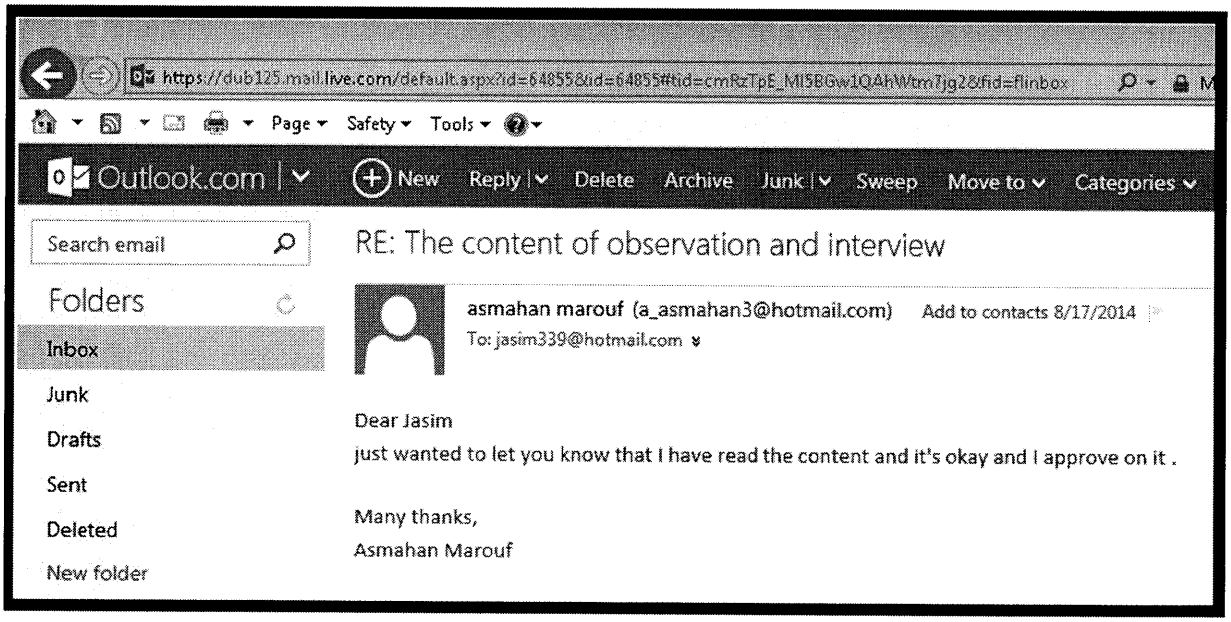
Jasim Altamimi

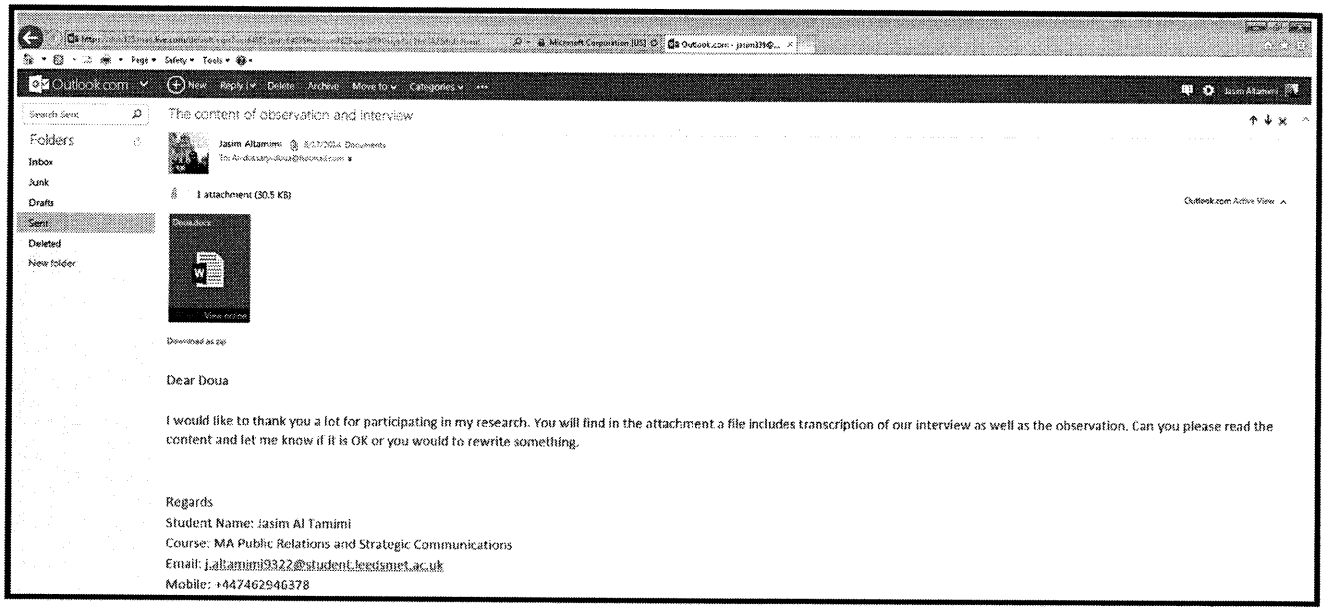
1 attachment (29.4 KB)

Dear Asmahan

I would like to thank you a lot for participating in my research. You will find in the attachment a file includes transcription of our interview as well as the observation. Can you please read the content and let me know if it is OK or you would to rewrite something.

Regards
Student Name: Jasim Al Tamimi
Course: MA Public Relations and Strategic Communications
Email: j.altamimi9322@student.leedsmet.ac.uk
Mobile: +447462946378





The content of observation and interview

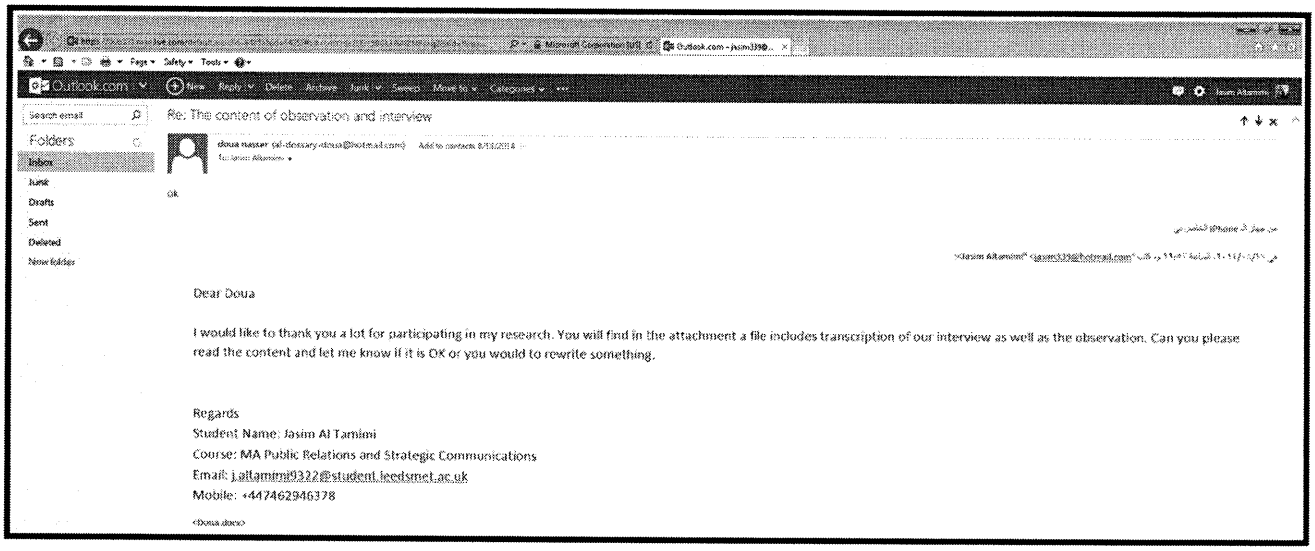
Jasim Altamimi

1 attachment (30.5 KB)

Dear Doua

I would like to thank you a lot for participating in my research. You will find in the attachment a file includes transcription of our interview as well as the observation. Can you please read the content and let me know if it is OK or you would to rewrite something.

Regards
Student Name: Jasim Al Tamimi
Course: MA Public Relations and Strategic Communications
Email: j.altamimi9322@student.leedsmet.ac.uk
Mobile: +447462946378



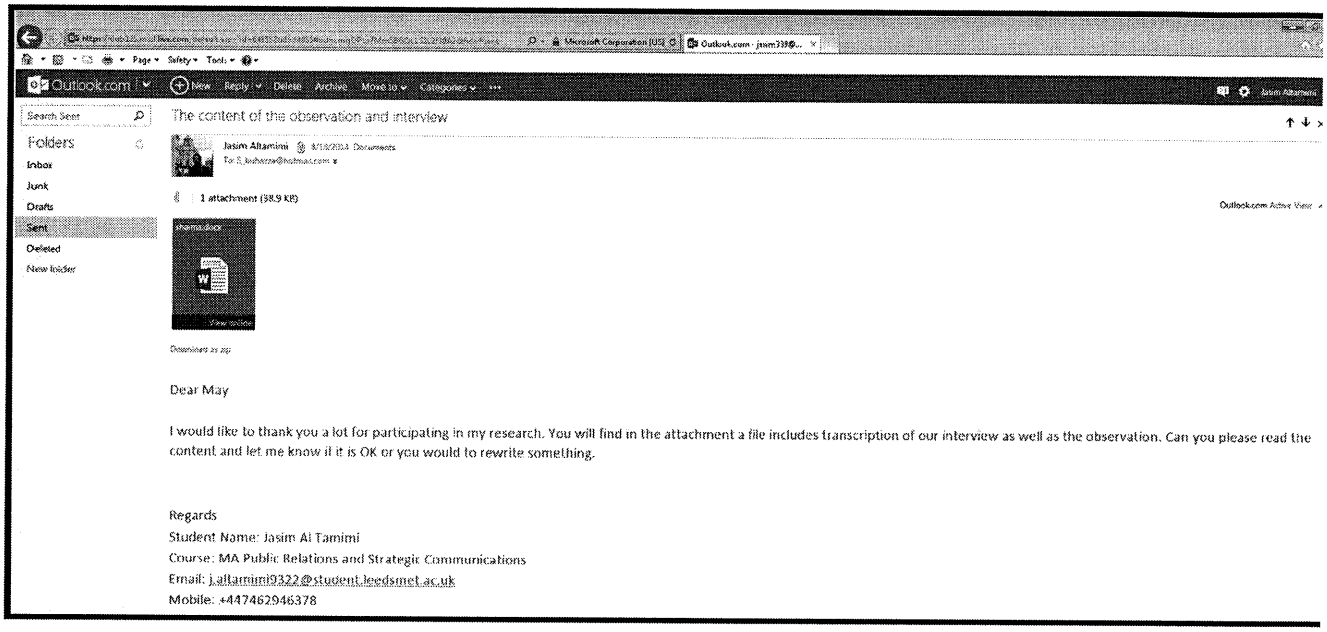
Re: The content of observation and interview

ok

Dear Doua

I would like to thank you a lot for participating in my research. You will find in the attachment a file includes transcription of our interview as well as the observation. Can you please read the content and let me know if it is OK or you would to rewrite something.

Regards
Student Name: Jasim Al Tamimi
Course: MA Public Relations and Strategic Communications
Email: j.altamimi9322@student.leedsmet.ac.uk
Mobile: +447462946378


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The content of the observation and interview
Jasim Altamimi
1 attachment (38.9 KB)
Outlook.com Active View
Dear May
I would like to thank you a lot for participating in my research. You will find in the attachment a file includes transcription of our interview as well as the observation. Can you please read the content and let me know if it is OK or you would to rewrite something.
Regards
Student Name: Jasim Al Tamimi
Course: MA Public Relations and Strategic Communications
Email: j.altamimi9322@student.leedsmet.ac.uk
Mobile: +447462946378

Appendix 17

Analysing of observation and interview for participant number 1 May Al – Amer.

Observation

Quotations	Codes	Categories
The schedule does not take few hours even a working day to be ready, however, it takes more than that time. The reason is that communicating with other organisations and waiting for their approvals is time consuming.	Linking with audiences	The purpose of practice PR within MOE

Quotations	Codes	Categories
May is doing tasks of Educational Programme for Students as well as Hospitality. It should be demonstrated PR at MOE organises annual Educational Programme for Students which consists of schedule for visiting places such as Museums, Forts, Factories and others. PR practitioners, who organise these trips, communicate with many organisations and ministries.	Organising events	Roles of PR practitioners at MOE
May is doing tasks of Educational Programme for Students as well as Hospitality. May spends most of the working day doing these tasks. Furthermore, she has done other tasks about Hospitalities. Because the MOE will organise an event about open day for some employees, teachers as well as some students and their parents so May must do some tasks for organising this event. May has called a hotel and discussing about reservation of a hall for coming event as well as discussing about price and kind of food will be served by hotel staff. Doing this task requires discussing level and type of hotel with colleagues and the Head of PR. In addition contact with the hotel by telephone and fax asking about prices of renting a hall as well as food menus. The coming event will be in the evening so May required to be in	Hospitality and Protocol	

the hotel for welcoming guests. It should be demonstrate sometimes the MOE organises events after official working hours so PR practitioners must do additional work, which they get extra paid of that. Generally, PR section required to do tasks about Hospitality so May has contact details of hotels in Bahrain as well as restaurants. The reason is that the MOE organises events such as workshops, courses and exhibitions, in particular during the academic year so other departments contact PR asking for providing Hospitality and sometime welcoming guests.		

Quotations	Codes	Categories
The schedule must be ready before starting the new academic year. In addition, May must send a copy of the schedule through official letter and email to the department of Transportation at MOE in Manama because this department provides transportation from schools in whole Bahrain to other organisations.	Internal audiences	Relationship with audiences
May is doing tasks of Educational Programme for Students as well as Hospitality. It should be demonstrated PR at MOE organises annual Educational Programme for Students which consists of schedule for visiting places such as Museums, Forts, Factories and others. PR practitioners, who organise these trips, communicate with many organisations and ministries. May has spent most of time working on the schedule for visiting places for next academic year 2014/2015. This required from May writing official letters to other places such as organisations and ministries. Before writing letters May has called by telephone some organisations and discuss with coordinators about organising the visits. Then she wrote some letters and had taken them to the Head of PR section to sign them. After that May has sent some official letters by Fax. The content of letters is about thanking other organisations for their cooperation with the MOE and trying to get approval for welcoming students to visit their organisations during next academic year. Usually other organisations welcome students and	External audiences	

provide a guide. The schedule does not take few hours even a working day to be ready, however, it takes more than that time. The reason is that communicating with other organisations and waiting for their approvals is time consuming.		

Quotations	Codes	Categories
These tasks require form May to move between her office and the Head of PR office, which is located in the opposite of May's office, for discussing about the schedule as well as using the Fax, which is located near secretary's office.	Relationship with boss	Impact of the MOE toward practicing PR
During doing tasks May spoke with her colleague in the same office about preparation for the coming event. The conversation focuses on tasks such as calling guests, sending invitation to guests as well as what was done and what was not done so far? Furthermore, their conversations were normal and sometimes they used words from slang dialect to do some joking for few seconds. May's emotion seemed normal so sometimes she smiles. It should be demonstrated May has taken a break for Pray as well as another break. In addition, she has spent some times welcoming for her colleague from same department.	Relationship with colleagues	

Quotations	Codes	Categories
May's emotion seems normal so sometimes she smiles. It should be demonstrated May toke a break for Pray as well as another break. In addition, she had spent some times welcoming for her colleague from same department.	Emotions toward colleagues	Emotions

Interview

Quotations	Codes	Categories
MAY: My name is May. I work with MOE at PR and Media section. *THE RESEARCHER: OK. How many years do you work with MOE?* MAY: Almost five years. *THE RESEARCHER: What positions have you worked with?* MAY: I have started as PR Specialist [PR Practitioner] and now PR First Specialist. *THE RESEARCHER: Can you let me now about your Curriculum Vitae? What PR qualifications do you hold?* MAY: I hold bachelor in PR and MEDIA minor specialty in Tourism and Hotels from the University of Bahrain. *THE RESEARCHER: What about other qualifications such as courses?* MAY: I hold courses in Media, Marketing, crisis Management and last course was in Protocols.	Personal background	Basic knowledge of PR practitioners
THE RESEARCHER: OK. Now I would ask you about the organisation, the MOE. As PR practitioner at MOE, what is the role of MOE? MAY: The PR or the ministry. *THE RESEARCHER: The ministry.* MAY: The MOE from its name its role is about education. It is concerns with huge category of the society because there is not any person in the society does not have somebody studying at Public Schools [belong to the Government] or Private Schools [owned by people but not the Government]. [The society depends on the	Personal experiences about the MOE	

family as basis so she means the person maybe has a child or a brother or a sister or a cousin studying at schools]. The role of the MOE is very important within the society because it concerns with preparing generations through providing the education and teaching students concepts so our role [The MOE] is important with the society. *THE RESEARCHER: How do you feel of that you work with this organisation?* MAY: (…) ((My feeling I do not know)) [smile and seems comfortable]. It is nice that I work with organisation helps huge categories in the society which means I have a role.		

Quotations	**Codes**	**Categories**
THE RESEARCHER: After you know the feedback of audience, do you know take care of their opinions when implement plan or programmes? MAY: We convey. We are a link, however, not everything we can do. As I have told you MOE has many departments such Primary Education, Intermediate Education, Secondary Education and Higher Education so we could convey to each department the perspectives of people or their problems to let the departments communicate with them. Our role is a link. *THE RESEARCHER: OK. About communication with audience. When you speak with any kind of ministry's audience, what is the aim? Do you feel that you provide services or try to persuade them or impose specific opinion?* MAY: Impose specific opinion seem difficult toward the receiver. I do not think especially in this time you can persuade a person if he or she has opposite image [opinion or understanding] toward you. The children cannot be persuaded so how to do it with the parents? We try to convey our image. I mean the aim that we would like to receive so we get responses sometimes opposite, however, we try to reach a solution makes both sides satisfy but nor persuade or	Reflecting the image of the MOE	The purpose of practicing PR within MOE

impose. *THE RESEARCHER: What do you think of this position? How do you feel?* MAY: The position is as it should be. This is correct. The role of PR must follow the higher department at MOE under the minister office direct. We are the link between the ministry and the society so our position must be high to convey perspectives and problems of audience with the ministry faster. As we within higher department, the link with the minister and other departments faster. MAY: Yes because as I have told you we are a link. The feedback that we received from audience conveys it.		
THE RESEARCHER: OK. I would ask you about the purpose of practice PR at MOE? How do you feel? MAY: The purpose is gain the audience. Correction of many concepts. I think there is a lot of thinks (...) the society, who is within cooperation with the ministry, has many incorrect concepts about the ministry so our role is to correct these concepts. *THE RESEARCHER: For instance, what are the incorrect concepts?* MAY: For instance, now because of The Development of Schools Time Project the ministry faced a lot of oppositions from The Parents. They say what is the reason of extended? Comparing with other societies we was the less society with school day time so students were not get the knowledge within enough time as we as they faced pressure at their homes [the pressure because of home works]. The expansion is for students' benefit more than us [The MOE]. I can ask what is the ministry's benefit of the expansion? We have implemented the expansion of the time to the students' benefit. Our role nowadays is trying to say the correct concept to the society as well as try to make it accepted.	Informing audiences	

Quotations	Codes	Categories
THE RESEARCHER: Now I would ask questions about the role of PR practitioners at MOE. What roles do you do at MOE? MAY: The most prominent that I do at PR is organising workshops, courses and helping other department in organising them. (.....) . Sometime we respond for audience inquiries because sometimes they want to find some department and they do not know so they come to us and we give them a response. Our section organises Educational Programme for Students so we take them to educational trips related to the curriculum of the ministry to developing the awareness of students. [It should be demonstrated PR at MOE organise annual Educational Programme for Students which consists of schedule for visiting places such as Museum, Forts, Factories and others. PR practitioners, who organise these trips, communicate with many organisations and ministries]. We deal with audience more through courses, workshops and conferences, which we organising. These are we doing. *THE RESEARCHER: How do you feel when you do these roles? How do you consider these roles? Do you feel these roles part of PR or others?* MAY: There are some things felt part of PR and there are others not. We do things that should not the PR do them. Some tasks interfered within PR, however, they do not relate to it.	Organising events	Roles of PR practitioners at MOE
THE RESEARCHER: What are these tasks? Can you give me example? MAY: For instance, (...) The prevalent concept here that PR related to the Hospitality only. This is what I feel most of our roles at the PR related to the Hospitality. We do not have major role for managing conferences because usually there are others participate with us for managing conferences, however, this must be done by PR only. *THE RESEARCHER: OK. As you have said that not only PR*	Hospitality and Protocol	

managed conferences, is there other organisations participated whether from inside or outside the ministry? MAY: From inside the ministry. For instance, we have (…) For instance, there is the educational conference managed by Curriculum Department because it is expert in that. [In addition, Curriculum Department] evaluates this conference and invited most of the participants but not the PR. PR only participate for welcoming and provides accommodation as well as organising the days of the conference. *THE RESEARCHER: Now I will move on the Hospitality and Protocol part. As you have said the section [PR] do this procedure, what tasks do you do with titled Hospitality and Protocol?* MAY: Often welcoming gests form outside Bahrain. When we have welcome, we do escort for dignitaries whether from inside or outside Bahrain. (…) This task we do at MOE. *THE RESEARCHER: How do consider extent of importance of Hospitality and Protocol tasks?* MAY: They are important. Of course very important because people consider the role of PR must be through best image [reputation]. If the person does not know the Protocol how to manage, all tasks done by the ministry will be missed.		
THE RESEARCHER: Now I would ask you about the role of the department for decision making within the ministry. Do you have idea about position of the PR within ministry structure? MAY: Yes. Following the higher department under minister office direct. *THE RESEARCHER: What do you think of this position? How do you feel?* MAY: The position is as it should be. This is correct. The role of PR must follow the higher department at MOE under the minister office direct. We are the link between the ministry and the society so our position must be high to convey perspectives and problems of audience with the ministry faster. As we within higher	Involving in the decision making	

department, the link with the minister and other departments faster. *THE RESEARCHER: OK. As you have said that the department within higher departments, do you contribute with the decision making within the ministry? For instance, implementing plans, communicate with audience or implementing plans for projects.* MAY: Yes I think it contributes (.....). *THE RESEARCHER: Are there examples show contribution of PR within decision making? Does PR influences taken specific decision?* MAY: Yes because as I have told you we are a link. The feedback that we received from audience conveys it. From this basis they [higher department] make the decision so our role is a major cause to reflect the image of the ministry. We reflect the image and how be developed so from this they make the decision. We participate in the decision (...) I can say we have fifty percent participating in the decision making of higher department. Perspectives of audiences come to us and we analysis them then give them to higher department to take the decision so we participate in the decision making by fifty percent or I can say more. *THE RESEARCHER: I would ask you about role of the head of PR or The director. Role of the head of PR or the director of PRMD within decision making. How do you consider their position?* (...) as If I have told you here there is a director and heads. Two sections and both of them has a head. The director always communicate with heads more than employees. The director does not taking decision before ask the person, who are concerns with it whether from PR side or from Media side as a complaint [a complaint means feedback from audience whether by newspapers or hotline or others]. Always there are weekly meetings or sometimes daily meeting between them [the director and heads of sections] and through this basis the decision is made but not individual decision. Most of decisions (...) between the director and the heads and sometime specialist and from this basis the decision is made after discussion to get benefit for the ministry and audience. *THE RESEARCHER: OK. What about the position of the director*		

within the ministry? Do you think the director contribute within higher department? I mean attending meetings and making influence on decision making? MAY: Yes. I think the director available in everywhere so he has the view for each decision can be made as well as the basis and reasons for the decision. The decision is made with participation of the higher department but not by the directorate only. Always there is participation.		
THE RESEARCHER: I will move on another part, the researches part. In the beginning how PR identifies the target audience or future audience for specific project? MAY: Our role is not that much because we communicate more with departments. Departments identify their audience and from this basis we work but not us do identifying for audience. In some programmes we should meet them and discuss so from this we know the audience. Sometimes within their programmes they [other departments] identify the duration and specific audience so communicate with them and with the audience. [It should be said this done for some short term workshops or events. For instance, workshop about teaching math for primary school students so The Primary School Department needs specific audience such as math teachers at some primary schools]. *THE RESEARCHER: OK. Have you participated with researches of PR and Media? Do researches done?* MAY: ((No)) [seems sad]. *THE RESEARCHER: What about plans? Have you participated with implementing plans or programmes whether for short or long terms?* MAY: Yes for routine things we have plans within the section especially with schools audience. *THE RESEARCHER: As you have said that you have never participated with researchers for PR plans, do you feel this makes weakness on your performance? Do you think your work needs researches of PR?*	Researches	

MAY: The work needs. For me AL – HAMDULLAH [means THANK YOU GOD] I have never face any insufficiency. Although I have been working since few years, I practice a lot so from these tasks I gain many things [experiences]. Not only researches help me. I feel that communication with audience during conferences and workshops is a research for me.		

Quotations	Codes	Categories
THE RESEARCHER: OK. Now I would like to ask you about your relationship with other departments. How do the communication with them? What tools do you use to communicate with other departments at the ministry? MAY: (...) we communicate with them more through official letters (...) as well as by telephones. *THE RESEARCHER: Is there plan with them [between the PR and other departments] whether for long or short terms?* MAY: No. Long term or short term plans nothing. I mean if there is something with high level before a month, however, if there are workshops and seminars between one or two weeks. This is communication with them. *THE RESEARCHER: OK. What is the aim of communication with other departments? What are the aims that you reach of this communication?* MAY: Their aims or our aims. *THE RESEARCHER: Aims of PR. What reasons lead you to communicate with other departments?* MAY: Because of the aims we must communicate with them. There is possibility that they start something with mistakes or, for instance, (...) they maybe say something should not be said or write wrong announcement [Press Release] so our role is to monitor. We communicate with them to monitor and let them know if there is a mistake or advise them.	Internal audiences	Relationship with audiences

THE RESEARCHER: OK. About the internal and external ministry's audience, what tools used to communicate with them? As you have said that communication with internal audience through official letter but what about external audience? MAY: Communication with external audience usually done by the PR. Here in the MOE the PRMD divided into two sections: PR and Media Section. The communication with audience usually done by the Media [Section]. We have social media such as Facebook, Twitter and Instagram as well as Hotline for complaints. The communication with audience usually done through the Media Section more than PR. Some people call us and we convey them with the Media Section.		
THE RESEARCHER: Now I will move on the relationship with audience. What are the categories of audiences? MAY: Nowadays I communicate more with schools because I work with Educational Programme for Students so I try to communicate with them and know what they want. Sometimes they need something I cannot understand or I mean we have shortage so I try to meet the demand. For conferences we communicate with communicate with Parents more than Teachers and Students. Sometimes they have points want to convey them to the officials. This is the link between me and the external audience. *THE RESEARCHER: What about other organisations? Do you communicate with organisations or societies that concern with education?* MAY: Yes. There are many organisations. As I have told you there is the Educational Programme for Students so sometime we do coordination with other ministries and organisations. [Thorugh this programme] students visit many organisations to get explanation about their roles in the Bahraini society. We try to communicate with them [other organisations] because our role concerns with education as well as there are other organisations help students. For instance, graduated students helped to get ideas about studying at universities. What should benefit them and what the market requires? This is our role.	External audiences	

THE RESEARCHER: OK. About the internal and external ministry's audience, what tools used to communicate with them? As you have said that communication with internal audience through official letter but what about external audience? MAY: Communication with external audience usually done by the PR. Here in the MOE the PRMD divided into two sections: PR and Media Section. The communication with audience usually done by the Media [Section]. We have social media such as Facebook, Twitter and Instagram as well as Hotline for complaints. The communication with audience usually done through the Media Section more than PR. Some people call us and we convey them with the Media Section. *THE RESEARCHER: OK, OK (...) what about the discourse between the ministry and audience? Does the ministry depend on news or advertisements? Do you know plans of this?* MAY: Do you mean the communication. *THE RESEARCHER: The communication with audience.* MAY: AS I HAVE TOLD YOU [spoken loudly] the more communication through Twitter. We put [publish] titles and headings on Twitter. On the Instagram we say about our programmes. If the schools know something, they send to the Media section as for publishing on social media. On Instagram publications about schools and ministry's achievements as well as on Newspapers because we convey with almost all local Newspapers. [It should explained that in Bahrain five daily Arabic Newspapers and Two daily Newspapers. Ministries and other organisations usually send their news by email to Newspapers]. We announce about our workshops, conferences, new plans on Newspapers because they are the link with audience. Also the Social Media, which become focused by people more than Newspapers. *THE RESEARCHER: How do you feel when you communicate with audience and receive their perspectives?* MAY: (...) A nice feeling because sometimes audience make us aware about some issues so the communication with them is nice		

because they advise us sometimes. They say this is negative and this is positive so they make us aware not always about negative, however, we receive nice responses from them and feel happy. ((As I have told the Media has more and we are a link)) ((Little smile)). *THE RESEARCHER: About the audience, do you feel that the ministry's audience whether internal or external able to say their opinions free or there are some boundaries?* MAY: Especially in the Bahraini society, we have so much freedom of speech. It can be said our freedom is open and audience can say whatever they want. We gain benefit about many things from the audience. We do not have obstacle, however, Bahraini audience has freedom of opinion and people hang on of their freedom of speech.		
THE RESEARCHER: Ok. What are the nationalities of the audience? Are the majority BAHRAINI or there is others? MAY: The majority is Bahraini as well as other Arab nationalities. *THE RESEARCHER:* Arab nationalities only. MAY: The majority of Non Bahraini is Arab. *THE RESEARCHER: What is the influence of multi nationalities in practice PR? Do you feel there is difference in culture when communicate with Non Bahraini audience?* MAY: Yes there is difference, in particular within the culture. As Arab society our religion and language is same, however, there is little different cultures and traditions make influence. *THE RESEARCHER: There is a question about audience. As you have said that the majority is Bahraini and some Arab nationalities, do there a communication with other nationalities?* MAY: In our society there are Arab and Foreigners. The majority that we communicate with them within schools are Arab, however, there are many in the Private Schools [owned by people but not the Government] as well as others at Public Schools [belong to the Government] do not speak Arabic so they are special cases so we have specialist as a link with Foreigners.	Impact of multiculturalism within the domestic society of Bahrain	

THE RESEARCHER: Do you have idea if the department knows feedback of audience toward ministry's activities and services? MAY: Yes. We usually do. The Media [section]. Sometime there is an issue such as The Development of Schools Time project so this issue published on newspapers and we know about opinions [from Media]. We know what is the perspective of the ministry so when we asked during conferences or workshops, we should know about topics of the ministry. [It should be demonstrated that PR practitioners attend conferences and workshops as organisers not as speakers or gests]. *THE RESEARCHER: As you have talked about the feedback that sometimes discussed with you during conferences, is there any other situations?* MAY: (...) ((smile)) *THE RESEARCHER: After you know the feedback of audience, do you know take care of their opinions when implement plan or programmes?* MAY: We convey. We are a link, however, not everything we can do. As I have told you MOE has many departments such Primary Education, Intermediate Education, Secondary Education and Higher Education so we could convey to each department the perspectives of people or their problems to let the departments communicate with them. Our role is a link.	Feedback of the audiences	

Quotations	**Codes**	**Categories**
THE RESEARCHER: About relationship with your boss, do you consult him or her in all decisions that taken by you? MAY: Often yes I consult my boss because we are same as brothers. Our boss same as a father so always a girl or a boy ask their fathers in any decisions that they would take. We ask our boss because he gives us a perspective from his experiences in the work and gain the benefit when we take our decisions. For daily decisions we take normal procedures or routine, however, for other	Relationship with boss	Impact of the domestic culture within organisational context toward practicing PR at the MOE

with high level we ask our boss.		
THE RESEARCHER: I would move on another part. Relationships with colleagues at PRMD. Can you tell me about your relationship with colleagues? MAY: At PRMD the number of practitioners is few. *THE RESEARCHER: Almost.* MAY: The head, two group leaders, two first specialists and three employees so the number is few approximately seven or between seven to eight. *THE RESEARCHER: Genders.* MAY: Half of them are females or three females and others are males. Our relationships are a brotherhood relation. We understood each other and helpful. The relationship is nearly to be a brotherhood more than colleagues. *THE RESEARCHER: Can I say there are official and unofficial relationships. What about role of traditions and custom in the society. Do they make influence?* MAY: The make influence, however, we are (...). From our traditions and custom we say each person knows his or her responsibility (...) normal, the brotherhood relationship does not include excesses so our relationships are nearly to be a brotherhood more than colleagues. The colleague relationship may be tough, however, within brotherhood you can give a request and will be done as well as opposite is normal.	Relationship with colleagues	
THE RESEARCHER: We have talked about friendly relationships that help to do work. What about relationships within social environment and official relations with colleagues? Do they help you to do some tasks or you follow the official way? [Unofficial relations same friends help to do task faster] MAY: (...) sometimes but not always. Sometimes I need to do	Personal relationships	

tasks faster so if I have relation with a department more than others (...) ((There are social communications)) ((smile)) help to do tasks, however, THERE IS NOT EXCESSES. [Social communications] make the routine things faster. *THE RESEARCHER: For instance, relationship of friends maybe helps?* MAY: Yes the relationship of friend helps more. When there is image of you to gain other department through help it to do something, the opposite is same the department will help you. Output of things you have done in the work but not as a friend (...) link between the works. If you prevent something for them, they will prevent something for you. In our department we often try to give solutions (...) or, for instance, if we want something impossible, we try to give them alternative thing so from this we gain many departments and if we want something, they help us. I mean we try to help each other (...) not only from friend relationship also at work.		
THE RESEARCHER: I would ask you about your occupational future at MOE. How do you consider the future, as PR practitioner? MAY: Do you mean the occupational? As progression, each person prefers to be progressive. I am AL – HAMDULLAH [means THANK YOU GOD] I was specialist [PR practitioners] became first specialist and IF THE GOD WILLING I will continue. From other level I ambitious to continue my study to lean more concepts help me to implement them later within the work. *THE RESEARCHER: Future view of PR. Do you feel there are challenges need to be developed at work?* MAY: Yes there are challenges and there are things need to be developed (...) There is a lack of training courses for employees [PR practitioners] so we need more. I think the experience only is not enough and I need to learn concepts can help me in the work. The experience is helpful but not in all cases.	Expectation of the future at work	

Quotations	Codes	Categories
THE RESEARCHER: I will move on the part of relationship between culture and domestic society. How you consider influence of social and political system on practice PR? During practicing PR, do you influenced by social system of the society? Do you consider political things? MAY: If we say (…) social influences some things. *THE RESEARCHER: For instance.* MAY: As I have said the concept of traditions and custom sometimes can be obstruction. We educated of some things no no (…) I mean not easy to nick any door and entre so this influence on our role. *THE RESEARCHER: OK OK. We have talked about traditions and custom. Do you think there are specific custom within the society? For instance? What kind of traditions and custom do managing your relationship with your boss or colleague whether male or female?* MAY: Our traditions and custom do not allow being correlation between male and female outside the family such as brother or cousin (…) now there is little change of the concept. For instance, if you have a colleague in work, there is obstacle means why always with this person. Now this concept little changed but not cancelled. The viewed toward colleague as same brother or cousin. This is the prevalent concept. MAY: No not from western concepts. Because the society has been developed, the view little has not as same the past. In the past female does not work a lot because of her house and family, however, now she is working at many open places and mixed such as Universities and Private Schools. The concept has been little changed and female does not as the past only in her house, however, now she is in everywhere. She becomes a Doctor and Engineer so the concept little has been changed (.....). From western perspective I mean foreign or western cultures	Impact of traditions and custom toward practicing PR within MOE	Impact of the domestic culture within societal context toward practicing PR at the MOE

because of the nature of work the concept has been changed. *THE RESEARCHER: Now I will move on term of the relationship between East and West, which used a lot. From your perspective, how do you consider the practice of PR in the western countries, in particular in the America [The US] and Britain? How have you found practice of PR here and there?* MAY: There are differences. *THE RESEARCHER: What are the differences?* MAY: I think differences often from traditions and custom and the Arabic concept of PR role. In the Arab society still the role of PR is incorrect. I mean still as I have said that there are concepts and things interfered in the PR, however, they should not done by PR. Tasks do not related to PR. *THE RESEARCHER: For instance.* MAY: (...) For instance, about this ministry any things or any project wanted come to PR, however, these maybe not from PR tasks and there are other departments do these tasks. About tickets and visas [get a ticket and visa for ministry's guests or buy tickets for ministry's staff who travelling outside for conferences], we help, however, still we asked why you do not do that? You are from PR and should do that. Ok we should help, however, there are other staff specialist for doing these tasks. No no you are from PR and must do these. The concept in our society that PR do all ministry's roles, however, there are other departments for these tasks. [For instance,] some people said that accreditation of certificate is your role [PR] and you should do, however, there is department for this task. We cannot do other departments task so this concept (...). I think other societies consider and aware the role of PR more than Arab Society. *THE RESEARCHER: From which side? How?* MAY: Their concept. The view of the society. Their societies view. The view of the society has role. The Arabic Societies do not have the concept of PR role.		

THE RESEARCHER: I would ask about the relationship between your family and your work. Do your decisions for work influenced by family? MAY: Yes but sometimes. *THE RESEARCHER: For instance.* MAY: Sometimes (...) if I have task outside Bahrain I feel hesitant because I am married and I have children so I give this task to another person. This is often travelling outside Bahrain. For task inside Bahrain there is coordination so there is not a lot of decisions link to my family. *THE RESEARCHER: I mean your family does not forced or impose you?* MAY: No. I can manage coordinate between both of them. AL – HAMDULLAH [means THANK YOU GOD] if there is coordination between both of them, IF THE GOD WILLING there is not problems and practice [PR] be normal. Everything is normal.	Impact of family toward practicing PR within MOE	
THE RESEARCHER: now I will speak about the religion, in particular the ISLAM which is prevalent religion in Bahraini society. Do your work at MOE influenced by history and religion? MAY: ((No)) [seems wondered] because religious things (...) we educated on them. All have religious concepts or from heritage or history. The Islam says we must work and the work must be to the fullest. There are Honesty and Cooperation between colleagues. Our religion wealthy so this helps us a lot at work. The religion does not make strong influence. *THE RESEARCHER: OK. Do you feel the relationship between male and female inside the ministry influenced by the religion or not?* MAY: ((No)) [seems wondered] as I have told you we are in brotherhood relationship. Males help females as well as females help males (...). I do not feel the relationship influences, however, we know what is correct and incorrect and from this basis we deal. There is not strong influence between males and females.	Impact of religion toward practicing PR within MOE	

Quotations	Codes	Categories
THE RESEARCHER: About the comparison between East and West. Do you think used a lot in the society, in particular within the ministry or no? MAY: Some people use it a lot and some no. Still we cannot generalise this. Some people link to other societies [means people who live outside Bahrain and majority in the western countries] and feel about their concepts and roles. They say THEY ARE WHERE, HOWEVER, WE ARE WHERE [This prevalent sentence in the society means the west in high position better than us]. Their role different from our role, however, if the person does not link with other societies do not has this perspective. *THE RESEARCHER: What reasons cause of differences of implement PR within the ministry* MAY: [interrupt the researcher] Still as I have said that the view of the society has not changed yet. If the view of the society change and the role of PR understood, the differences will be removed. *THE RESEARCHER: How can change the view of the society?* MAY: (...) ((smile)) I do not know I feel it is difficult to be changed easy. As we have traditions and custom have been changed with the pass of time. [For instance,] females were in their houses become working in many places I think with practicing PR (...) when the way practitioners themselves reflect PR and make people understand their role, the view will be changed. It is from PR practitioners side. Awareness of the way of present. I mean how receiver will understand PR role from PR itself.	Binaries	Influenced by western culture

Quotations	Codes	Categories
THE RESEARCHER: How do you feel of that you work with this organisation? MAY: (...) ((My feeling I do not know)) [smile and seems	Emotions toward the MOE	Emotions

comfortable]. It is nice that I work with organisation helps huge categories in the society which means I have a role.		
THE RESEARCHER: The communication with audience. MAY: AS I HAVE TOLD YOU [spoken loudly] the more communication through Twitter.	Emotions toward relationship with external audiences	
THE RESEARCHER: About relationship with your boss, do you consult him or her in all decisions that taken by you? MAY: Often yes I consult my boss because we are same as brothers. Our boss same as a father so always a girl or a boy ask their fathers in any decisions that they would take. We ask our boss because he gives us a perspective from his experiences in the work and gain the benefit when we take our decisions. For daily decisions we take normal procedures or routine, however, for other with high level we ask our boss.	Emotions toward relationship with boss	
THE RESEARCHER: We have talked about friendly relationships that help to do work. What about relationships within social environment and official relations with colleagues? Do they help you to do some tasks or you follow the official way? [Unofficial relations same friends help to do task faster] MAY: (...) sometimes but not always. Sometimes I need to do tasks faster so if I have relation with a department more than others (...) ((There are social communications)) ((smile)) help to do tasks, however, THERE IS NOT EXCESSES. [Social communications] make the routine things faster.	Emotions toward personal relationships	
THE RESEARCHER: OK. Have you participated with researches of PR and Media? Do researches done? MAY: ((No)) [seems sad].	Emotions toward researches	
THE RESEARCHER: About the comparison between East and West. Do you think used a lot in the society, in particular within the ministry or no?	Emotions toward western culture	

MAY: Some people use it a lot and some no. Still we cannot generalise this. Some people link to other societies [means people who live outside Bahrain and majority in the western countries] and feel about their concepts and roles. They say THEY ARE WHERE, HOWEVER, WE ARE WHERE [This prevalent sentence in the society means the west in high position better than us]. Their role different from our role, however, if the person does not link with other societies do not has this perspective. *THE RESEARCHER: What reasons cause of differences of implement PR within the ministry* MAY: [interrupt the researcher] Still as I have said that the view of the society has not changed yet. If the view of the society change and the role of PR understood, the differences will be removed. *THE RESEARCHER: How can change the view of the society?* MAY: (...) ((smile)) I do not know I feel it is difficult to be changed easy.		

Appendix 18

Analysing of observation and interview for participant number 2 Fawzia Mohamed Ahmed.

Observation

Quotations	Codes	Categories
The position of Fawzia is Media specialist and she is doing tasks related to official accounts of the MOE on social media. In addition, Fawzia had two mobile phones. The first is her personal mobile and the second owned by PRMD because she uses it for managing the MOE's social media accounts. Arriving on time and starting review daily online newspaper as well as Hash tag #Bahrain on Twitter until 9:00 am. It should be demonstrated Twitter is used widely in Bahrain so people use this hash tag to criticise the government as well as some ministries and officials such as ministries use Twitter to reply. Fawzia received official news with photos about the MOE on her email, which was sent by her colleague at Media section so she had published them on official social media accounts: Twitter, Facebook and Instagram. As a tweet on Twitter accepts only 140 characters so Fawzia divided news on many tweets then had published them separate. Last tweet of news were published by Fawzia with links on the ministries website. In addition, Fawzia has received photos with titles about schools' events and activities on her email. These photos were sent from schools for publishing on the MOE official account on Instagram only. In should be explained Fawzia usually receives a lot of emails because the total number of schools is 204. Moreover, Fawzia has done a review for what others say about the MOE? This was done through reviewing the notifications of the MOE's official account on Twitter as well as the hash tag #Bahrain. It should be explained some political societies (parties) sometime use their accounts on Twitter to criticise the MOE so Fawzia also has read their accounts.	Media relations	Role of PR practitioners at MOE

Fawzia usually goes to events that organised by the MOE which could be in the main hall of the MOE or schools or hotels. Fawzia's role is about taking photos by mobile and sometimes short interviews to publish them immediately on social media official accounts. As the time for observing was during the summer holiday for schools, there was not any event. PR department was working for coming event. Fawzia has spent most of the time using the internet for reviewing Twitter and local websites such as forums because she may founds something written by audience about the MOE.		

Quotations	Codes	Categories
Furthermore, before publishing news and photos Fawzia must discuss with her direct boss to get approval. As well as that Fawzia also must contact with her colleagues before publishing any news and photos because both of them know the username and password.	Relationship with boss	Impact of the MOE toward practicing PR
Furthermore, before publishing news and photos Fawzia must discuss with her direct boss to get approval. As well as that Fawzia also must contact with her colleagues before publishing any news and photos because both of them know the username and password. Fawzia also has moved to other offices at the same department to discuss with colleagues what they are doing and spent few minutes chatting with them.	Relationship with colleagues	

Quotations	Codes	Categories
Although Fawzia seemed little bit tired because of fasting, she was social and friendly with her colleagues.	Emotions toward colleagues	Emotions

Interview

Quotations	Codes	Categories
THE RESEARCHER: I would welcome you to this interview which I do for a research of masters dissertation in PR and Strategic Communication. *First of all can you introduce yourself?* FAWZIA: My name is Fawzia Mohamed. I am married. I work with PRMD at the MOE in particular, Social Media Unit. *THE RESEARCHER: How many years have you been working with MOE?* FAWZIA: Almost three years. *THE RESEARCHER: What positions have you worked with? Are they with PR department or other departments?* FAWZIA: All with PR department at Social Media Unit. Before I have worked with PR sector at two organisations. I have worked with a bank and a company. They were investor real estate bank and PR agency named Albayan Media Group, which is doing work of PR from A to Z (...) the agency do consultancy for companies and banks who do not have PR and Media Department. *THE RESEARCHER: OK. Can you tell about your academic and professional qualifications?* FAWZIA: I hold bachelor in PR and Media from the University of Bahrain and the major specialty Multimedia. I have attended workshops in Social Media, Electronic Media, Design and Journalism inside and outside Bahrain.	Personal background	Basic knowledge of PR practitioners
THE RESEARCHER: In the beginning I would ask you about the MOE. How the role of the MOE is or what do you know about it? FAWZIA: The role of MOE is from its name the Education. Its role is to provide educational services for the Bahraini society. I mean there are many sectors such as Primary Education, Secondary Education, Intermediate Education, Continuous Education, Private	Personal experiences about the MOE	

Universities and Private Schools. I mean everything has relation with education is with responsibility of the MOE.		

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THE RESEARCHER: OK. Interaction with audience. Do you try to persuade them or provide service or only know their opinions? FAWZIA: All I have said. Sometime persuade them. For instance, in the end of this year [Academic year – in June] decision for starting the Development of Schools Time for Intermediate Schools project was taken so what we did? Firstly, we tried to persuade them so we published Posters in the roads, lectures for Parents and Students to make them comfortable with project and additional Publications in schools. These were done to make the project accepted by audience than announced the project. What was the question? I mean through persuasion.	Persuading the audiences	The purpose of practicing PR within MOE
THE RESEARCHER: Does PR try? FAWZIA: [Yes] as much as it can. PR likes the main gate for the ministry and audience. I mean if the audience needs something from the ministry, this is through PR and opposite is same.	Reflecting the image of the MOE	

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THE RESEARCHER: OK. What tasks do you do at the PRMD? FAWZIA: Tasks. They are many tasks because here we do not do specific work. We are same the Joker so they [MOE] can gain form us because we do tasks such as announcer of the ceremonies, writing press releases, communicating with journalists, organising activities, organising workshops for department's staff and managing Social Media accounts of the MOE Facebook, Twitter and Youtube [as well as Instagram] (...) we work also with magazine titled Madares [means Schools] so we do updating for news, activities and communicate with other departments to know what they have as new and publishing their news through our	Organising events	Roles of PR practitioners at MOE

communications channels. Before two years the MOE, when I started working here, there was not interest with PR as a Bureau because the focus was more on the Media. Recently, PR has started its real role which concerns with organising events from A to Z such as giveaways, choosing the location, writing press releases – what I can say – welcoming for guests, welcoming for journalists and communicate with them or with the Media so the PR has started its real role.		
THE RESEARCHER: OK. Now I will move to Hospitality and Protocol, which belong to the PR section. Have you participated in tasks of these things [Hospitality and Protocol]? FAWZIA: I have participated even though it was not my task. I have participated in welcoming guests in the Bahrain Airport. After that I did quick interviews with them through recording their voices and writing a press release. This happened because there was a need to do tasks about this event so we [PR practitioners] have been to the airport. Here there are specific custom, method and protocol for welcoming and introduce guests depending on their positions and other things I do not know them. *THE RESEARCHER: Do you think tasks of Hospitality and Protocol part of PR or other departments?* FAWZIA: ((Part. Important part. Very, very, very important part that welcoming guests)) [seems certain with strong voice]. PR depends on make identity of the organisation and engaging audience. When you engage audience and gain positive audience, this is for your benefits and interest even dignitaries in the society [means dignitaries give strong positive]. We welcome them through worthy way suitable for them [dignitaries] to give them positive image about the ministry and gain them to be with ministry side.	Hospitality and Protocol	
THE RESEARCHER: OK. As you have talked about perceptions or strategies, is it the strategy of the PR department only or the ministry? Who is implementing the strategy? FAWZIA: It the strategy of the ministry. PR department just monitor audience opinions, interests and notices than writing a report and send it to higher department which takes the procedure	Involving in the decision making	

or distributing the report to other departments. We [slang word means the MOE] work or as it can be said that we do part of their work [means the part of PR department], however, we do not do or implement perceptions or regulations. *THE RESEARCHER: OK. What is the position of the director of PR and Media? I mean the position of the department within the ministry structure.* FAWZIA: As a governmental ministry, the PR is under the Minister of Education Office so there is direct relation between the PR and the Minister of Education. There is an ease to convey information and notices so we serve audience fast because there are not many officials we should refer to them. As you know if there is an official then another official and also other official, there is possibility for time consuming so the Minister keens to communicate direct [means communicate with PR] to solve problems fast. *THE RESEARCHER: OK. Another part. Participating in the decision making. As you have said that the department has direct relation with the Minister of Education, what about the role of the Director of the department? Do you feel that the Director contributes in the decision making or away from the decision making within the ministry?* FAWZIA: [The Director] ((participates and makes influence)) [seems certain with strong voice]. *THE RESEARCHER: From which way?* FAWZIA: From all sides. Sometimes the Director of the PR and Media makes influences on decision of other departments. The University of Bahrain– we do not have close relation with them, however, from monitored feedback and notices of audience within Bahraini society, the Director contributes in the decision making and within the MOE he makes a significant contribution.		
THE RESEARCHER: OK. I would talk about researches. As you have said there is a little contribution of audience in the decision making, how do you identify potential audience? Do you know them such as only Teachers and Students or there is specific procedure to identify them?	Researches	

FAWZIA: There is a future look to engage more audience. There is a website to provide services for interested in education. For instance, our cooperation with Arab Bureau of Education for the Gulf States in the Kingdom of Saudi Arabia. There is a trend to clarify the ministry's projects to be Global. We try to find interested in the education to discuss mutual ideas of Buildings, Educational Projects, Services and Administrative. *THE RESEARCHER: Researches. Have you participated in implementation of researches of PR or questionnaires?* FAWZIA: No. Only simple researches. I am student graduated with bachelor degree so I have never done this [researches], however, I have done very simple researches. *THE RESEARCHER: I mean as PR and Media have you done?* FAWZIA: I have done a questionnaire about extension for Secondary Level [the Development of Schools Time Project]. AL – HAMDULLAH [means THANK YOU GOD] we have linked part of – what is call? (...) we have changed the audience, who were negative and anti extension, to be positive as well as we have done influence toward few members of Parliament and gained their opinions. I mean there is contributions, however, a deep research no. *THE RESEARCHER: The questionnaire was about opinions of Students and Teachers or which category?* FAWZIA: All categories even Parents. *THE RESEARCHER: Was it a questionnaire by hand or online?* FAWZIA: It was a questionnaire by hand and online.		
THE RESEARCHER: OK. As you have talked about many tasks, do you think these tasks related to PR or some of them are not – additional tasks? FAWZIA: There is interference. Tasks should relate to each other even though do not related to PR hundred percent. Sometimes I do Marketing, Secretary, Administrative and Informational for the	Marketing	

ministry [work with media] and PR.		
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THE RESEARCHER: OK. What tasks do you do at the PRMD? FAWZIA: Tasks. They are many tasks because here we do not do specific work. We are same the Joker so they [MOE] can gain form us because we do tasks such as announcer of the ceremonies, writing press releases, communicating with journalists, organising activities, organising workshops for department's staff and managing Social Media accounts of the MOE Facebook, Twitter and Youtube [as well as Instagram] (...) we work also with magazine titled Madares [means Schools] so we do updating for news, activities and communicate with other departments to know what they have as new and publishing their news through our communications channels. Before two years the MOE, when I started working here, there was not interest with PR as a Bureau because the focus was more on the Media. Recently, PR has started its real role which concerns with organising events from A to Z such as giveaways, choosing the location, writing press releases – what I can say – welcoming for guests, welcoming for journalists and communicate with them or with the Media so the PR has started its real role.	Media relations	

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THE RESEARCHER: OK. I would ask you about relationship between PR department and other departments. What ways are used to communicate with them? FAWZIA: Many ways such as Email and Smart Devices. There is a	Internal audiences	Relationship with audiences

group on Whatsapp but only for Officials [for example Directors, Undersecretaries and the Minister]. The prevalent way is the traditional through Official Letters. *THE RESEARCHER: OK. What is the aim?* FAWZIA: Usually for doing tasks. I mean departments send letters because they need services such as coverage for event, writing press release, photography, video request, hospitality request or welcoming and others. PR looks to the event then starting preparing for it.		
THE RESEARCHER: Now I will move on audience. Who is the ministry's audience? FAWZIA: The ministry's audience all Bahraini. Usually we have [slang word means the MOE] audience and interested in MOE from inside and outside Bahrain. There are many interested in MOE such as students from Arab Gulf Countries and The Middle East study at Bahraini Universities. From inside Bahrain usually all interested in MOE such as Parents, Students and MOE's employees, who are nearly thirty thousands, so a wide audience. *THE RESEARCHER: OK. Are their active groups or nongovernmental organisations NGO's that dealing with them?* FAWZIA: (...) Maybe. I remember before two weeks there was a society named the society (...) I will tell you later the name of this society (...) [Child's Wish Society]. The society concerns with Cancer patients so they [slang word means members of the society] request to meet the minister [Minister of Education]. They have some requests about how the MOE give priority to students, who are cancerous so this part of ministry's responsibility for providing services. There are societies [NGO's], however, still there is Bureaucracy. *THE RESEARCHER: Communication with ministry's audience. We have talked about internal audience. What tools are used to communicate with external audience?*	External audiences	

FAWZIA: There are many tools. We try to gain from the Technology as much as we can. Now we have website [It should be said that participant means official website of the ministry www.moe.gov.bh/en but it is not new] includes all things (...) needed by interested in MOE. There are website for complaints [this service is part of the ministry website] and website for audience's complaints and notices on Electronic Government website. [It means ministry's website linked with E- Government website www.bahrain.bh]. There are many accounts on Social Media as I have said before such as Twitter, Facebook and Youtube [as well as Instagram]. There is a telephone – Hotline working 24 hours for receiving audience's inquiries. We communicate with the audience through Radio and Television [belong to the Government] and Newspapers. MOE has publications such as magazines and books for Educators, Students, Parents and others. The MOE communicate with audience through its Representatives as well as participating in conferences, exhibitions and others. *THE RESEARCHER: OK. Do you think these channels allow to freedom of speech?* [Participants interrupt the researcher] FAWZIA: Yes. *THE RESEARCHER: or still there is difficulty for all to say their opinions free?* FAWZIA: Yes. It depends on the channel. If we talk about the Television, there is not expression of opinion. If we talk about Newspapers, to some extent there is expression of opinion. If the newspaper is electronic, there is ability to write a comment. We [slang word means the MOE] focus on publishing and receiving notices as well as following audience and audience follows us through Social Media or the Website. Here there is freedom of opinion. The MOE monitor audience's notices whether on its accounts or on other websites and accounts [There are many popular accounts on Social Media concern with local issues within		

Bahraini society such as Political issues]. We take care of notices and try to know the person, who writes the notice, to solve the problem or modify our future strategy. *THE RESEARCHER: As you have said that the feedback and opinions of audience are taken, does audience participates in the decision making or only give them information and try to persuade them?* FAWZIA: ((Honestly, they do not participate in the decision making)) [seems certain with strong voice]. Do you need the fact? Their contribution in the decision making is little, however, does not nonexistent. Very little participating. *THE RESEARCHER: What are the reasons?* FAWZIA: Trend or way. Trends of the country and the ministry. There are political things I do not know about them. *THE RESEARCHER: How do you feel when you communicate with audience?* FAWZIA: Honestly JASIM [the researcher], what I say? I mean audience here in Bahrain as well as Gulf Countries and Arab World little negative. Usually, we [means people from Bahrain as well as Arab World] are in a welfare so we do not accept any decision made even though it is positive more than negative. People view many things as negative and take time to accept them so we have understood the mood of audience. For instance, if the ministry will change the time day of schools from eight to three o'clock, ((a storm of oppositions with notices)) [strong voice] on Newspapers and this will take time to be accepted even though this is for their benefit. They [audience] accept specific approach so when something changed looks new for them so they do not accept it.		
THE RESEARCHER: Now I will move on audience. Who is the ministry's audience? FAWZIA: The ministry's audience all Bahraini. Usually we have [slang word means the MOE] audience and interested in MOE from inside and outside Bahrain. There are many interested in MOE such as students from Arab Gulf Countries and The Middle East study at	Impact of multiculturalism within the domestic society of Bahrain	

Bahraini Universities. *THE RESEARCHER: OK. About the ministry's audience, as you have talked there are nationalities from the Middle East, is there any more?* FAWZIA: There are from European Countries follow us on Twitter and other countries. We [slang word means the MOE] for period of time were published Tweets in English language so there were Followers. The reason is relation between political situation and education in Bahrain especially schools sometimes were attacked [some schools were attacked by many tools such as through throwing stones toward windows] so there were many interested whether Journalists and Interested in Education and Human Rights, who look to MOE what it provides within domestic and international levels and what are its achievements and what are its participations outside Bahrain?		
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THE RESEARCHER: OK. As you have talked about future strategy, do you mean Feedback from audience? Is there a procedure for Feedback or what do you do? FAWZIA: ((Of course of course)) [seems confident]. First of all we look to interests of audience or what the audience has? (…) *THE RESEARCHER: Interest.* FAWZIA: I mean if the audience complain of something or has (…) there is a word – so. We try to find what issues interested by audience, what issues influence audience and what issues agreed or disagreed by audience? What we do? Not for all issues but for urgent issues we find the opinions of audience than writing reports. Here there is a Unit for Measurement and Evaluation [it should be said that MOE has a Centre for Measurement and Evaluation concerns with educational researches not researches of PR field] do researches and distributes questionnaires or other methods for measurement and evaluation. Then form results the new strategy developed to modify previous perceptions and make them suitable with audience.		

Quotations	**Codes**	**Categories**
THE RESEARCHER: Relationship with your boss. Do you ask him or her about all decisions that you would like to do or you can do some tasks without consultation? FAWZIA: For all decisions I ask my boss then he asks the director. After that the director asks The Minister Office. Maybe specific person, however, I do not know who? We do not take steps or do something without approval from higher department so we do not have any personal behaviour for anything.	Relationship with boss	Impact of the domestic culture within organisational context toward practicing PR at the MOE
THE RESEARCHER: Personal relationships. I mean colleagues and friends at other departments. Do you use your relationships to do tasks? FAWZIA: Yes I use my relationships to do tasks and they [friends from other departments] do also. I publish their photos [publishing	Personal relationships	

photos for events form other departments on MOE Social Media accounts] as well as publishing their events on Newspapers so the human needs this [personal relationships]. Our task is PR so it requires [personal relationships].		
THE RESEARCHER: (...) As PR Practitioners working at the PRMD, how do you consider your future? What tasks would you like to do in the future? FAWZIA: I have many ambitions for the future. My ambition since long time ago is to open my own Agency for PR and Media and be events organiser. In this ministry. The person should develop his or her self. I ambitious to study masters and doctoral in PR and Media. I would learn more deep. I would try as much as I can to make difference in this headstrong society. I would change people from negative to be positive. I would learn new practices because current practices are used do not make influence. I want something new about how do persuade audience? What is the tool? What are temptations? Can you understand the word temptations? I mean advertisements and competitions for engaging audience because this is very important and need to be studied more.	Expectation of the future at work	

Quotations	**Codes**	**Categories**
THE RESEARCHER: OK. Now I will move on to the part of relationship with colleagues in the PR and Media. Can you tell me about your relationship with your colleagues? FAWZIA: Relationship within the work. *THE RESEARCHER: Are they [colleagues] males or females – their gender?* FAWZIA: The majority of employees here at the PR from both genders. Sorry [I mean] females are more than males. Nearly seventy percent is females and thirty percent is males. All ages are under forty from youth generation. There is not stability because	Impact of traditions and custom toward practicing PR within MOE	Impact of the domestic culture within societal context toward practicing PR at the MOE

employees always have changed and new faces emerged. Maybe because of the work circumstances, which require active for moving between many places more than administrative works. In our society when human be in specific age especially females, traditions and custom start to control. I mean dress will be changed even though casual. Females in the beginning wear many kind of dress, however, later when become older, because of circumstances they wear traditional dress Abaya and Shila [These mean black dress with Head Cover]. For instance, after period of their age the social custom starts to control so their husbands tell them do not go to specific places. Because of this you find most of youths work with PR in Bahrain generally and if there are old people, they are from other nationalities but not Bahraini. This is my opinion. *THE RESEARCHER: Do you feel PR influences PR? Sorry I mean social traditions.* FAWZIA: This is possible. Since short period before few years PR does not accepted in the society. I mean if a female works with PR, [people think] she does marketing for herself which means for show. Especially females. People think PR is sales or, for instance, about using relations [personal relationships or friends] to make facilities for themselves of for companies. Now this notion has been changed because PR starts to reflect its real image [role] and tasks whether within a company or a ministry. Now there is a change and there is little acceptance in the society. I think there is a development and acceptance will be more in the future. *THE RESEARCHER: I will move on Culture of the society or Traditions and Custom. You have already talked about influence of political on decision making as well as about poll the public opinions. Do you think the social system or the environment around the ministry in the society influences PR?* FAWZIA: Yes influenced. *THE RESEARCHER: From which side? Are there examples?* FAWZIA: It influences. I would tell you something here we have		

account on Instagram [means the MOE account] for publishing photos of events and activities of schools and ministry's departments. I observe there are simple things I have to paid attention toward them. For instance, the dress of a female. Females here, who wear traditional dress, concerns with wearing this dress for taking photos because they want published photos are suitable with traditions and custom of the society to be accepted by people. If you organised a trip for students whether inside or outside Bahrain, you should make separation between males and females. For instance, separate bedrooms and toilets because we have our traditions and custom. Education especially. We must educate the generation of teenagers and children out cultural values since they were little to make them able to accept the society easy. Students face conflict between Media and Culture of the Society because the Media is free so they visit very free websites. *THE RESEARCHER: From which side?* FAWZIA: From dress side, culture to be accepted, practices [traditions] of the society. I do not want to speak about drinking Alcohol and Drugs. You have many, many things. Friendship between female and male is very sensitive topic within our society so the ministry makes separation between them and they can meet each other only in the university level which means they spend twelve years of their studying as separated. *THE RESEARCHER: There are Private Schools* [owned by people but not the Government] have mix both genders. FAWZIA: Private Schools require money payment as you know. In these schools there is mixed for people who want and people who do not want prefer Governmental Schools. *THE RESEARCHER: OK. What extent these traditions influence the practice of PR at the ministry? Do you think they make strong or weak influence?* FAWZIA: They make influence and open space. For instance, PR has tried to make the relation of traditions and custom easy. I mean social custom sometimes influences toward the work and toward relationships of the country with other countries as well as		

influences toward – what they say Jasim [the Researcher] (...) motivation for the employee. Have you known? *THE RESEARCHER: As you have said that the society is headstrong, what do you mean with this word?* FAWZIA: The society hangs on its opinion and cannot change it easy. Even if you would sale a product. For instance, the PRMD at this ministry would implement new regulation for change Foods and Beverages at schools or change the schools timing. This is our product and we would do marketing for it, however, the audience is not accepting because tend to be routine and hangs on its opinion. The audiences require the Democracy, however, do not required from any Governmental or Non Governmental organisations to practice the Democracy. This is my opinion. There is a need to know how does change thinking of the audience or as they say trying to shape the audience then imposed it or sold the product. Have you understood what I would like to say to you Jasim [the Researcher]? *THE RESEARCHER: Yes. Do you think still the audience hangs on traditions and custom?* FAWZIA: Yes so much. *THE RESEARCHER: There is a difficulty to change opinions and trends?* FAWZIA: Difficulty, difficulty. The problem is that the previous generation makes influence on new generation even the new generation wants to be open. [For instance], the semester schedule of a child changed and the Sports lesson will be as the first rather sixth. The child agrees, however, her mother screams in the house and says you will be tired so she complained through calling by telephone the school administration as well as asking other parents to make party [means a group] anti this decision. Children look the strong reaction of their parents so they become negative. The negative in this society is hereditary. *THE RESEARCHER: How do influence made toward audience?*		

FAWZIA: The Media. The development of Media and Technology. Openness. Openness but rationally. ((I do not know Jasim [the Researcher] these things are very deep and you have entered us within them. I do not have enough idea about these, however, the change must be within major level)) [the Participant smiles].		
THE RESEARCHER: I will move on to the family part. Is there influence from your family on your work and your decisions? FAWZIA: There is little influence. I take their opinions, however, the last decision related to me not to any other person. I take their opinions such as my father and husband. *THE RESEARCHER: About what?* FAWZIA: For instance, if I will move to a new a job or studying or attending a course, however, the last decision related to me. I look if the decision suitable to my family, my children and husband or not. *THE RESEARCHER: Is it about working time?* FAWZIA: It is about working time. It is about taking care of them [family] because these will make influence, however, the decision is related to me. I decide. My husband does not interfere and say do that or my father or my mother. It is personal decision.	Impact of family toward practicing PR within MOE	
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of traditions and custom you should wait for your colleagues and go together. During this time they maybe speak about some things so when the Director of the Official asks them where are you going? Or why you have come late? They say we have been to pray. Ok the time for praying is ten minutes, however, other time is traditions and custom. The Official cannot ask them about the reason of coming late because they pray to satisfy their GOD. The Islam, traditions and custom lead us to be tolerant toward these things. These influence the performance and time. ((Have you understood Jasim? I will not be misunderstood)) [strong voice]. *THE RESEARCHER: Sure. IF GOD WILLING. [People use this phrase a lot. It has two meaning. First is ok and the second related the future with will of THE GOD because the future is uncertain. Here it means ok].Definitely, the religion makes strong influence toward daily work at PR department.* FAWZIA: Yes. It has a role. *THE RESEARCHER: How do you feel about this? Do think it manages your affairs within the department?* FAWZIA: Honestly, my personality – I speak about myself not about others – I feel this makes me frustrating to some extent. Human cannot be considered depending on his or her dress or look or colour or hairstyle. The most important is performance, mind and thinking. It is by about person's work and ethics. The most important thing is ethics – number one. These are important things and each person has freedom to practice his or her religion and traditions and custom, however, without annoying or interfering in boundaries of others. When you implement your religion, you should not interfere in people's dress or their relationships such as between male and female or if shaking hands or not or if the person is good or not. These relations as you know that PR Bureau communicates with people whether from inside or outside the ministry. When Foreigners come our traditions and custom that female should not shaking hands with male, however, if the PR brings a Expert from outside and shakes his hand. Does it make sense if you do not shaking hand? [Participant uses phrase from Arabic Language. Here she would say that the answer is yes. In the next sentence Participant answers the question]. PR practitioners as much as they can must have high freedom to be able to do their tasks.		

THE RESEARCHER: I would ask you about content of the Media Discourse of the PRMD. Is there special dealing for the Officials as a prestige or no? FAWZIA: In this ministry yes. Of course I talk about the MOE. There are job titles depend on people and their belonging. Sorry. Depending on (...) what they say? Their families. If they are belong to specific Families or Tribes or Royal Family or Undersecretary or Minister or Director, each person has different title even in front of the title there is another different title. I mean if the job title for person belongs to the Royal Family and the same title for person belongs to Ordinary Family, we use different words for them then writing their job titles. *THE RESEARCHER: Is it means for instance, His Excellency?* FAWZIA: Yes or for instance, His Highness the Sheikh and there are many titles. *THE RESEARCHER: Is it from social perspective or a regulation?* FAWZIA: ((It is from social perspective)) [strong voice]. If the employee does not using these job titles, will not punished, however, as traditions and social custom the job title must be written in front of each person, which is suitable for his or her. This is very sensitive issue and people feel unhappy. *THE RESEARCHER: Is this thing same used for writing Official Letters or Media Discourse?* FAWZIA: Yes. The titled may be abbreviated. For instance, if you have (...) His Excellency Sheikh Hisham Undersecretary for Resources and Services can be abbreviated and saying Sheikh Hisham [people say Sheikh usually for people, who belong to the Royal Family]. Alternative word can be used, however, you must know. You should meet with the Director as well as the nature of the PR task as about communicating with people so you will learn job titles and their abbreviations. Have you understood? Nobody imposes you, however, you should use them because this method is used at this ministry.	Impact of hierarchical order of people toward practicing PR within MOE	

THE RESEARCHER: Does the Media Discourse influence by Praise Compliment phrases? FAWZIA: What do you mean? *THE RESEARCHER: Discourse of Praise.* FAWZIA: No. I do not think so. I have worked for three years and did not find Discourse of Praise, however, if there is an event patronised [mean attended] by His Majesty or His Highness the Prime Minister or His Highness the Crown Prince because they considered as special case. In general no, however, always straightforward.		

Quotations	Codes	Categories
THE RESEARCHER: Do you think cultural values form other societies, in particular British and American [The US] make influence? FAWZIA: What do you mean? *THE RESEARCHER: As you have said there is influence within the content, what kind of influence?* FAWZIA: There is influence. Influence of dress, culture, Islam to be accepted, traditions and custom to be accepted, dress to be accepted and hairstyle to be accepted. The fast foods make invasion toward us ((write the word invasion for fast foods)) [confirmation and strong voice]. You can observe in particular in The US. I mean the society of Europe little bit traditional because it has traditions, custom and principles to be followed, however, if you compare with America, you will find American society is very free so it has little culture as well no traditions and religions. We do not have mix with external world so free media makes influence. *THE RESEARCHER: OK. I will move on the East and the West part. Always comparisons are used. We have talked about western cultural values, in particular from Britain and America [The US]. How do you compare practice of PR at MOE with practicing PR*	Binaries	Influenced by western culture

from western perspective? How do you feel? FAWZIA: Since little period of time we have mixed between PR and Media and Marketing. Sorry between PR and Media and Marketing. We have a little bit confusion even though the role of PR was more administrative. I mean the West precedes us in this subject by many stages. the West has indentified the role of PR, its future strategies and researches of monitoring the audience as well as giving that needed whether commercial, educational, social, medical, political and others. Now even Politics is PR. We do work but slowly. We try to identify the subject as a Governmental ministry, however, the Private Sector in Bahrain doing this tasks more because it deals with foreign countries and companies more. I mean the society [the audience] of the MOE is internal [It should be demonstrate the participant means inside Bahrain] and we try to make PR Bureau completely. I mean development if THE GOD WILLING. *THE RESEARCHER: If THE GOD WILLING. Why do you use comparisons between the East and the West even cultures are different?* FAWZIA: Because they [western countries] are advanced. They have identified regulations of PR. Researches and books which published more of them are foreigner whether European or American or any other western countries. We have a lack of researches. Arab countries do not make strategic researches of PR even other sectors so we always go to western countries because regulations were identified and developed by them. The beginning always like that. This words or speech should not make people feel unhappy because it is the fact. Even the Arab countries or societies have advance people for identifying regulations or strategies of PR, however, they can be counted on fingers [this phrase means few] and their attempts died fast and do not developing.		

Quotations	Codes	Categories
THE RESEARCHER: OK. As you have talked about future strategy, do you mean Feedback from audience? Is there a procedure for Feedback or what do you do? FAWZIA: ((Of course of course)) [seems confident]. First of all we look to interests of audience or what the audience has? (...) *THE RESEARCHER: Interest.* *THE RESEARCHER: As you have said that the feedback and opinions of audience are taken, does audience participates in the decision making or only give them information and try to persuade them?* FAWZIA: ((Honestly, they do not participate in the decision making)) [seems certain with strong voice]. Do you need the fact? Their contribution in the decision making is little, however, does not nonexistent. Very little participating.	Emotions toward feedback of audiences	Emotions
THE RESEARCHER: OK. Another part. Participating in the decision making. As you have said that the department has direct relation with the Minister of Education, what about the role of the Director of the department? Do you feel that the Director contributes in the decision making or away from the decision making within the ministry? FAWZIA: [The Director] ((participates and makes influence)) [seems certain with strong voice].	Emotions toward decision making	
THE RESEARCHER: Do you think tasks of Hospitality and Protocol part of PR or other departments? FAWZIA: ((Part. Important part. Very, very, very important part that welcoming guests)) [seems certain with strong voice].	Emotions toward hospitality and protocol	
THE RESEARCHER: As you have said there is influence within the content, what kind of influence?	Emotions toward western culture	

FAWZIA: There is influence. Influence of dress, culture, Islam to be accepted, traditions and custom to be accepted, dress to be accepted and hairstyle to be accepted. The fast foods make invasion toward us ((write the word invasion for fast foods)) [confirmation and strong voice].		
THE RESEARCHER: Is it means for instance, His Excellency? FAWZIA: Yes or for instance, His Highness the Sheikh and there are many titles. *THE RESEARCHER: Is it from social perspective or a regulation?* FAWZIA: ((It is from social perspective)) [strong voice]. If the employee does not using these job titles, will not punished, however, as traditions and social custom.	Emotions toward hierarchical order	
THE RESEARCHER: I would ask you about your view of your future with PR. You have talked about the lack of researches and communication with audience. From your perspective, how do you identify that things contribute to development work at PR? FAWZIA: The development. Not the PRMD needs the development, however, the whole society needs to be developed. The society developed to accept the [role] of PR and Media. I mean whatever you will develop or do if you deal with a society does not accept the notion, so you try to ((puff toward)) [the Participant smiles because she tries to use a Proverb from Arab Culture]. How you will translate it to English? I mean you as do not do anything.	Emotions toward future	
THE RESEARCHER: How do influence made toward audience? FAWZIA: The Media. The development of Media and Technology. Openness. Openness but rationally. ((I do not know Jasim [the Researcher] these things are very deep and you have entered us within them. I do not have enough idea about these, however, the change must be within major level)) [the Participant smiles].	Emotions toward audiences and traditions and custom	

Appendix 19

Analysing of observation and interview for participant number 3 Asmahan Khalil Marouf.

Observation

Quotations	Codes	Categories
The position of Asmahan is Media specialist and she is doing tasks as a coordinator between the MOE and official radio and television, which belong to the government. Arriving on time and starting listing to the local radio channel because there was a daily programme from 7:30 am until 9:30 am. This programme concerns with local issues so audiences can call and speak on air to say their opinion or criticise ministries. The most issues discussed in this programme are about schools, municipality and social. If there is criticism or a question about education, Asmahan must record it and takes notes. After that she must discuss with direct boss or the director of PR and Media. The reason is that trying as soon as possible calling coordinators of the programme and say the view of the MOE or answering the question on air. If there was not anything about the MOE, Asmahan must tell her boss. In addition, Asmahan required preparing weekly on air briefing about The MOE through the same pragramme. This should be done through preparing the brief then discussing it with the direct boss or the director of PR and Media. After that Asmahan calls coordinators of the programme to speak on air. It should be explained the average duration of the weekly brief is around ten minutes. Asmahan has been working on the content of the brief. She was writing about coming event as well as instructions of registration graduated students for scholarships of studying at universities inside and outside Bahrain, which is organised every year by the MOE for students who graduated from secondary schools. Asmahan was preparing for coming event through asking the departments which organise the two events about some details. It	Media relations	Role of practice PR within MOE

should be demonstrated usually Asmahan and her colleague attend events for doing interviews with officials such as the minister of education as well as organisers and students. It should be demonstrated interviews done through video recording then Asmahan must go to the local television channel for preparing the report. After that the report will be published during the local news of Bahrain. In addition, Asmahan participates in doing films about schools which required visiting schools for interviewing teachers and students. Because observation was done in the summer holiday so there was not tasks about visiting schools. Asmahan has spent most of time in her office. She also has been to the Media Consultant for the Education Minister Office to discuss about coming event. Generally, Asmahan seemed comfortable in her office as well as sometimes chatting and smiles with her colleagues.		

Quotations	**Codes**	**Categories**
The most issues discussed in this programme are about schools, municipality and social. If there is criticism or a question about education, Asmahan must record it and takes notes. After that she must discuss with direct boss or the director of PR and Media. The reason is that trying as soon as possible calling coordinators of the programme and say the view of the MOE or answering the question on air. If there was not anything about the MOE, Asmahan must tell her boss. In addition, Asmahan required preparing weekly on air briefing about The MOE through the same pragramme. This should be done through preparing the brief then discussing it with the direct boss or the director of PR and Media. After that Asmahan calls coordinators of the programme to speak on air. Asmahan has spent most of time in her office. She also has been to the Media Consultant for the Education Minister Office to discuss about coming event.	Relationship with boss	Impact of MOE toward practicing PR

Quotations	Codes	Categories
Generally, Asmahan seems comfortable in her office and sometimes chatting and smiles with her colleagues.	Emotions toward colleagues	Emotions

Interview

Quotations	Codes	Categories
THE RESEARCHER: Good morning. I would like to welcome you in this interview for masters dissertation in PR and Strategic Communication. *In the beginning I would know your name and how many years have you been working with MOE?* ASMAHAN: Good morning. I am glad to participate in this research of masters. My name is Asmahan Khalil Marouf. I have been working with MOE since two years. *THE RESEARCHER: What positions have you worked with? Have you worked at other departments or at PRMD only?* ASMAHAN: Do you mean in this ministry or other organisations? In this ministry I work at PRMD only. *THE RESEARCHER: Have you worked with organisations implementing PR?* ASMAHAN: Before I worked with MOE I had worked with two organisations for three years. I have worked with BBK [Bank of Bahrain and Kuwait]. My job was not related to PR, however, it was about customer services. I have worked also with Ministry of Works as coordinator for strategic projects. Maybe this job has relation to PR because coordinator could be part of PR tasks indirectly. *THE RESEARCHER: About academic and professional qualifications, do you hold qualifications related to PR?* ASMAHAN: Professional qualifications: training at Ministry of Media. Work with Credimax section at BBK [Band of Bahrain and	Personal background	Basic knowledge of PR practitioners

Kuwait]. In addition, I have spent two years working with Ministry of Works]. I hold bachelor in Media – Radio and Television. Indeed during study I have learned all aspects of media and part of them were about PR. Currently, I am studying masters in Media and working on my dissertation.		
THE RESEARCHER: Part of role PR and Media Practitioners. Especially, this directorate makes interference between PR and Media. First, I would ask you about the organisation – MOE, How do you find its role or the aim of presence of MOE? ASMAHAN: This aim of presence MOE is its name Education. This name means under responsibility of this ministry schools, nurseries, universities and students. It is important organisation in the Kingdom of Bahrain because it concerns with preparing generations and its presence in all houses. The role of MOE is about schools systems, implementation of regulations of children and students right for education as well as provide education so this is IMPORTANT ROLE. The ministry's role is essential because it shares with parents the role of education especially when students in their schools and universities.	Personal experiences about the MOE	

Quotations	**Codes**	**Categories**
THE RESEARCHER: I would like to speak about the PRMD after we have discussed the role of MOE. From your perspectives, what is the role of the PRMD at the MOE? ASMAHAN: How to publish or distribute or help for publishing ministry's projects. When the MOE has new project, the role of PR is to inform external audience of this project. Exactly what is the project and what are its roles? Here PR as people say helps to break the ice between the ministry and external audience. *THE RESEARCHER: Providing information.* ASMAHAN: We provide information as much as we can. For	Informing the audiences	The purpose of practicing PR within MOE

instance, not all information can be emerged. For instance, there are some things cannot be said in specific time or must be taken assurance. We cannot give audiences unconfirmed information, however, when audience inquire, we give them information that we sure hundred percent or we have confirm that this information is sure without any doubt. This is our way to help audience, they ask and we answer, however, we cannot answer some things or we cannot guess. We must give them accurate information to avoid any problem or misunderstanding or anything maybe misleading in future or at the same time – what was the question? *THE RESEARCHER: Are you trying to persuade the audiences or give them information only?* ASMAHAN: We should not forget that we deal with various groups. Some of them are educated or illiterate or cultured or half cultured and all groups in the society. We try to deliver information to them through special way that suitable for their thinking and deliver the information for them. We must be straight forward through say to audience information that we have and what will happened and this answer that we have.		
THE RESEARCHER: I would like to speak about the PRMD after we have discussed the role of MOE. From your perspectives, what is the role of the PRMD at the MOE? ASMAHAN: I feel that the major role of PRMD is to maintain the mental image [Image and Reputation] for the MOE. I mean that PR concerns with ministry's image on external audience or the way that external audience consider the MOE. Here is the role of PR for example from (...) how to (...) what is the word in Arabic? (...) popularity. *THE RESEARCHER: I would like to speak about the PRMD after we have discussed the role of MOE. From your perspectives, what is the role of the PRMD at the MOE?* PR also helps to solve problems of the ministry. For instance, when the Higher Education Sector [General Secretariat of the Council of Higher Education] had problems with accreditation of academic qualification issued from Delmon University [a private university in Bahrain], PR helped to solve these problems. PR has presented the perspective of the MOE or what the ministry has done for solve	Reflecting the image of the MOE	

students' problems? PR is the microphone or the television or it can be said it is the method to say what the ministry has done for external audience, who contact with MOE. PR also solves problems through cooperation with others to focus on something or solve problems or clarify some points so this is the major role of PR from my perspective. *THE RESEARCHER: How do you communicate with Internal audience or other departments at this ministry?* The other part, when there are topics, for instance, (...) complaints or problems or any things related to the department we have important part to solve these issues. We are the Mediator between the [PR] department and audience or between the [PR] department and the minister office [Minister of Education] or between the department and other side. I mean our task is related more to be a Mediator so it is important to contact with other departments to know what the need and want. We are conversant [know] of all details to be able to help or do our tasks excellent.		
THE RESEARCHER: OK. Do you feel that what you are doing satisfied two sides? ASMAHAN: SATISFIED TWO SIDES. I mean in the end we try to satisfy other side. *THE RESEARCHER: Are you trying to persuade the audiences or give them information only?* ASMAHAN: We speak about satisfaction, when the audiences communicate with us by any tool, we try to satisfy them through answering their inquiries and persuade them. For instance, sometimes we should deal with various psyches because not all people come to us are quiet and sober. There are diverse psyches such us angry or make quarrel or do not prefer any person or calm or respectable or not respectable. Regardless. We should not forget that we deal with various groups. Some of them are educated or illiterate or cultured or half cultured and all groups in the society. We try to deliver information to them through	Persuading and satisfying the audiences	

special way that suitable for their thinking and deliver the information for them. We answer audience's inquiries and try to persuade and make them satisfied. Persuasion is essential aim to make external audience satisfy. Also we have, for instance (...) I would someone to satisfy my desire or my inquiry or I would like to know or to ask, we try to answer all questions. Our persuasion aim to make audience satisfied in the end, however, we cannot satisfy all. We may try to persuade, persuade, persuade until us (...) or try to answer their inquiries or make them satisfied and give them what they want. This is our task and this is what we can do, however, not always we able make them satisfied. Some people need something we impossible do it so we cannot mislead them or say ok this topic will be done. We must be straight forward through say to audience information that we have and what will happened and this answer that we have. Sometimes people satisfied and persuaded and sometime not satisfied. In the end we cannot satisfied all sides, however, our role trying as much as we can to communicate with audience, persuade them and answer their inquiries.		

Quotations	**Codes**	**Categories**
THE RESEARCHER: Do you think these tasks related to the Hospitality and Protocol, in particular the Hospitality and Protocol are classified with PRMD? ASMAHAN: I think the person should be known or has contacts to deal with hospitality and protocol. What do you mean? *THE RESEARCHER: Your previous colleagues have said that the PRMD do task of Hospitality and Protocol. Do you feel these tasks essential part of PR or they make load? What do you think?* ASMAHAN: They [hospitality and protocol] are of course essential part of PR. If we speak about the PR section only without Media section the specialists [PR Practitioners] are considered as organisers. Because they always arrange conferences and activities they should know about the hospitality and protocol.	Hospitality and Protocol	Roles of PR practitioners at MOE

The reason is that they deal with diverse people whether ordinary or very important people [VIP]. The hospitality and protocol are essential for our work because we deal with diverse people. We cannot know who will deal with because, for instance, we deal with Teachers, Students, Schools or guests come from outside such as universities or VIP. These require the person [PR Practitioner] knows of the hospitality and protocol also (...) personal contacts. The person should have personal relationships to help him or her. For instance, if I deal with guest, who comes to Bahrain, I should know how welcome he or she as well as I have contacts to find suitable accommodation reflects the reputation of the ministry [MOE]. [In addition], I help the guest to visit the ministry. The hospitality and protocol are essential part of PR work. *THE RESEARCHER: AS you have talked about the VIP people, is there special dealing or relation toward them?* ASMAHAN: normal. [Of course yes]. *THE RESEARCHER: Is this special dealing or relation related to the social status or do you have fixed role?* ASMAHAN: The special deal or relation is not related to the social status. We have regulations and protocol for our job. We deal with many people and know the special deal for the VIP people. For instance, there is special welcome for the VIP as well as special deal during their visits to the MOE so from these relations we gain experiences.		
THE RESEARCHER: OK. How do you see the position of the Director of the department [PRMD] within the ministry structure? ASMAHAN: In the PRMD I feel the director (...) if we are ((a spider web)) ((smile)) the director is the head on this web. I mean if we draw a schedule or a diagram, there are more than a section and the director manage all these sections. The role of the director is very important because as I have said there are more than a section and more than a group and the director helps to coordinate between all these sections and manage them. The director takes crucial decisions as well as other decisions. The director manages the work through chosen the suitable and correct method. The role of the	Involving in the decision making	

director is very important because it is the basis. If the director does not know how to arrange and manage as well as coordinate between groups, I think the work of the department will not be correct. For other departments, the director deals with them as the frontage of us and takes the decision to guide us for dealing with other departments and the minister office [MOE]. *THE RESEARCHER: OK. What about the position of the PRMD within the ministry structure?* ASMAHAN: In the structure we are [PRMD] under the minister office directly. *THE RESEARCHER: Is there contribution for decision making of the ministry or the role is about giving information to the audience?* ASMAHAN: ((Contribution in the decision making for the ministry)) ((seems wondered)) (...) There is not significant or major contribution, however, our role is related to the media. The director always with the minister through directs communication because as I have said our role is related to the media. If the minister needs something about news or ministry's image or any other problems or people need help through our department, [we let the minister office knows about their opinions]. Role within the decision making is not available. *THE RESEARCHER: OK. You have said about* ASMAHAN: I would like to back to a point about the decisions. If we speak about decisions for problems solving, this is belongs to us through how to make specific image. How our role as well as role of the MOE be effective. This is the source of our decisions.		
THE RESEARCHER: I have opportunity to ask you about researches. Have you ever participated in researches for identifying potential audience? ASMAHAN: No. I have never participated in researches of identify audience.	Researches	

THE RESEARCHER: Do you know if the department [PRMD] has implemented researches? ASMAHAN: I do not know, however, I think researches must be implemented to identify the fastest or the most effective tool to contact with the audience. I think researches must be implemented. I do not know if researches were done, however, as normal researches must be implemented. *THE RESEARCHER: As PR practitioner at MOE has not participated within any research.* ASMAHAN: NO because my tasks do not relate to the implementation of researches or questionnaires.		

Quotations	**Codes**	**Categories**
THE RESEARCHER: How do you communicate with Internal audience or other departments at this ministry? ASMAHAN: For communication with internal audience there is internal email system – Outlook– internal mail by correspondences, coordinators and secretaries. Here we have the secretary and direct emails. For communication with other departments, mail, emails and official letters are used. These are methods we used. *THE RESEARCHER: OK. What is the purpose of communication with other departments?* ASMAHAN: This aim is that the PR links departments with each other. Special topics come to the PR. I mean some topics related to Primary Education Department or Secondary Education or Continuous Education Department or, or, or there are many departments at MOE and we contact with all departments. The aim is (...) the question again, what have you said? *THE RESEARCHER: What is the purpose of communication with other departments?* ASMAHAN: The aim is when we have topic belongs to specific department we solve it. For instance, when a department has an	Internal audiences	Relationship with audiences

activity or a conference and it needs help, we [PRMD] communicate with it to know what does it need so we do coordinator and help – this is part. The other part, when there are topics, for instance, (...) complaints or problems or any things related to the department we have important part to solve these issues. We are the Mediator between the [PR] department and audience or between the [PR] department and the minister office [Minister of Education] or between the department and other side. I mean our task is related more to be a Mediator so it is important to contact with other departments to know what the need and want. We are conversant [know] of all details to be able to help or do our tasks excellent.		
THE RESEARCHER: OK. As you have talked about the relationship with external audience, what are (...) how do you contact with the audience? ASMAHAN: For communication with external audience there is more than a tool. First of all through Newspapers and we have [manes within PRMD] group for dealing with the Newspapers. When there is news about the ministry, this group publishes them on newspapers. There are pages belong to the MOE, website and social media – Instagram and Twitter. Also there is the Radio and Television used to contact with external audience through programmes on Television and The News. On the Radio there are many programmes whether in the morning or evening. *THE RESEARCHER: OK. These tools you are using.* ASMAHAN: Also Brochures, Publications and Handbooks of the ministry. *THE RESEARCHER: OK. I would speak about the type of audience, in particular the external audience of the ministry. Are they Youth or Parents?* ASMAHAN: We almost deal with all types of audience. If classified them, we deal with Youths, Parents, Paterfamilias and Teachers. We deal with Students from different stages from the nursery until the university with twenty or twenty two ages when	External audiences	

the graduated from the university. We deal with all ages. In addition, we deal with Parents, who are responsible of their students, as well as Teachers and other staff at schools such as Coordinators, Secretaries or Supervisors [Supervisors means staff at schools such as social advisor and administrative]. We deal with of these staff. Our audience is very diverse and very different, however, can be said focusing on Parents, Students and Teachers. *THE RESEARCHER: OK. Organisations concern with education. Do you communicate with organisations or societies that concern with education?* ASMAHAN: As I know, there is a Society of Educators. This is what I know, however, I do not know about other societies. *THE RESEARCHER: Have you done studies of audience?* ASMAHAN: For instance, as I have known from people who worked with the Numerical Culture Strategy and Sheikh Hisham Office [The Undersecretary for Resources and Services] [people say Sheikh usually for people, who belong to the Royal Family]. Before implemented the strategy training workshops were done for teachers first to let them understand what is the meaning of Numerical Culture Strategy? After that teachers communicated with audience. It was from person to person. Then studies were done – if the project implemented, are you ok or no? The project was implemented as experimental stage in the beginning. After that a study was done includes a survey to know perspectives of audience and there were meeting with audience as well as meeting between the minister and external audience to know their perspectives. Before any project there is a study for external audience and internal audience – Teachers– to make the implementation of the project easy and calm but not through surprising way or misunderstanding thing. All parts must be covered to be able to communicate with the audience. Our audience is almost headstrong.		
THE RESEARCHER: Audience. As you have said that there are diverse ages or gender, what are their nationalities? Do you deal with diverse nationalities or only Bahraini?	Impact of multiculturalism within the	

ASMAHAN: We have diverse nationalities. The majority is Bahraini, however, there are other nationalities. *THE RESEARCHER: For instance.* ASMAHAN: Syrian, Jordanian, Yemenis and other nationalities also available. If we speak about private schools there are nationalities such as American and British. Bahrain is diverse society so there is many nationalities we communicate with them so this require from us to aware how to deal with them and how to say the information to each person. It is important the person should be flexible. We are in the Bahraini society so Bahraini can understand faster the dialect, speech and regulations more than other nationalities, which may be arriving in Bahrain since short period of time so they do not aware of regulations of the MOE. PR practitioner should be flexible for dealing with various nationalities, people and dialects.	domestic society of Bahrain	
THE RESEARCHER: OK. There is a communication with diverse audience. Do you receive their [the Audiences] feedback? Do audiences initiate to say their messages or contents? ASMAHAN: For instance we have. If we speak about the audiences try to say their message. First of all it is important to deliver the MOE message to the audiences. If there is any problem, we clarify perspective of the ministry or what the image the ministry wants to be delivered. At the same time when we deliver the message or content, there is echo or feedback or reactive form the audiences. We must transfer the reactive and know that the audiences think about as well as what they want and what are their problems? This helps us to deal with them in future and get more experiences for developing diverse methods of dealing with them. We deliver audiences' voice to other departments that they have problem with them or inquiry or request. For instance, as a tool, we have a Hotline. This Hotline is a line for receiving all complaints, inquiries and questions that come from the external audience. The external audience call to inquire and we have [PRMD] specialists their responsibility to say the response, help and clarify issues to them. This helps us to deal with audience and know what they want as well as developing our method and	Feedback of the audiences	

strategy in dealing with them.		

Quotations	Codes	Categories
THE RESEARCHER: I would speak about your relationship with the Director or the direct boss. Do you tell him or her all your decisions? How do the nature of communication? ASMAHAN: In the beginning when I was new here, as normal I ask my direct boss. If was not available, I asked the director or the head of the department. This is happened when I had some inquiries that I do not have idea about them. I have spent two years and I have had experiences. There are some things axiomatic or simple I can deal with them especially if the direct boss unavailable, however, there are other things required asking the boss. It depends on the topic. Some very important and urgent topics required to ask the boss and let him know how to deal with them. In general as PR practitioners must let our boss know about what we are doing? However, decision taken for simple and routine issues does not require asking the boss. There are some issues or topics require asking the boss. The experience of person should helps to face issues.	Relationship with boss	Impact of the domestic culture within organisational context toward practicing PR at the MOE
THE RESEARCHER: I will move on part of relationship between colleagues. Can you give me idea about PR practitioners? For instance, approximate number of them and their gender. Are the majority females or males? ASMAHAN: I cannot say approximate number. We have more than a group and they are nearly four or five groups. There are two sections: Media section and PR section. Each section has many groups. Here in the PR the percentage of female is more. The majority normal hold a certificate in Media and the relationship with colleagues (...) naturally, the PR section like a circle linked with itself. I mean there is not any person his or her job does not relate to others. Each person's job related to others through any method or	Relationship with colleagues	

way whether from Media section or PR section. For instance, if we can say there is a conference so both sections Media and PR work together. PR makes arrangements and supervision for the conference and the follow up. Media section makes media coverage through Television, Radio, Newspapers and Instagram. They are two sections communicate with each other. In the end the person would likes to know, for instance, the conference belonged to other department or needs to specific information so each person transfer it to others. From my perspective the PR section is a circle related. It is a group of relations. I mean relation of take and pass between all so there is not any person works alone, however, there is a team work. The person who works at PR should know how to work with a group and how to deal with people because they are not same each others. In the PR section all are respectable and there is a respectful relationship between us (…).		
THE RESEARCHER: I would speak about social environment from outside the PRMD. What extent personal relations affect your work? Do you use your personal relations to do certain things? ASMAHAN: Personal relationships. Can you clarify the question please? *THE RESEARCHER: Personal relationships mean your friends. Can you from unofficial way through your friends do certain things?* ASMAHAN: This is important question. For instance, we as PR or my role as work at Media section. I focus on coordination with Radio and Television [the official radio and television belong to the government]. There are many programmes needed from the person like myself to have personal relationships. If you have personal relationships, you are perfect. If you do not have you should create them. It will be preferred that you have your personal relationships. I work here as specialist [practitioner at PRMD] and I have personal relationships at this ministry, at Ministry of Media and the University [University of Bahrain] or other organisations I communicate with them. My personal relationships help me a lot.	Personal relationships	

If I required to do task such as interview, my direct personal relationships with employees at Ministry of Media help me a lot to do it fasters because they know me – I am Asmahan. The personal relationships help me to do my task faster than the legal and official way because the official way requires applying and waiting as well as speaking with the director, secretary and others I do not know who [other employees]. The personal relationships help me a lot and fast to do my task faster than the traditional way, which require applying and asking for assistance. The personal relationships help a lot as well as other relations. For instance, through our work we face new things every day because our work is not routine. Sometimes there is routine, however, new attitudes faced so personal relationships help a lot. Personal relationships are very important so the person should have contacts [list of contacts] and relationships, in particular for PR work.		

Quotations	**Codes**	**Categories**
THE RESEARCHER: What are the differences? Are there different custom and traditions with each person? ASMAHAN: Things that different may be you can find dissociable person works with PR. For instance, for instance, person in this side does not know how to communicate within a group or with colleagues. He or she has, for instance, (...) complexities of how to communicate with others. For instance, if there is a girl there are custom and traditions whether if she is married or not. Some people do not prefer their wife dealing with male so this can makes influence. For instance, female works with effective section. We go outside to many places such as schools and hotels if we have a conference with others. Some females do not prefer going outside or they cannot because of custom. It can be said I am female and I do not want to make myself tired or well. In the end the leader makes relation between the team whether the director or groups leaders because they know how to link groups and make coordination between them.	Impact of traditions and custom toward practicing PR within MOE	Impact of the domestic culture within societal context toward practicing PR at the MOE

Problems. There are not any problems except the normal problems can be found within any work. Normal, I have spoken about the part of cooperation relationship. Low voice of the door – external impact. ASMAHAN: ((Hello)) ((smile)). [It should be said this has taken few seconds only]. ASMAHAN: In the other part there is possibility, for instance, two people work in place do not like each other so this is natural within any work not only at PR. It is possible to find two do not agree but I cannot say they do not like each other, however, they do not agree because he has method and she has another method or she has method and he has another method put at one work so their methods cannot be agree. In the end they should know how to communicate with each other and how to deal with each other for work's benefit and their benefits. *THE RESEARCHER: I will move on the part about Culture. I would speak about the social environment. Do you feel that social environment affects practicing PR here?* ASMAHAN: The environment (...) makes influence and I cannot say it does not influence because we take care of external environment in many things. In our decisions take care of society and how the society thinks. *THE RESEARCHER: OK. For instance.* ASMAHAN: For instance, for instance, I will say examples (.....) I would speak about custom and traditions of the society. Through our deal with schools there are activities require photography but we cannot take the camera whether photography or other and take photos. We deal with females and in our society not all people agree. We do not have the freedom to do interview on television with any person whether female or male because some of them do not want so we always take permission from parents – Do you agree your child will be on the television? This is because we live in society with custom and traditions. This topic may be does not matter in other societies that any person photographed and be on television, however, we cannot take our mobile camera and take photos in the		

street because some people do not agree that their wife or children to be photographed. We as PR practitioners know how the society thinking. For instance, some things we cannot do without taking permission from parents and teachers. This is part. Another part, for instance, there are new projects implemented by MOE such as Numerical Culture Strategy and The Development of Schools Time, however, the society refuses change and always anti change. People have problem and immediate feared so they say NO NO. They do not want to stay and discuss then decide, however, they refuse direct. MOE should make study of audience before implementing projects.		
THE RESEARCHER: OK. I would ask you as a PR practitioner. For instance, is there influence from your social life on your job? I mean the role of family. Does your family influence your occupational decisions? ASMAHAN: I am AL – HAMDULLAH [means THANK YOU GOD]. I do not have influence from my family on these aspects. I mean I there is not any person says to me this possible and this is impossible. My family always supports me and my decisions especially when my decisions make benefit to myself. My family always encourages me to do something. I mean to push me forward whether on my work or my personal life. My family does not affect on my occupational decisions because it thinks this is part of my privacy. My family does not interfere within my thinking or aspiration or what I would like to do in the future, however, it only encourages and supports me.	Impact of family toward practicing PR within MOE	
THE RESEARCHER: OK. In this aspect, do you think there is influence of Islam, especially the Islam is the prevalent religion in Bahrain even though there are other religions? Do you think the religion whether the Islam or others make influence in this aspect? ASMAHAN: Of course religion makes influence and this think we should not avoid it. We should take some things from other cultures, however, we must maintain our religion. This means everything should be within the boundary of the religion.	Impact of religion toward practicing PR within MOE	

The religion is very important and here is the MOE, which concerns with education and in the part of education there is a religion. We should deliver the tradition of the Islam and the correct education. Everything that we do and take must be within the boundary of the Islam because this makes us distinctive as Arab and Muslim live in the Kingdom of Bahrain.		

Quotations	Codes	Categories
THE RESEARCHER: As you have said that the audience is headstrong. I would speak about influence of Western Culture, in particular from Britain and America [The US] on the domestic society. Do you think there is influence? ASMAHAN: The society consists of categories so there is influence but not on all categories. If I speak about Private Schools [owned by people but not the Government], they influenced by external societies because their parents and their lifestyle different than other people. Here the Public Schools [belong to the Government] are more that the Private Schools so we deal with people from category that refuses the external way of thinking. These people do not prefer the external way of thinking or copy from others so they do not persuaded by external way of thinking. There is influenced [influence of western culture] only on category from the Private Schools. There are some categories from the Public Schools influenced if there is benefit for students, however, the majority does not influenced. *THE RESEARCHER: OK. What about yourself? Do you feel there is a commitment toward the domestic culture or feel there is a need to [the Researcher has not finished the question].* ASMAHAN: It is sure the person should obligate toward the domestic culture of the culture of the country to do not miss his or her character. I mean I am Bahraini and live in Bahrain so I must respect the culture of the country, however, there is not obstacle to learn something good from other cultures. For instance, The Development of Schools Time Project is from external culture. If we look on the US or Europe or other countries or other Arab countries, students school time until three or half past three without any problem. When students spend more time at school, they go	Binaries	Influenced by western culture

back homes after finishing their home works because their teachers help them so this helps parents also because they will find time to communicate with them [Students] not about school life [social life]. I think it is OK the person should not miss his or her culture, however, learning from other cultures if there is a benefit. We do not copy everything, however, we take something that make benefit for us. From my perspective I do not think there is a problem if I take something for my benefit. *THE RESEARCHER: I would back to speak about East and West. This time I would speak about PR. Can you compare the practice of PR within MOE with countries such as Britain and America [The US]?* ASMAHAN: It is possible to find differences from simple aspects. The role of PR is same in all countries whether within MOE here or outside or in Egypt or in Europe. The role is maintain the mental image [Image and Reputation] so this is the basis. It [PR] maintains the reputation of the educational organisation or other organisations, however, this differ from of the west. Here we have our regulations and methods so we show obligation toward boundary of our traditions and religion. This makes little differences in dealing because we have different traditions. We deal with our audience through different methods. They [The West] have more freedom, however, we have boundaries so we should respect other audience and respect their [The West] traditions. For instance, their religion [The West] gives them more freedom and openness, however, our religion requires show obligation toward specific things we cannot avoid. *THE RESEARCHER: What about planning, in particular you have said that there is a lack of planning for PR. Do you think there is [in The West] more plans?* ASMAHAN: I think there is [in The West] long term plans and we have a lack of long term plans. I mean after five or ten years where we would take this department or this ministry? We are essential key or very huge work or very important department at the ministry. PR is very important department whether in this ministry or other organisations. Because the role of PR is very important we		

must have long term aims. For instance, what we would like to develop? Or how to be different or distinguish? We should have long term plan differ from current work. I mean the department [PRMD] always busy so this make us obligate toward short term plan. We finish a project, however, we must have a plan for the future. This thing makes us distinguish and different from them [The West] because the always [The West] have strategic for the future. If something happened we should do plan A or plan B or Plan C. We need more than a plan because the PR department in all organisations can be considered as a little if we give it an age.		

Quotations	Codes	Categories
THE RESEARCHER: OK. Do you feel that what you are doing satisfied two sides? ASMAHAN: SATISFIED TWO SIDES. I mean in the end we try to satisfy other side.	Emotions toward satisfying the audiences	Emotions
THE RESEARCHER: OK. How do you see the position of the Director of the department [PRMD] within the ministry structure? ASMAHAN: In the PRMD I feel the director (...) if we are ((a spider web)) ((smile)) the director is the head on this web. *THE RESEARCHER: Is there contribution for decision making of the ministry or the role is about giving information to the audience?* ASMAHAN: ((Contribution in the decision making for the ministry)) ((seems wondered)) (...) There is not significant or major contribution, however, our role is related to the media.	Emotions toward involving in the decision making	

Appendix 20

Analysing of observation and interview for participant number 4 Shima Ebrahim Buhazza.

Observation

Quotations	Codes	Categories
The position of Shaima is Media specialist from group of researches and publications. Arriving on time and starting review daily online newspaper until 8:15 am. After that she has moved to her direct boss office, which is located in the opposite of Shaima's office. She has discussed with her direct boss about the work of the day because they are working on a research about analysing news of the MOE. After nearly fifteen minutes of discussion Shaima backed to her office and continue working on the research. It should be noted Shaima already has started working on the research. Generally, Shaima works on preparing contents to be published on the ministry's publications such as monthly magazine The Education and Tatweer which means the Development as well as annual report for representing achievements of the MOE in the previous academic year. Working on these kinds of publications requires from Shaima to contact with other departments and schools by telephone and email, however, because she has been working on analysing new so most of information and documents were available at the same department of PR and Media.	Media relations	Roles of PR practitioners
Shaima has been doing analysis of the MOE news so she used the official website to review previous news as well as files for archiving the news documents. It should be explain files on shelves were around twelve and they include news were published on daily news papers about the MOE. Shaima has spent most of the time reviewing the news from the ministry's website as well as from files then writing the content of the research.	Researches	

Quotations	Codes	Categories
The position of Shaima is Media specialist from group of researches and publications. Arriving on time and starting review daily online newspaper until 8:15 am. After that she has moved to her direct boss office, which is located in the opposite of Shaima's office. She has discussed with her direct boss about the work of the day because they are working on a research about analysing news of the MOE. After nearly fifteen minutes of discussion Shaima backed to her office and continue working on the research. In addition, Shaima's direct boss came to her office and had discussed about the progress of analysing the news such as total number and contact.	Relationship with boss	Impact of MOE toward practicing PR
Shaima has taken a short break for welcoming her colleagues as well as another break for praying.	Relationship with colleagues	

Quotations	Codes	Categories
She seemed normal and in a good relationship with her colleagues through speaking with them about what they are doing?	Emotions toward colleagues	Emotions

Interview

Quotations	Codes	Categories
THE RESEARCHER: Good morning. I would welcome you to this interview for conduction masters dissertation in PR and Strategic Communication. *First, I would know your name and what kind of job are you doing at MOE?*	Personal background	Basic knowledge of PR practitioners

SHAIMA: My name is Shaima Ebrahim Rashed Buhazza. Media Specialist at MOE. *THE RESEARCHER: At PRMD.* SHAIMA: PRMD. Media section. *THE RESEARCHER: How many years have been working with this ministry?* SHAIMA: First I worked at school then I had come to work at the ministry. I spent two years working at the ministry. *THE RESEARCHER: Two years. Did spent the two years in the same position the PRMD?* SHAIMA: Same position at the ministry. *THE RESEARCHER: OK. Can you tell me about your academic and professional qualifications, in particular that relate to PR and Media?* SHAIMA: I hold bachelor in Media from the University of Bahrain – Journalism and the minor is Arabic Language.		
THE RESEARCHER: OK. Now I would as you about the MOE because you spent two years working with it. Can you tell me about the MOE? What do you know about this organisation? SHAIMA: The MOE is A Governmental ministry in the Kingdom of Bahrain. It concerns with Education in Bahrain. Its responsibility concerns with Public and Private Schools from all levels as well as Nurseries and Universities. It responsible for Education, for instance (...) all schools affairs [such as] structure of schools, Teachers, Students and Buildings. The MOE concerns with all educational things in the Kingdom of Bahrain.	Personal experiences about the MOE	

Quotations	**Codes**	**Categories**
THE RESEARCHER: During the communication with the Audiences whether through personal communication or publications or the discourse. What is the aim you are trying to	Informing audiences	The purpose of practicing PR within MOE

meet during communicating with Audiences? Is it to inform or persuade or impose something or what? SHAIMA: It depends on the subject. For instance, for Project for Development we try to inform them through explain the project and its aim. Opinion of the Minister of Education is giving solutions for Education in Bahrain. He makes a lot of development if you look many projects are developed. Every day there is new competition and new programmes reflect good planning.		
THE RESEARCHER: During the communication with the Audiences whether through personal communication or publications or the discourse. What is the aim you are trying to meet during communicating with Audiences? Is it to inform or persuade or impose something or what? If some people do not understand, we try to link [explain]. As I have said the Audiences now are aware and if they do not know, they ask. I do not work with plans, however, I work with Educational Projects. We try to persuade people to send their projects and keep our relation is improvable because out work depends on cooperation with them. If they do not send Projects, we cannot write. [Participant means that the Audiences such Teachers usually send their projects and schools' activities to the PR. Then PR edits the content to make it suitable for publishing on Educational Publications].	Persuading audiences	

Quotations	**Codes**	**Categories**
THE RESEARCHER: I would ask you about tasks of PRMD. SHAIMA: PRMD (.....) is divided in many sides. I am at Media section so I do not know about PR tasks. the Media, which I work with, includes three sections. Communication with Audiences section concerns with Radio and Television, Instagram, Youtube and others.	Media relations	Roles of PR practitioners at MOE

THE RESEARCHER: I will move on Hospitality and Protocol. They are part of the PRMD. The department implements tasks of Hospitality and Protocol, what do you know about this? SHAIMA: As I have said that I work with the Media more than PR, however, sometimes there are events requires all of us participating. For instance, We had an event about Honoring the Media so we have done tasks about Hospitality because the department has invited Journalists and we were there (...) we have introduced a programme then we meet and speak with Journalists. Also there was a graduation ceremony for a Diploma in Education so we have been there. This responsibility of the PR section and it manage the tasks. If there are outside events, we work with them. *THE RESEARCHER: What extent importance of Hospitality and Protocol as part of PR and Media department? Do you think they are important or not?* SHAIMA: Important. Of course important. Very important. Important. Hospitality and Protocol are important tasks especially for our work. Our work depends on the way of speak with others. For instance, the nature of my job relates to the Magazines so we collect the content from schools. For instance, if I call to Headmasters, if you do not have a method or if you do not have tact [diplomacy], he or she will not give you what you want. You must be for instance, I say we would thank you for your efforts and can you please send the project. We are happy to deal with you and we hope. I always say our work depends on them. If they do not send [their projects], we cannot work.	Hospitality and Protocol	
THE RESEARCHER: OK. What about the position of the department within the structure of the ministry? SHAIMA: ((The position of the department is very sensitive)) [smile] because it has a relation with all departments and schools. Honestly, I have looked to the oraganisation structure and found that above the department there is the Consultant then the Minister. *THE RESEARCHER: The Consultant for what?* SHAIMA: Media Consultant than direct the Minister. The work	Involving in the decision making	

[procedure] is not from department to department to department, however, it is direct to the Minister. the Minister – THANK YOU GOD – His Excellency the Minister interested in Media so in the lectures [speech] he commends a lot toward our work. He works with us direct and concerns of our affairs. As I have said that our work is sensitive because it relates with all departments so it is direct with the Minister without departments as mediators. *THE RESEARCHER: As you have talked about the relationship with higher department or the Minister, does the PR writes News about higher department or makes influence on the decision making? Can you give me details?* SHAIMA: As I have said that His Excellency the Minister very interested in Media. Sometimes during his speeches he commends toward Media. We are with the Minister (...) not only he gives orders and decisions to be implemented or gives news. Often he says I would know your opinions and I would like to see your work. [For instance], we were in course for Media only and the Minister had attended. It was internal [course] for the department with few peoples only between ten and twenty. The Minister has attended. After finishing the course we have done documents about the benefits and the Minister read them. The Minister is very respectable and has good dealing. *THE RESEARCHER: How usually deal with the higher department?* SHAIMA: The department [PRMD] communicates with the Minister easy. Usually, we tell our boss then she tells the Consultant after that the Minister. There are not a lot of people. *THE RESEARCHER: What is the content? DO you convey Audiences opinions or News or what?* SHAIMA: It depends on the nature of subjects. I work for Magazines so the Consultant looks them after that the Minister. I mean looking to our Magazines. Sometimes he says praise or rejection or good things or not good things. We try to satisfy the Minister. I have worked for a period of time with the Hotline and Journalists questions so we convey to the Consultant than the Minister.		

THE RESEARCHER: I would ask you about tasks of PRMD. SHAIMA: The External Coverage section, I mean Events and Researches section, which concerns with Magazines and Researches of the ministry. I work with this section [Researches section]. *THE RESEARCHER: OK. As you have talked about implementing researches, can you tell me researches that you have done about audience?* SHAIMA: Usually we. I mean researches. I have participated in few researches maybe three or four. ((A research of THE DEVELOPMENT OF SCHOOLS TIME PROJECT)) [smile]. I have participated in this research. We have periodical magazine titled Tatweer Magazine [the Development Magazine]. I have participated in this magazine. For instance, I have done tasks about Headmasters, Administratives and ministry's programmes. What is the Development of Schools Time programme? How can we explain the programme to Teachers and Students? If Administratives or Headmasters do not understand the programme. We have found that not all have experiences. This programme is a little bit old. Maybe now things become little better (...) I mean better things. Headmasters of Schools awareness about the subject become more. Now we are working on a research. Most of researches are done in the end of the year [means academic year] because we have little tasks. Now we are analysing the Daily News from ministry's website from month number nine [September 2013] until month number six [June 2014]. We are still working. *THE RESEARCHER: OK. As you have said that the first research you have implemented about the Development of Schools Time, what have you done? Have you done a questionnaire for audience opinions?* SHAIMA: First of all we have done. We have taken a list of Schools' Headmasters and called them. *THE RESEARCHER: Schools' Headmasters.* SHAIMA: Schools' Headmasters. We would like to know if they	Researches	

know about this system, which I mean the Development of Schools Time, or not? As I have said that they are the basis. ((If the MANAGER did not know)) [smile], he or she could not tell Teachers and Students. ((Whatever the results of the research)) [smile] we have called Headmasters and visiting some of Schools. I have visited Schools and discussed with Staff and Teachers. ((I have found that from this research that Teachers were disagree toward the programme, however, Students did not have a problem)) [means they were agree] [smile]. *THE RESEARCHER: Has the study or the research published?* SHAIMA: Actually, I do not know what happened after the results [were analysed]. It was taken to the minister [the Minister of Education] personally. Honestly, I have not looked to the result of the whole research. I have spoken about my part, however, they were others working with me so they maybe had different results than mine. I have visited three or four schools and called approximately twenty schools. *THE RESEARCHER: Were there specific questions?* SHAIMA: There were questions about their opinions of the programme. Are they agree or not? How do they consider role of the programme toward development? There were some people disagree about the time because they would starting at eight am rather than seven am. They did not have problem if they finished late. Some Teachers have said that they became have time to do tasks such as Strategies Correction [Review] and Exams. The pragramme makes benefit for them during they are teaching. Some thought the time is very long for Students. *THE RESEARCHER: The research you have talked about it. Is it for Tatweer Magazine [the Developmetn Magazine]?* SHAIMA: It is the same research for Tatweer Magazine [the Development Magazine].		

THE RESEARCHER: OK. Is there other researches? SHAIMA: Now we are doing a research. *THE RESEARCHER: What is it about?* SHAIMA: The research we are doing now is about the News on the ministry's website. We would like to know what departments have News on the website. I mean analysing. For instance, are all departments available [news of ministry's departments] and which deprtments? Types of news. Are there news or reports or press releases for the minister and others. We are still working and have not finished yet. *THE RESEARCHER: Is it about an academic year?* SHAIMA: Starting in month number nine 2013 [September 2013] until month number six 2014 [June 2014].		

Quotations	**Codes**	**Categories**
THE RESEARCHER: I will move on other departments at the ministry. How do you communicate with them? SHAIMA: [Communication] with other departments is through Fax, Telephone and if there is a need we go to them direct.	Internal audiences	Relationship with audiences
THE RESEARCHER: OK. I will move on part of Audiences. Can you tell me about ministry's audiences? SHAIMA: The ministry's Audiences are Parents, Students, Schools Staff, Teachers, Schools Headmasters and others. Honestly, I do not deal with PARENTS because I usually do tasks to ministry's magazines about Educational Projects so I deal with Teachers and Students. *THE RESEARCHER: Are there active groups or NON Governmental Organisations NGO's or Societies communicate with the MOE?* SHAIMA: I do not know. Maybe there are, however, I have never	External audiences	

dealt with them. *THE RESEARCHER: What is the aim of communication with other departments?* SHAIMA: As I have said that the Hotline is for Audiences Complaints so we deal with them. Through Journalists questions we can communicate with other departments. Sometimes there are external events organised by other departments. For instance, Sports Department organises an event so we join to do our tasks as media coverage. Our work is with all departments and audiences. PR department communicates with all departments and schools. ((THANK YOU GOD)) [smile].		
THE RESEARCHER: Nationalities of ministry's Audiences. Are all Audiences are Bahraini or there are other nationalities? SHAIMA: Now in Bahrain there are other nationalities. The majority of Teachers I have dealt with them are Egyptian, Jordanian and Syrian. *THE RESEARCHER: Are there other nationalities, who do not speak Arabic as a native language?* SHAIMA: I would tell you. Generally, I do tasks for magazines, however, if there is a lack [of employees] or need in other sections, [I did other tasks]. I have worked with Hotline so I dealt with different people who are deal with them as usual. Usually, I deal with Teachers and Students, however, I have dealt with Parents through the Hotline. When I visited schools, I saw other nationalities. *THE RESEARCHER: OK. Is there influence of multi nationalities toward practice PR or not? Do you think communication with Non Bahraini nationalities influences the discourse or the content of the PR?* SHAIMA: No because we have informative message [discourse]. I mean of informative is that dealing with ((all categories of AUDIENCE)). [smile]. All nationalities. Here is Governmental organisation so the content must be educational and reformist.	Impact of multiculturalism within the domestic society of Bahrain	

There is not influence.		
THE RESEARCHER: How do you receive the opinion of Audiences or their feedback? SHAIMA: There are many. Basically, our all our work is with Audiences. (...). *THE RESEARCHER: Firstly, What channels are used by Audiences to say their opinion?* SHAIMA: I feel we are ((very advanced)). [smile]. I mean one of the ministries starting activate things early (...) as we say that Instagram, Hotline and ministry's website if you look them, you will see large numbers. [Participant means number of followers for the ministy's official accounts]. *THE RESEARCHER: What do you mean of ministry's website? Is it contains telephones numbers for calling?* SHAIMA: Through the ministry's website you can say or send something [means writing and sending comments to the PR department at the MOE]. Also as I have said that there is the Hotline and Instagram. Honestly, my job is about doing tasks for magazines, however, not for INSTAGRAM. If I do outside tasks for the magazine, I find ((BAHRAINI PEOPLE very developed)) [smile] because I always asked about the Instagram and videos on Youtube. ((This is question is most asked)) [strong voice]. People are interested in these things more than written things. I think if Youtube be in future, this should be good. [The MOE already has official account on Youtube. Participants means make the account more active through engaging schools to send their videos to PR. Then PR publishes them on Youtube]. *THE RESEARCHER: I would ask you about the opinion of Audience or Feedback. What do you do after receiving the Feedback? Is it for save only or for doing something?* SHAIMA: I feel the positive point in PR department is that most of its employees are youth. There are few old people. ((The AUDIENCE ages is almost same us)) [smile] so we can deal with them. I mean discussion. The Parents ages also almost same us so	Feedback of the audiences	

we can deal with them. We can receive their opinions. As I have told you we have researches here. The department listens to the audience opinions. It is in continuous development so you can see developments throughout the year. *THE RESEARCHER: After receiving audiences' opinions. What do you do?* SHAIMA: I would tell you. We start doing development depends on the possibilities of the ministry. Development can be made. We take opinions, however, I would tell you we are [The researcher interrupts or interferes the participant as a normal discussion] *THE RESEARCHER: Do you develop the discourse or plans or what?* SHAIMA: developing plans. *THE RESEARCHER: Are the plans from the PR department or the whole ministry?* SHAIMA: ((We speak about the PR department plans so they made at the PR department)) [smile]. *THE RESEARCHER: OK. I mean* SHAIMA: We convey the plans. I mean convey the audiences' opinions to concerned departments. For instance, we receive questions from Journalists and send them to concerned departments so we convey opinions of Journalists, who convey questions from audience. We take departments opinions so they know from the questions what happened. *THE RESEARCHER: OK. The opinion will be sent to concerned department. You are [the Department] is a link?* SHAIMA: Now we are a link. If we leave the issue, it will not be understood. Usually, departments are busy. We identify priorities so we are a link. ((IF THE GOD WILLING, we will be good link)). [smile]. *THE RESEARCHER: What channels are used by Audiences to say their opinions to us [The PR]?*		

SHAIMA: I have already said. The Telephone Hotline, Instagram, Ministry's Website, Telephones and when we go to attend external interviews [events], we meet the Audiences. *THE RESEARCHER: What extent the Audiences has freedom to say their opinions?* SHAIMA: Now I will not speak about Bahrain, however, in general. There is openness. Through the Internet every things become open. If you look on the Instagram [means official account of the MOE on Instagram], ((there are people say whatever they want)) [smile]. *THE RESEARCHER: What do you feel when you visiting schools and listening direct to the Audiences such as Teachers and Students? Do you feel listing to other opinion and complaints are annoying?* SHAIMA: ((I would say this department is interesting)) [smile]. Tasks I do are diverse. I mean every day another school and another programme so there is not routine. We always meet with Audiences. Sometime THE AUDIENCES ((say something not good)) [smile]. As I have told you in this department no routine and repetition so every day we do diverse things. Honestly, [For instance], I met a parent during an event and she had said bad thing. After approximately quarter another parent said something very good about us [PR]. The Audiences are diverse. Recently, the Audiences are aware, however, I do not mean incivility. Generally, The Audiences have good manners. ((We are respectable people [or nation])) [smile].		

Quotations	**Codes**	**Categories**
THE RESEARCHER: I will move on part of direct boss and the director. Can you tell me about your relationship with your boos? Do you consult his or her in every decision? SHAIMA: My direct boss is Haya Binhindi [it is a name of person]. Honestly, Haya is very respectable person and dealing with her	Relationship with boss	Impact of the domestic culture within organisational context toward practicing PR

seems good. She is not say orders. She is much organised for the work and without her. A period ago she was not available so there was unorganised within the work. She is very respectable person and has organised method for work. If I need something, she tells me the information. I do not need to meet THE DIRECTOR because she conveys everything I need. I feel very comfortable for working with her. I think it is very important to have good relationship with my boss. I feel because she is a female so she understands my circumstances. Our ages are almost same so we can understand each other. She is same a friend and a sister more than [rather] a boss. THANK YOU GOD.		at the MOE
THE RESEARCHER: I would ask you about Relationship with Colleagues at the department whatever their gender? Can you tell me about practitioners at the PRMD? If you know their how many are they or in general? SHAIMA: (...) I do not know about the total number. For instance, our section has six or seven. The relationship between colleagues – THANK YOU GOD – our relationship is ((good)) [smile] with both genders. It is a brotherhood relation and we do not have problems. ((THANK YOU GOD)). THANK YOU GOD as we say. The most important. Almost all of us are educated. I think almost all of us hold a certificate in Media so each person with his or her specialist. Wherefore, THANK YOU GOD all understand what they are doing? Honestly, all colleagues work hard. Here a lot of pressure happens because of the nature of the work is with all categories. We try with all dedication and hard work. If the person likes his or her job, he or she cans work.	Relationship with colleagues	
THE RESEARCHER: I would talk about relationships with other colleagues and friends. Do they help to make the work easy? SHAIMA: With colleagues. *THE RESEARCHER: Friendship. Your friendship. Does it make influence toward work?* SHAIMA: Outside the ministry.	Personal relationships	

THE RESEARCHER: No. Inside the work. For instance, if you have a friend works at other department or school, does the relation helps you to do some tasks? SHAIMA: ((we – I do not know)) [smile]. There was a crisis in Bahrain so almost, almost. Recently, I graduated in 2011, which was at the same time of the crisis. [participants means of crisis that the political protests in 2011]. I volunteered in a school as we as most of other graduates ((volunteered in schools)) [smile] so most of my colleagues from university became Teachers. Sometimes I can gain from them. *THE RESEARCHER: Do you speak with your friend and say I need something and something? Speaking with friend faster than sending a letter [official letters]? I mean ((easier)) [smile]. Does this happen? Do you do it a lot?* SHAIMA: No not a lot. I try to do not mix work with friendship. I do not make a lot of calls to my friends about this subject.		
THE RESEARCHER: Last part. How do you consider the future of PR and Media at MOE? Are there challenges? Are there things need to be developed? SHAIMA: I have already said more than a time. Honestly, THANK YOU GOD we are at the MOE I feel our department [the PRMD] is very advanced. We communicate with Audiences through more than a channel and taking their opinions. As I have said that the department's staffs are youth. The department plans for development and we do a progression. I think the future is brilliant if the department keep going on the same way. It is youth department, making progression and listening to the audiences – THANK YOU GOD. *THE RESEARCHER: What about plans? Do you think current plans and researches are enough?* SHAIMA: Researches may need to be more developed. There is a lack of staffs, who work with magazines and researches. I think researches need a full – time person. *THE RESEARCHER: Full – time.*	Expectation of the future at work	

SHAIMA: Full – time. We do not have time because throughout the year we work with magazines. Only in this period of time [the Summer] within two or three months we are able to do researches. Generally, researches are about an academic year so they done in this time.		

Quotations	Codes	Categories
THE RESEARCHER: Relationship with others. Are there traditions or custom or regulations manage the relationship? Can you tell me? When I entered your office, I had found females [all staff at the office were females]? SHAIMA: ((There is a male, however, he has a vacation)) [smile]. First, ((dealing with females is easier)). [smile] (...). All male are respectable and our relationships are good. If we talk about traditions and custom, we are ((conservative people from THE GULF)) [smile] [The Gulf means Arab countries which locate in the Arabian Gulf sharing common cultural values]. We have educated on some specific boundary for dealing with other gender, however, we deal within the work only. There is a respectable way for dealing so all know the boundaries. We are all from same society same traditions and custom. *THE RESEARCHER: I would move on Cultural values in the society. I talk about social affairs or social custom in the society. Do they influence on practice PR? A few minutes ago you have said an example about special deal with people belong to the Royal Family or Officials such as Ministers. Are there other social things?* SHAIMA: (...) we are from a conservative society part of the Gulf [means countries in the Arab Gulf] so we used to use specific thing for dealing. We have saved this as a historical. We used to use this method. As I have said that traditions and custom are inherited from generation to other generation so we save them. It is difficult to break down [avoid or cancel] them. If we would to live in the same society, we should agree with them.	Impact of traditions and custom toward practicing PR within MOE	Impact of the domestic culture within societal context toward practicing PR at the MOE

THE RESEARCHER: Traditions and custom such as what? Special respect. SHAIMA: For instance, our dress. For instance, we can say the PRMD in other countries needs ((another dress)) [smile], however, we are conservative. We wear Abaya and Shila [These mean black dress with Head Cover. It should be demonstrate not all females wear this dress. There are a lot of them wear as same style in the western countries or a style]. We talk about traditions and custom, which are suitable with our families' opinion. We have save these things for our society. SHAIMA: (...) as I have said about the dress, however, in general. *THE RESEARCHER: Do mean that your family makes influences toward you about your dress?* SHAIMA: [No]. The dress has relation with the traditions and custom. *THE RESEARCHER: I will move on another part about the Binaries.* SHAIMA: Sorry for interrupting you. For instance, an incident has happened in Bahrain at a nursery between male and female students. *THE RESEARCHER: What happened?* SHAIMA: ((smile)) (...) both students are little nearly five years old and a photo for them was published while kissing each other so this makes media stir in the society. How do these happen in the society? *THE RESEARCHER: The photo of them was published.* SHAIMA: Yes. A media problem has happened because the society refuses these kinds of things so we can be disagreeing with it. *THE RESEARCHER: Have you taken the Audiences opinions?* SHAIMA: We have taken Audiences opinions through daily newspapers. The problem was solved – THANK YOU GOD.		

Recently, most of staffs at Private Schools and Nurseries are Foreigners– non Arab- so they have such these practices. Because of this there is interference between our traditions and custom with them [Foreigners].		
THE RESEARCHER: OK. I would ask you about influence of your social position or of your family toward your job? Is there a link between your family and your job or no? For instance, if you take a decision, does your family make influence or not? SHAIMA: Generally, I would tell you. I am speaking about my family such as my Father, my Mother and others [family] when I have chosen the Media [means studying Media at University]. My Mother has supported me and my decision. I have worked with Journalist and most tasks of my job were about writing so my Mother had helped me a lot through doing Proofreading. My family was with me and had supported me strong so I have not any problems. I have done a training course with a magazine which requires working until late [Night] so my family had supported me. After I have become married, my husband also supports me. Now I face many responsibilities so I try to make balance between my family and my job. *THE RESEARCHER: From which side? Is it about working time?* SHAIMA: About working time I would say THANK YOU GOD. The nature of my job relates to schools so it is in ((the morning)) [smile]. It is A Governmental job in the morning so I do not face problems or pressures.	Impact of family toward practicing PR within MOE	
THE RESEARCHER: OK. I would move on part about the religion. The prevalent religion in Bahrain is the Islam. What extent the Islam influences practicing PR in the MOE? SHAIMA: (...) ((THE RELIGION)) [seems little wondered]. *THE RESEARCHER: What extent of influence? Is there obligation toward specific things such as traditions and custom? Is there a role of the Islam or there is not influence of the Islam?*	Impact of religion toward practicing PR within MOE	

SHAIMA: (...) The Islam is the prevalent religion in the Kingdom of Bahrain. As I have said that here at the department we wear Abaya and Shila [means black dress with Head Cover]. The religion makes influence. If the religion does not make influence toward PR, a problem will face traditions and custom within the family as well as the society. *THE RESEARCHER: What instructions are taken from the religion and implemented in PR? For instance, the dress. What else?* SHAIMA: In general the dress. Our job is with ((males)) [smile] so we should meet and speak with them as part of the nature of the job. I refused this, however, I agree with some renunciations. MEADIA MESSAGES that we try to be received usually relate to the religion. We have done task about the Koran [the holy book with content comes from the God through his last messenger the prophet Mohamed] as well as about Ethics and Honest. All of these topics related to the religion. *THE RESEARCHER: Media content.* SHAIMA: Media Content. We always try to highlight Ethics of our projects as well as other notions from the religion such as Honest, the Koran, Dress and Head Cover.		
THE RESEARCHER: I would talk about the Media Discourse. For instance, when you talk about the Director or the Minister, is there special deal for people such as the Minister or the Undersecretary or it is normal? SHAIMA: What do you mean? *THE RESEARCHER: I mean people who are in high administrative position. Do you give them special deal? For instance, the way of communication with the?* SHAIMA: ((It must)) [smile] be with the Undersecretary or the Minister. *THE RESEARCHER: When you using their names for publishing on Media, is there discrimination for them? Can you let me know?*	Impact of hierarchical order of people toward practicing PR within MOE	

SHAIMA: Yes of course. This is official and customary things. It is known when write about the Minister, you should say His or Her Excellency. For instance, also the Undersecretary or the Sheikh. We must write these because we used to use them not only within this ministry but also in general with the whole country. For instance, when we speak about the Monarch there are specific phrases. *THE RESEARCHER: Are they social affairs or social values?* SHAIMA: We used to do them. This is known not only in Bahrain also all countries. I do not know maybe in ((THE WEST differs than us .. THE ARAB)). [smile].		

Quotations	**Codes**	**Categories**
THE RESEARCHER: Do you feel there is influence in the society from Western Cultures, in particular form Britain and America [The US]? SHAIMA: Do you mean influence of Media? *THE RESEARCHER: No not the Media. Does the society influenced by Western Cultures?* SHAIMA: [Yes] ((of course, in particular the new generation)). [smile]. *THE RESEARCHER: From which side?* SHAIMA: There are a lot of things. For instance, to be honest we talk about the food. We have moved from eating ((THE RICE)) [traditional food in Bahrain] [smile] to eat fast food. *THE RESEARCHER: What else another food?* SHAIMA: The dress. The dress has changed from traditional to Jeans and casual. If you look to females from new generation, their English Culture ((very powerful)) [smile] [means they speak English very well].	Binaries	Influenced by western culture

THE RESEARCHER: As a language? SHAIMA: As a language they are better than us. *THE RESEARCHER: How many languages? Arabic Language* SHAIMA: Their English language better than Arabic. They refuse the Arabic Language so they are not OK with Arabic. They become very powerful in English and they are proud between each other because they speak English. Their dress. We wear Head Cover because we save it, however, they use Makeup. We have educated more strictly. For instance, my mother was not agreeing with some things, however, we can find them now with our sisters. All these influences become from the West. In the past we were not able to watch some English Series [means English Language, however, it does not mean Series were produced in the UK. Maybe from other countries] because of ethics and cultural values, however, now our little sisters can watch them. ((The influence of THE WEST is very powerful)) [strong voice]. *THE RESEARCHER: OK. What causes that make difference between practice PR at MOE and in the West?* SHAIMA: I have already said that here is a governmental ministry, however, the West has more openness in Media. For instance, a correspondence spends three or four months following Gang or Tribe. I mean the media work there is tough. They spend their life [means they are so interested]. The Media here at the ministry is just a job rather a life. This is the problem. If we make it as a life, the issue will be different.		

Quotations	Codes	Categories
THE RESEARCHER: OK. As you have said that the first research you have implemented about the Development of Schools Time, what have you done? Have you done a questionnaire for audience opinions? SHAIMA: Schools' Headmasters. We would like to know if they know about this system, which I mean the Development of Schools	Emotions toward the audiences	Emotions

Time, or not? As I have said that they are the basis. ((If the MANAGER did not know)) [smile], he or she could not tell Teachers and Students. ((Whatever the results of the research)) [smile] we have called Headmasters and visiting some of Schools. I have visited Schools and discussed with Staff and Teachers. ((I have found that from this research that Teachers were disagree toward the programme, however, Students did not have a problem)) [means they were agree] [smile]. *THE RESEARCHER: OK. Is there influence of multi nationalities toward practice PR or not? Do you think communication with Non Bahraini nationalities influences the discourse or the content of the PR?* SHAIMA: No because we have informative message [discourse]. I mean of informative is that dealing with ((all categories of AUDIENCE)). [smile]. All nationalities. Here is Governmental organisation so the content must be educational and reformist. There is not influence. *THE RESEARCHER: What extent the Audiences has freedom to say their opinions?* SHAIMA: Now I will not speak about Bahrain, however, in general. There is openness. Through the Internet every things become open. If you look on the Instagram [means official account of the MOE on Instagram], ((there are people say whatever they want)) [smile].		
THE RESEARCHER: OK. What about the position of the department within the structure of the ministry? SHAIMA: ((The position of the department is very sensitive)) [smile] because it has a relation with all departments and schools.	Emotions toward position of PR department	
THE RESEARCHER: I will move on part of direct boss and the director. Can you tell me about your relationship with your boos? Do you consult his or her in every decision? She is same a friend and a sister more than [rather] a boss. THANK YOU GOD.	Emotions toward the boss	

THE RESEARCHER: I would ask you about Relationship with Colleagues at the department whatever their gender? Can you tell me about practitioners at the PRMD? If you know their how many are they or in general? SHAIMA: (...) I do not know about the total number. For instance, our section has six or seven. The relationship between colleagues – THANK YOU GOD – our relationship is ((good)) [smile] with both genders. It is a brotherhood relation and we do not have problems. ((THANK YOU GOD)).	Emotions toward relationship with colleagues	
THE RESEARCHER: Relationship with others. Are there traditions or custom or regulations manage the relationship? Can you tell me? When I entered your office, I had found females [all staff at the office were females]? SHAIMA: ((There is a male, however, he has a vacation)) [smile]. First, ((dealing with females is easier)). [smile] (...). All male are respectable and our relationships are good. If we talk about traditions and custom, we are ((conservative people from THE GULF)) [smile] [The Gulf means Arab countries which locate in the Arabian Gulf sharing many common cultural values].	Emotions toward traditions and custom	
THE RESEARCHER: I mean people who are in high administrative position. Do you give them special deal? For instance, the way of communication with the? SHAIMA: ((It must)) [smile] be with the Undersecretary or the Minister. *THE RESEARCHER: Are they social affairs or social values?* SHAIMA: We used to do them. This is known not only in Bahrain also all countries. I do not know maybe in ((THE WEST differs than us .. THE ARAB)). [smile].	Emotions toward hierarchical order	
THE RESEARCHER: Does the society influenced by Western Cultures?	Emotions toward western culture	

SHAIMA: [Yes] ((of course, in particular the new generation)). [smile]. The dress. The dress has changed from traditional to Jeans and casual. If you look to females from new generation, their English Culture ((very powerful)) [smile] [means they speak English very well]. ((The influence of THE WEST is very powerful)) [strong voice].		

Appendix 21

Analysing of observation and interview for participant number 5 Doua Aldossary.

Observation

Quotations	Codes	Categories
Although Doua office is located with her colleagues, she was using the extra office which is located within a diaphanous partition. The reason is that Doua was working on editing a film about some events of the MOE. For editing the film Doua uses the television screen as well as a laptop which includes a programme for editing films. Arriving on time and welcoming her colleagues. Doua smiles to her colleagues and seems social. Starting switch on the television screen and the laptop then immediately starting editing the film. Doua has moved to her office and stay there for few minutes listing to the radio, which presents local programme, with her colleague Asmahan. After that Doua returned to the office and continue editing the film. The content of the film was about some events of the MOE so Doua cuts most important part of each event then shares them in one film. The new film we be published on the MOE channel on Youtube. It should be said that Doua already has been to each event and filmed them through using video camera. Although Doua position is PR practitioner, she was doing tasks of Media such as filmed and editing.	Media relations	Role of PR practitioners

Quotations	Codes	Categories
Arriving on time and welcoming her colleagues. Doua smiles to her colleagues and seems social. Starting switch on the television screen and the laptop then immediately starting editing the film. Doua has moved to her office and stay there for few minutes listing	Relationship with colleagues	Impact of MOE toward practicing PR

to the radio, which presents local programme, with her colleague Asmahan. Doua has spent most of the time editing the film. She has taken three breaks. During one break Doua has been to the PRMD in building number four to speak with photographer about what she has been doing? As well as welcoming her colleagues or other PR practitioners.		

Quotations	Codes	Categories
Furthermore, Doua seemed social and in a good relationship with her colleagues. She usually welcoming them and speaks about their feeling during the holy month as well as about their work.	Emotions toward colleagues	Emotions

Interview

Quotations	Codes	Categories
THE RESEARCHER: Good morning. I would welcome you to this interview for masters dissertation in PR and Strategic Communication. First I would know your name. What department of the MOE are you working with? DOUA: My name is Doua Nasser Aldossary. PR Specialist. Now I work at PRMD. *THE RESEARCHER: I would ask you how many years have you been working with the MOE?* DOUA: Almost three years. *THE RESEARCHER: Did you spend all three years at PRMD or at other departments?* DOUA: All three years at PRMD.	Personal background	Basic knowledge of PR practitioners

THE RESEARCHER: I would move to another part about the MOE. What is the role of the MOE from your perspective? DOUA: Actually, the actual role of the MOE is cultural as the first. Cultural and educational role. I can say it is for awareness.	Personal experiences about the MOE	

Quotations	**Codes**	**Categories**
THE RESEARCHER: OK. I would ask you about communication tools are used for dealing with the Audiences? DOUA: Our future plan is preparing many programmes for awareness and they will include ministry's events. In addition, Media Breaks for awareness will be done. I think also there is A Whatsapp (...) as I know that some schools send important information to Parents [by Whatsapp] such as update information about students, vacations, date of back to school and fees. These sent by messages so this is good.	Informing the audiences for developing awareness	Purpose of practicing PR
THE RESEARCHER: OK. I would ask you about the Audiences. What is the aim of dealing with the Audiences? Do you think is about providing services or trying to persuade them of the ministry's perspective? What exact do you give to the Audiences? DOUA: Actually, of course I try to convey image or perspective of the ministry then to be accepted by the Audiences. *THE RESEARCHER: I would talk about Relationships with the director of PR. First, what is the position of the PR department within the structure of the ministry?* DOUA: I think PR department has essential role. Its position becomes direct after the Minister and the Minister's department office. OK. Our role must be essential and sensitive. *THE RESEARCHER: From which side sensitive? [What do you mean of sensitive?]*	Reflecting image of the MOE	

DOUA: We [PR department] are the frontal of the ministry so without us there is not a frontal. It is the essential frontal.		
THE RESEARCHER: OK. I would ask you about the Audiences. What is the aim of dealing with the Audiences? Do you think is about providing services or trying to persuade them of the ministry's perspective? What exact do you give to the Audiences? DOUA: I do not impose, however, I clarify our notions and what we would like to be received until I feel that others have fully persuaded. *THE RESEARCHER: DO you focus on persuasion?* DOUA: YES of course.	Persuading the audiences	

Quotations	**Codes**	**Categories**
THE RESEARCHER: OK. I would ask you about the PRMD. What roles are implemented by the department? DOUA: The actual role of PR at THE MOE is for Protocol. *THE RESEARCHER: What does it mean? What tasks the PR is doing?* DOUA: The tasks are about organising conferences, events, welcoming and valediction for guests (...) *THE RESEARCHER: I will move on other part about the Hospitality and Protocol.* DOUA: OK. *THE RESEARCHER: Actually, I have understood from your colleagues the department* DOUA: Proactive and first of course. [Participate uses words from slang dialect means the department interested in Hospitality and	Hospitality and protocol	Roles of PR practitioners

Protocol]. *THE RESEARCHER: As the PRMD do these tasks, can you explain this to me [please]?* DOUA: The Protocol is about welcoming and valediction as well as organising conferences such as managing positions for ministers and directors [this means that PR practitioner usually welcoming guest and guide them to their seats]. PR department chooses the food for conferences. *THE RESEARCHER: OK. Do you think these tasks part of PR tasks or additional?* DOUA: I still say that the Protocol is not part of the PR. The role of PR is about Crisis Management and Marketing. The Protocol is only external side only.		
THE RESEARCHER: OK. I would ask you about the PRMD. What roles are implemented by the department? DOUA: The actual role for PR at THE MOE is for Protocol. *THE RESEARCHER: What does it mean? What tasks the PR is doing?* DOUA: The tasks are about organising conferences, events, welcoming and valediction for guests (...)	Organising events	
THE RESEARCHER: Can you tell me what kind of publications that the department is doing? Editing or Writing or Prints? DOUA: Actually, the ministry issues many magazines. There is Madares Magazines [means magazines titled Schools] I think it issued annual. I do not know. There is weekly or monthly magazine I mean monthly which includes many events organised by the ministry. All of these related to our tasks and present update information. In addition, Handbooks related to the UNESCO [United Nations Educational, Scientific and Cultural Organisation] because the ministry has cooperation with the International Eeucational Council	Media relations	

in Geneva. Through this relation two sides exchanging books about Education such as about the ministry's achievements.		
THE RESEARCHER: OK. Your colleagues have talked about Media *role of the department so can you explain to me this role [please]?* DOUA: I think the role of PR (...) is for Marketing. *THE RESEARCHER: Marketing for what?* DOUA: Marketing for any new product or notion. The essential role of the PR department is for Marketing. This is the real and we are doing it. How do we do it? This is done through the section of Designing. Designing for Banners, Posters, Roll Ups [Banners] and others. In addition, it contributes as a real role (...) linking the Audiences with correct notion. I mean of Audiences the Parents and Students. *THE RESEARCHER: What about other departments? Does the PR department participates in the decision making for other departments or not? For instance, the Development of Performance for Schools Project or any other projects. Does the PR department have a role here?* DOUA: Of course because the PR will do marketing. For instance, before nearly a year there was the Development of Performance for Schools Project so the department of this project has come to us for saying their notions. After that our role is for doing marketing of these notions. We met them then we had done some marketing activities such as a short film about the notion of the (...) *THE RESEARCHER: The project.* DOUA: The project. It is essential project. Still I say we [PR] are essential pier so without PR nothing will be done.	Marketing	
THE RESEARCHER: I would talk about Relationships with the director of PR. First, what is the position of the PR department within the structure of the ministry?	Involving in the decision making	

DOUA: I think PR department has essential role. Its position becomes direct after the Minister and the Minister's department office. OK. Our role must be essential and sensitive. *THE RESEARCHER: From which side sensitive? [What do you mean of sensitive?]* DOUA: We [PR department] are the frontal of the ministry so without us there is not a frontal. It is the essential frontal. *THE RESEARCHER: I would ask you about role of the Director of PR and Media. Does he communicate with higher department? What does he do?* DOUA: He is the link between us and the higher department. I mean his role likes a pier [link]. *THE RESEARCHER: A link. What does he exact do?* DOUA: Actually he (...) I can say that (...) what I should say? He has essential role as well as encouraging. *THE RESEARCHER: What does he conveys to the higher department?* DOUA: He conveys all new notions that we have created and our suggestions to the higher department. After that the higher department takes the decision whether agree or not agree. Then the Director comes back to tell us. This is the essential role of the Director. *THE RESEARCHER: What such notions?* DOUA: As I have said that such as new programmes, the way for developing current programmes. All programmes are for awareness. These are done most frequent.		
THE RESEARCHER: I will move on Researches of PR. How do you identify potential audiences? As you have said that most of the audiences are Teachers and Students, so if there is a project, what shall the department do?	Researches	

DOUA: For instance, in the beginning of the Project for Development our audiences were Intermediate Level and Parents. *THE RESEARCHER: Do you mean the PR has identified the audiences?* DOUA: Yes. Because the project was for Intermediate Level only. Currently, I think in the beginning of the year [academic year] we will add Secondary Level. This reflects that we have done some tasks then the marketing. Because we have finished the first part successfully so we are moving to second part. *THE RESEARCHER: OK. I would ask you about Researches. Have you participated in researches about PR within the ministry?* DOUA: What do you mean of Researches? *THE RESEARCHER: Researches such as questionnaires or studies?* DOUA: I think no, however I hope in the future IF THE GOD WILLING. *THE RESEARCHER: Until now no but hoping in the future. OK. Do you know if your colleagues have done Researches or you feel there is a lack of Researches?* DOUA: I think we need more Researches because I do not think anyone has done researches.		

Quotations	**Codes**	**Categories**
THE RESEARCHER: Now I will move on the internal Audiences. I mean other departments inside the ministry. As the MOE has a lot of department, how do you communicate with other departments and what tools are used? DOUA: Actually, as we interested in external Audiences, we also interested in internal Audiences because they are essential and effective. I can say that they are [internal Audiences] the momentum for external Audiences.	Internal audiences	Relationships with the audiences

We communicate with internal Audiences through Outlook system because we are from same net or department or sorry same ministry. In addition, the Whatsapp is used. Moreover, the department [PR] publishes some films on the Television [belongs to the Government]. We try to tell officials about update so we send links to them through the Whatsapp with latest news. These are the most things used.		
THE RESEARCHER: Are the Audiences of the ministry only Parents and Students or there are other categories? Can you tell me about Audiences [please]? DOUA: I think the most are Parents and Students also Officials. *THE RESEARCHER: Are there active groups, for instance societies for Education that the ministry deals with them?* DOUA: As I know, NO. I do not know. *THE RESEARCHER: OK. I would ask you about communication tools are used for dealing with the Audiences?* DOUA: Communication tools that we have used. We have used many tools such as Twitter, Facebook and Instagram. Now we have new tool. I would say that it is old, however, we will develop some programmes. It is Twitter (...) Sorry. What its name? Youtube. Our future plan is preparing many programmes for awareness and they will include ministry's events. In addition, Media Breaks for awareness will be done. I think also there is A Whatsapp (...) as I know that some schools send important information to Parents [by Whatsapp] such as update information about students, vacations, date of back to school and fees. These sent by messages so this is good.	External audiences	
THE RESEARCHER: I would ask you about nationalities of the ministry's Audiences. Are all Audiences Bahraini or there are other nationalities? Can you tell me about this [please]? DOUA: Actually, the ministry's Audiences are diverse. Bahraini	Impact of multiculturalism within the domestic society of Bahrain	

Audiences (...) African Audiences – the North of Africa. *THE RESEARCHER: From the Middle East.* DOUA: East of Asia. We deal with all nationalities because there are Civil Institutions and Governmental Institutions under the umbrella the MOE include many nationalities. *THE RESEARCHER: OK. What extent that multi nationalities influence practicing PR?* DOUA: I think (...) this could contribute with the role of PR. Why? Because they are many nationalities not only Bahraini. We deal with them through specific method suit with their Cultures. There are many nationalities such as Indian, Egyptian and Jordanian so each of them has different culture. Our role as PR is to be able to deal with them depending on the Culture of each of them.		
THE RESEARCHER: OK. As you have said that Social Media used to communicate with audiences, I would ask you what audiences' opinion. What are you doing after receiving audiences' opinion? DOUA: Actually, audiences' opinion is very important for us because our role is to satisfy them first, first, first. Have you understood? We upload on our sites, for instance evaluation or (...) what is your opinion about something or specific information. Good or Very Good or Satisfied and each person writes his or her suggestion. In the end of each year suggestion collected for writing a report. [Practitioners] at the PRMD meet to modify new notions and writing the findings. We focus on what the audiences are interested in and developing weaknesses. *THE RESEARCHER: Is this annual procedure?* *We have stopped our conversation because office telephone of the participant is ringing for work purpose.* *I have asked you about the meeting for evaluate audiences' opinions. Is it annual or monthly?*	Feedback of the audiences	

DOUA: (...) almost annual. Why annual? Because we wait until the end to receive audiences' notions. Then discovering new findings lead to start new year with new things aim to satisfy the audience. *THE RESEARCHER: In the end of the year. Do you mean the end of the academic year and beginning of the summer?* DOUA: Yes, yes. *THE RESEARCHER: OK. DO you think that tools are used by the MOE help the Audiences to say their opinion free?* DOUA: Yes of course. ((with all transparency)) [seems sure]. Their opinion with full transparency. *THE RESEARCHER: I would ask you about your feeling while dealing with Audiences. How do you feel about their Feedback?* DOUA: Actually, we must be honest. Some audiences are little bigoted, some audiences are normal and others very understanding. The PR [department] must has openness while dealing with audiences as well as can make their tenseness less. I mean trying to make notion understood by audience as well as receiving their opinions and complaints. (.....).		

Quotations	Codes	Categories
THE RESEARCHER: I would ask you about Relationships with Colleagues inside the PRMD. Can you tell me about Relationships with Colleagues, in particular from other gender? DOUA: Actually, Relationships with Colleagues must be associated. It is one department so we must be one group associated and collaborative. *THE RESEARCHER: OK. Are there specific things such as traditions and custom or regulations manage Relationships with Colleagues especially between males and females?* DOUA: I mean (...) I feel there are no such things because our dealing depends on the work only. There are no such things.	Relationship with colleagues	Impact of the domestic culture within organisational context toward practicing PR at the MOE

THE RESEARCHER: Do you mean no boundaries? DOUA: There are not boundaries from work side, however, from other side of course there are boundaries. *THE RESEARCHER: What elements influence your Relationships with Colleagues inside the PR department? Are there specific traditions and custom for the Bahraini society must be committed?* DOUA: Of course. Some Colleagues consider traditions and custom first so they deal depending on them. *THE RESEARCHER: What such traditions and custom?* DOUA: For instance, males and females do not deal outside [means outside the work]. [It should be demonstrated people can deal with each other free, however, depending on the custom of the society if male and female deal, people think they are in relationship. In addition, if the relationship as a married, this is fine, however, if they are not married, people think they are cheating so this influences their reputation in the society badly]. The dealing between male and female within the work is part of our traditions. This is the most frequent. It is normal that we deal with each other during meetings.		
THE RESEARCHER: I would talk about your personal relation with ministry's audiences especially the internal audiences. Does friendship influence your job in the PR department? DOUA: [Yes] of course. *THE RESEARCHER: How?* DOUA: Facilitate of procedures and facilitate of deal. If I need something from other department, I must be collaborative with all as well as others know me so this is essential for PR. *THE RESEARCHER: OK. Do you think friendship is important for facilitate procedures?* DOUA: Yes it is important.	Personal relationships	

THE RESEARCHER: Does it [friendship] avoid you following official procedures? DOUA: Yes. The official procedures seem as a routine. Our work must be done fast and cannot waiting specific things.		
THE RESEARCHER: OK. I would ask you about your perspective of your future with PR at the MOE. How do you consider your professional future? DOUA: (...) My professional future. IF THE GOD WILLING, could be good as same my plan. Honestly, I am ambitious human and require to get renewal. I would feel that if I bring new notions, it will be developed. (...) I would like to make ((real role of PR)) [strong voice] IF THE GOD WILLING. *THE RESEARCHER: Do you feel there are challenges faced your practice the real role?* DOUA: Yes. *THE RESEARCHER: Such as what?* DOUA: Many thing I will not say them. *THE RESEARCHER: Are they related to traditions and custom?* DOUA: About traditions and custom my family is OK. I mean about my job. *THE RESEARCHER: May be they administrative procedures.* DOUA: Administrative. Administrative procedures. I work half here and half there or my functional tasks not as same the job description. [Participant means she do tasks for both Media and PR sections]. *THE RESEARCHER: Is there interfere between tasks of PR and Media?* DOUA: Yes. That is I would like to say. I mean there is confusion so I do not know what am I? Am I PR or MEDIA? I think this part	Expectation of the future at work	

of PR tasks also or as it said that PR Practitioners should know everything such as Media, Editing, Writing and Administration. I mean this the real tasks. I can say I am PR. I have done everything. *THE RESEARCHER: DO you mean you have done a lot of task?* I mean as PR Practitioners must be able to do Editing, Writing and Designing. All of these are from Media. All are same. *THE RESEARCHER: Do you mean the department be able to implement plans of PR?* DOUA: Yes. ((Future, future)) [strong voice] plans. *THE RESEARCHER: What exact about? For instance, projects marketing or audience persuasion.* DOUA: First of all projects marketing. Any new project required of PR Practitioner to set full schedule with conception of future. The department or the manager of PR should take notions of PR practitioners. Here I focused on PR only but not Media. Discussion of notions should be done than the best notion or more than a notion should be implemented for developing educational work.		

Quotations	**Codes**	**Categories**
THE RESEARCHER: What elements influence your Relationships with Colleagues inside the PR department? Are there specific traditions and custom for the Bahraini society must be committed? DOUA: Of course. Some Colleagues consider traditions and custom first so they deal depending on them. *THE RESEARCHER: What such traditions and custom?* DOUA: For instance, males and females do not deal outside [means outside the work]. [It should be demonstrated people can deal with each other free, however, depending on the custom of the society if male and female deal, people think they are in relationship. In addition, if the relationship as a married, this is fine, however, if	Impact of traditions and toward practicing PR within MOE	Impact of the domestic culture within societal context toward practicing PR at the MOE

they are not married, people think they are cheating so this influences their reputation in the society badly]. The dealing between male and female within the work is part of our traditions. This is the most frequent. It is normal that we deal with each other during meetings. *THE RESEARCHER: I will move on part of Bahraini Society. Do you think the social system as well as traditions and custom influences practice of PR?* DOUA: Yes. I feel yes. Sometime we cannot do the real role of PR. As I have told you before here we do not managing crisis. ((We do not managing crisis)) [strong voice]. We do not have direct responsibility. The role of PR must be about Crisis Management, however, because of traditions and custom the Media becomes first then we [PR] the second. I think the role of PR must be about Crisis Management. This is the actual role. *THE RESEARCHER: I would ask you about traditions and custom such as Influence of the religion and the family. Do you think these things influence practice of PR?* DOUA: Yes. There is an example. If female required doing tasks of welcoming and valediction at midnight, so related to our traditions and custom of course we not allowed doing it at this time. I think only this part of our traditions and custom makes influence, however, others are nothing. [According to traditions and custom of Bahraini society that although females are free to go outside at any time, however, people do not prefer females going outside at midnight because they think this should influence their reputation negatively. In addition, it should be explained that many females going outside at midnight for many reasons especially if there is a necessity]. *THE RESEARCHER: Do you feel others are normal?* DOUA: As it should be. Normal. *THE RESEARCHER: Depending on your answers that there is a*		

mix. DOUA: Boundaries let's say boundaries. *THE RESEARCHER: What boundaries do?* DOUA: Boundaries challenge our performance. For male it is easy, however, for female there are some boundaries. *THE RESEARCHER: What are they?* DOUA: As I have told you about welcoming and valediction at the midnight is hard (...) sometimes if female goes to hotels for welcoming people is OK, however, at midnight I think no. It is about the time only, however, others nothing. We are open mind. *THE RESEARCHER: As PR practitioner, how do you feel about this?* DOUA: I think this is a limitation. Sometimes I can do many things, however, traditions and custom faced me. *THE RESEARCHER: For instance?* DOUA: As I have already told you before, it is the timing. For me my family opens mind so it is normal. I mean this is different from person to other. Here in the department some people are married and others are not, some families agree and some disagree so it depends on the culture.		
For me my family opens mind so it is normal. I mean this is different from person to other. Here in the department some people are married and others are not, some families agree and some disagree so it depends on the culture. *THE RESEARCHER: As you said some families disagree, do mean there is influence or authority of the family toward the employee?* DOUA: Yes. Some are married so their husbands do not agree. As part of traditions and custom, female should respect [agree] with her husband. A husband says that I do not agree my wife going outside at midnight. What is this!? or a father do not agrees his daughter traveling so he says do not travel. What others will say	Impact of family toward practicing PR within MOE	

about us? All of these are traditions and custom. [It should be explained that females and males are equal, however, there is authority from male. This is just part of traditions because male is the paterfamilias]. *THE RESEARCHER: Do you think these [traditions] influence the work of PR?* DOUA: Of course. Maybe female practitioner intelligent [work very hard] and deserves to do some tasks, however, this point damages everything. *THE RESEARCHER: For instance, if her family refuses representing the ministry on a conference.* DOUA: Yes. She maybe deserves positions.		
THE RESEARCHER: As a Protocol task, do you think that the PR influenced by dignitaries and officials? For instance, special dealing with a person because of his or her job. DOUA: No. I do not think. We deal with all people. *THE RESEARCHER: Are there special considerations for people depending on their jobs?* DOUA: Of course. For instance, different procedure for welcoming the Minister. There is a special Protocol for dignitaries. *THE RESEARCHER: Do you think procedures for dignitaries influenced by traditions and custom of the society? I mean there is special respect for person depending on his or her job or for Sheikh?* DOUA: I think there is influence of traditions and custom. *THE RESEARCHER: OK. I would ask you about the content of prints or books issued by the ministry?* DOUA: One structure and one style for writing. *THE RESEARCHER: How?*	Impact of hierarchical order of people toward practicing PR within MOE	

DOUA: I mean the style of writing is overturned pyramid which starts with important then less important after that less, less and less important [information]. Here [in Bahrain] not only at this ministry also at all ministries the style of writing focuses on writing the name followed by the position of minister or the position of minister first then his or her name and so on. I mean focused on receiving, valediction, indicating and adding. [Participant means many press releases in Bahrain start with names and position of minister than continuing what the minister says]. *THE RESEARCHER: DO you mean there is strong interest in personality of the official?* DOUA: Yes. I mean we focused on the minister and some other events which organised at schools. We write simple news (brief) about other events, however, they also under the patronage of the minister. *THE RESEARCHER: DO you think the media content of the ministry influenced by personality of the official?* DOUA: Of course. *THE RESEARCHER: What about others?* DOUA: The contents concern with what the official says such as saying, adding and indicating.		

Quotations	**Codes**	**Categories**
THE RESEARCHER: I would ask you about influence of Western Culture, in particular form Britain and America [The US] toward the society. Do you think there influence? DOUA: Here? *THE RESEARCHER: Yes here.* DOUA: Not so much.	Binaries	Influenced by western culture

THE RESEARCHER: Do you think there is openness toward Western Culture or there is reservation and stresses toward old traditions and custom of the society? DOUA: We are middle. *THE RESEARCHER: What does it mean? What you have taken and what you have left?* DOUA: We are little openness as well as little adheres [hang on] with traditions and custom. I mean not so much open, open (...) we must not forget other element that dominates everything. It is the Culture. I mean we must not forget our traditions. [Our culture explains that] we must not do that, ((however, we are also open)) [strong voice]. *THE RESEARCHER: I would ask you about influenced by the West and Binaries. For instance, it usually said that we have something, however, they are in the West have different things. How do you compare practice PR at Bahraini MOE with practice PR in such Britain and America [The US]?* DOUA: Do you know that the top ten of PR organisations where? In America [The US]. We always at Bahraini Universities try to link our studies about PR with PR in America. Why? Because essential procedures of PR were implemented there. We implement the same, however, the difference of traditions and custom. If we contract with American PR organisation, we cannot take everything from there to be implemented in Bahrain. This is wrong. Why? Because their traditions are not same our traditions. It is possible to do decentralised through contract with the organisation, however, its branch in Bahrain will employ Bahraini practitioners, who know the domestic culture. Through this we can link and integrate between the cultures of American PR organisation and Bahrain without any contradiction. *THE RESEARCHER: OK. Mix or convergence between two cultures.* DOUA: Yes to gain the benefit from them, however, it must be suit with our culture otherwise it will be rejected.		

THE RESEARCHER: Rejected what? DOUA: Traditions and custom from outside will be rejected by the society. I must be suit through modify some things. *THE RESEARCHER: so what are reasons?* DOUA: The society is conservative and cautious. *THE RESEARCHER: About what?* DOUA: About its traditions. The society does not want loss its national identity. This is good thing that we save our identity, however, we want development as well. This is essential thing. I am not anti identity or anti cultures or anti traditions and custom. I am with them, however, I need the development. *THE RESEARCHER: Can you tell me about practice PR her at the MOE comparing with Western notion? As you have already talked about traditions and custom, what else?* DOUA: I feel that PR at the ministry needs to be developed. There is a need to bring external experiences. I mean contract with external employees or same current employees will be sent to external organisations [outside Bahrain] to teach them the real role of PR, however, not the role of protocol. We would like to do essential role within the structure as well as be essential pier and a plan for PR. *THE RESEARCHER: What does it mean?* DOUA: I would say that the number of employees at PR is small. *THE RESEARCHER: Do you approximate number?* DOUA: I think we are six. One, two, three, four, five, six, seven and eight. ((Approximately eight)) [strong voice] because I am PR Practitioners, however, I am now at Media section. I think PR part of Media or Media part of PR the number of practitioners must be approximately equal because both of them have same role. The role of PR is essential so we should contract		

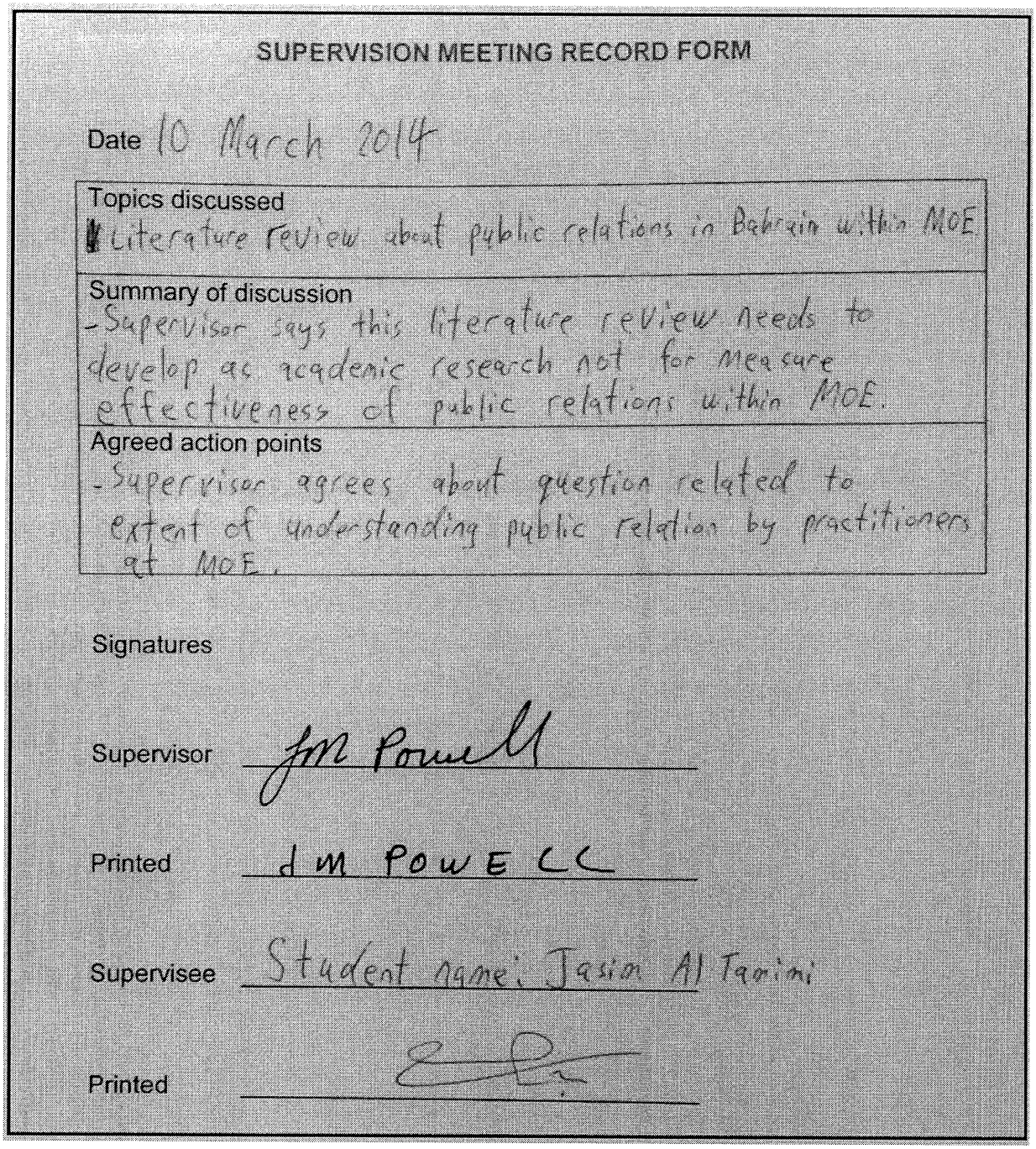
with PR organisations that have experiences in the domain to support our experiences. *THE RESEARCHER: From your perspective what should these organisations provide?* DOUA: Experiences and additions. They should teach us the real role then we should practice to be in future (...) as same Agency for PR. If anyone has new notions, external offices of PR help to do marketing for it. Here it is major organisation so it should do these tasks.		

Quotations	**Codes**	**Categories**
THE RESEARCHER: OK. DO you think that tools are used by the MOE help the Audiences to say their opinion free? DOUA: Yes of course. ((with all transparency)) [feel sure]. Their opinion with full transparency.	Emotions toward feedback of the audiences	Emotions
THE RESEARCHER: I will move on part of Bahraini Society. Do you think the social system as well as traditions and custom influences practice of PR? DOUA: Yes. I feel yes. Sometime we cannot do the real role of PR. As I have told you before here we do not managing crisis. ((We do not managing crisis)) [strong voice]. We do not have direct responsibility.	Emotions toward traditions and custom	
THE RESEARCHER: Do you think there is openness toward Western Culture or there is reservation and stresses toward old traditions and custom of the society? DOUA: We are middle. *THE RESEARCHER: What does it mean? What you have taken and what you have left?* DOUA: We are little openness as well as little adheres [hang on]	Emotions toward openness on western culture	

with traditions and custom. I mean not so much open, open (...) we must not forget other element that dominates everything. It is the Culture. I mean we must not forget our traditions. [Our culture explains that] we must not do that, ((however, we are also open)) [strong voice].		
THE RESEARCHER: OK. I would ask you about your perspective of your future with PR at the MOE. How do you consider your professional future? DOUA: (...) My professional future. IF THE GOD WILLING, could be good as same my plan. Honestly, I am ambitious human and require to get renewal. I would feel that if I bring new notions, it will be developed. (...) I would like to make ((real role of PR)) [strong voice] IF THE GOD WILLING. *THE RESEARCHER: Do you mean the department be able to implement plans of PR?* DOUA: Yes. ((Future, future)) [strong voice] plans.	Emotions toward future at work	

Appendix 22

Three supervision meeting record form.



SUPERVISION MEETING RECORD FORM

Date 10 March 2014

Topics discussed
Literature review about public relations in Bahrain within MOE
Summary of discussion
- Supervisor says this literature review needs to develop as academic research not for measure effectiveness of public relations within MOE.
Agreed action points
- Supervisor agrees about question related to extent of understanding public relation by practitioners at MOE.

Signatures

Supervisor jm Powell

Printed d M POWELL

Supervisee Student name: Jasim Al Taaimi

Printed

SUPERVISION MEETING RECORD FORM

Date 22 May 2014 10-30 – 11-15

Topics discussed
Question about literature review and methodology

Summary of discussion
Discussed focus ie culture, religion, feminism/gender
needs to be related to research Q's + qualitative method
of the study, important not to over extend in terms of any
[illegible] explaining how the interviewees, process
PE + their roles, inhibitors/barriers/opportunities? Good point

Agreed action points
To start writing up lit review + methodology
To send draft or outline plan if necessary
before JF's leave to June (return 14 July).

Signatures

Supervisor JM Powell

Printed JM POWELL

Supervisee Student Yasin Altamimi

Printed

SUPERVISION MEETING RECORD FORM

Date Monday 28th July 2014

Topics discussed
Methodology and part of Data Analysis

Summary of discussion Discussed Case study approach & nature of qualitative research - interpretation/meaning etc. Discussed manual analysis of data - themes categories

Agreed action points To continue with transcribing & analysis of data - synthesis with wider research - to email med aug with query

Signatures

Supervisor Jim Powell

Printed Jim Powell

Supervisee

Printed Student name: Josin Alfonso

Appendix 23

STAGE 1 - RESEARCH ETHICS APPROVAL FORM

All research carried out by students and staff at LeedsMetropolitanUniversity must receive ethical approval before any data collection commences.

All applicants complete this Stage 1 - Research Ethics Approval Form which includes the Risk Checklist.

For student projects classified as Risk Category 1 (e.g., literature reviews), these can be approved on this Stage 1 – Research Ethics Approval Form by the Research Supervisor.

Applicants whose research studies are classified as Risk Category 2 or 3 must also complete and submit the separate Stage 2 - Research Ethics Approval Form.

Guidance for completion of this form and the application process is provided on pages 3 and 4.

APPLICANT DETAILS	
Your name (if a group project, include all names)	Jasim Abdulla Al Tamimi
School	School of Business
Faculty	Business Law
STATUS	
• Undergraduate student	☐
• Taught Postgraduate student	☐
• Research Postgraduate student	☒
• Staff member	☐
• Other (give details)	
IF THIS IS A STUDENT PROJECT	
• Student ID	77135969
• Course title (eg, BA (Hons) History)	MA Public Relations and Strategic Communications
• Student email	j.altamimi9322@student.leedsmet.ac.uk
• Research Supervisor's name Or Director of Studies' name	Joanne Powell
THE PROJECT/STUDY	
Project /study title	An investigation into the experiences of Public Relations practitioners in Bahrain - A case study within the Ministry of Education
Start date of project	April 2014
Expected completion date of project	18 September 2014
Project summary – please give a brief summary of your study (maximum 100 words)	

The aim of this research is to examine the experiences of Public Relations (PR) practitioners within Ministry of Education (MOE) in Bahrain.
The research will examine extent of understanding PR by practitioners within MOE compared to function of PR in western countries.

CONFIRMATION STATEMENTS	
The results of research should benefit society directly or by generally improving knowledge and understanding. <u>Please tick this box</u> to confirm that your research study has a potential benefit. *If you cannot identify a benefit you must discuss your project with your Research Supervisor to help identify one or adapt your proposal so the study will have an identifiable benefit.*	☒
<u>Please tick this box</u> to confirm you have read the Research Ethics Policy and the relevant sections of the Research Ethics Procedures and will adhere to these in the conduct of this project.	☒

RISK CHECKLIST - Please answer ALL the questions in each of the sections below – tick YES or NO

WILL YOUR RESEARCH STUDY.....?		YES	NO
1	Involve direct and/or indirect contact with human participants?	☒	☐
2	Involve analysis of pre-existing data which contains personal or sensitive information not in the public domain?	☐	☒
3	Require permission or consent to conduct?	☒	☐
4	Require permission or consent to publish?	☐	☒
5	Have a risk of compromising confidentiality?	☐	☒
6	Have a risk of compromising anonymity?	☐	☒
7	Collect / contain sensitive data?	☐	☒
8	Contain elements which you OR your supervisor are NOT trained to conduct?	☐	☒
9	Use any information OTHER than that which is freely available in the public domain?	☐	☒
10	Involve respondents to the internet or other visual/vocal methods where participants may be identified?	☐	☒
11	Include a financial incentive to participate in the research?	☐	☒
12	Involve your own students, colleagues or employees?	☒	☐
13	Fully or partly take place outside of the UK?	☒	☐
14	Involve participants who are particularly vulnerable or at risk?	☐	☒
15	Involve any participants who are unable to give informed consent?	☐	☒
16	Involve data collection taking place BEFORE informed consent is given?	☐	☒
17	Involve any deliberate deception or covert data collection?	☐	☒
18	Involve a risk to the researcher or participants beyond that experienced in everyday life?	☐	☒
19	Cause (or could cause) physical or psychological harm or negative consequences?	☐	☒
20	Use intrusive or invasive procedures?	☐	☒
21	Involve a clinical trial?	☐	☒
22	Involve the possibility of incidental findings related to health status?	☐	☒

CLASSIFICATION **The following guidance will help classify the risk level of your study**	**Tick the box which applies to your project**
If you answered **NO** to all the above questions, your study is provisionally classified as **Risk Category 1** (literature reviews will be Risk Category 1).	☐
If you answered **YES** to any question from 1-13 and **NO** to all questions 14-22, your study is provisionally classified as **Risk Category 2.**	☒
If you answered **YES** to any question from 14-22, your study is provisionally classified as **Risk Category 3.**	☐

DECLARATION AND SIGNATURE/S			
I confirm that I will undertake this project as detailed above. I understand that I must abide by the terms of the approval and that I may not make any substantial amendments to the project without further approval.			
Signed	Jasim Abdulla Altamimi	*Date*	7th April 2014

FOR RISK CATEGORY 1 STUDENT PROJECTS					
Approval from the Research Supervisor or Director of Studies for a student project: *I have discussed the ethical issues arising from the project with the student. I approve this project.*					
Name		*Signed*		*Date*	

STAGE 2 - RESEARCH ETHICS APPROVAL FORM

All research carried out by students and staff at Leeds Metropolitan University must receive ethical approval before any data collection commences.

Notes

- All applicants MUST complete the Risk Checklist and Stage 1 - Research Ethics Approval Form prior to completing this Stage 2 - Research Ethics Approval Form. Following completion of the Risk Checklist and Stage 1 - Research Ethics Approval Form, if your research study was provisionally classified as Risk Category 2 or 3, you need to complete this form.
- Full details of the project are to be provided in this Stage 2. Where a question in the Risk Checklist was answered YES, please ensure that specific details are included in the appropriate box below.
- If a question does not apply to your project, insert 'Not applicable' or N/A.
- Help is provided for each question. Further help can be found in the Research Ethics Procedures document.
- You navigate through the form by using the tab keys. If you prefer to complete a normal Word document, you can unlock the form by selecting the 'Restrict Editing' button on the Developer tab, then click on 'Stop Protection'. The boxes should expand to allow space for your text.
- Spellchecking is not available in Word forms, so you may find it helpful to prepare your responses in a Word document and then copy these to this form.
- Ensure the form is completed in sufficient detail to allow the reviewer/s to judge the ethical issues raised by the study. Remember that the reviewer/s will be considering the following questions when reviewing your application in order to be able to give ethical approval:
  - is it ethical to conduct the research project and is the proposed method of investigation appropriate, thorough and ethical?
  - does the research project meet the requirements of the relevant Research Ethics Principles (Research Ethics Policy A2.4)?

TO BE COMPLETED FOR PROJECTS IN RISK CATEGORY 2 AND 3	
Your name	Jasim Abdulla Al Tamimi
Project title	An investigation into the experiences of Public Relations practitioners in Bahrain - A case study within the Ministry of Education

1	Project Overview
Please give a brief overview of your study, including a summary of your aims and objectives. Help: Describe the purpose of the research and what question(s) the project should answer.	
The aim of this research is to investigate the experiences of Public Relations (PR) practitioners within Ministry of Education (MOE) in Bahrain.	

This research aims to examine extant of understanding the function of PR in Bahrain within MOE compared to literature review from western perspectives. The research questions ask:

- To what extent PR practitioners within MOE perceived the function of PR compared to literature review from western perspectives?
- To what extent PR practitioners at MOE able to implement the global perspective of the function?
- How does the culture influence the implementation of PR within practitioners at MOE?

The research objectives are:

- To identify the extent of understanding PR function by practitioners within MOE compared with literature review from western perspectives.
- To explore the ability of PR practitioners within MOE to implement the global perspective of the PR function.
- To identify the influence of culture on the implementation of PR within at MOE.

2	Methodology

Please give a description of your methodology, including any data collection and analysis methods. Help: Give an outline of your study here. If the project is complex, you can also submit your research proposal/protocol (no more than 2-3 A4 sides) if this would help the reviewer's understanding of the project. Include details of your (or your Research Supervisor's) appropriate skills and qualifications to carry out this research.

The research will be done follows exploratory type. Qualitative research method is usually used with research in PR to find insights and exploring perceptions about PR. The findings will be compared to the theory in order to describe the insights.

The secondary data for this research will be founded in PR books from Leeds Metropolitan University library to provide information about PR theories as well varied perspectives of understanding PR function. In addition, the previous academic studies related to PR and can answered the research questions will be found within academic journal form Leeds Metropolitan University – Library Online website (http://libraryonline.leedsmet.ac.uk/pages/home) which gives access to many academic journals, for example Journal of Public Relations Review.

Moreover, text materials related to Bahraini MOE will be found within its books, website (www.moe.gov.bh/en), periodical journals and magazines about PR within Bahraini MOE and newspapers reports. Furthermore, if necessary, the non text materials will be collected from video, voice recording images and photographs to use them. As well multiple sources related to Bahraini government or local PR society will be used.

The main method of data collection will be through unstructured interviews. This method helps to provide insights for complex issue. In addition, it is usually associated with interview for exploring ideas

and emotions. The researcher or interviewer will not prepare predetermined list of questions, however, will be clear understanding the topic, language and culture of participants to do in depth unstructured interviews. In contrast, interviewees or participants will have opportunity to talk openly and widely with little direction from the interviewer to make sure insights will be given related to questions and objectives of the research.

In depth face to face unstructured interviews will be conducted at MOE in Bahrain with five to seven PR practitioners. Sample of participants will be chosen comes from a specific group (PR practitioners within MOE) so the total population sample type will be implemented to choose the participants. The rationale of implementing this type is the total population is small enough with less than 20 practitioners. It must be noted that three PR practitioners will be excluded because the researcher work with them as a group leader so can make influence on their answers.

Interviews will be done individually in a quiet room at MOE in Bahrain during official working hours (between 7:30 am and 2:00 pm from Sunday to Thursday) and make sure practitioners feel comfortable to talk without inconvenience or interruption. Moreover, each interview will be expected to approximately one hour. Arabic language will be used in most time of the interviews as well English in introduction and conclusion.

The researcher will give participants a consent form to sign it before starting the interview. (Attache). This form to make sure participants are agree to do the interview for academic research as a voluntary participation. In addition, audio recorder will be used and video recorder will be used if available. Moreover, a pilot test will be done before starting interviews to make sure participants know the topic and feel comfortable to start official interview also the audio recorder and video recorder (if used) will be checked that working well.

The researcher will wear official clothes whether Bahraini traditional clothes or a suit and using clear language can be understood by participants. Interviewing skills will be used by researcher through following steps:

- Arranging a mutually convenient appointment and arriving early to make sure the room is set as it could be.
- Preparing the consent form, note sheets, audio recorder and video recorder (if will be available).
- Welcoming participants and explain the academic purpose of doing the research is as investigation into the experiences of PR practitioners in Bahrain within MOE as well.
- Explaining that the participants doing interviews as voluntary so they can withdraw at any time.
- Asking participants to sign the consent form before starting interviews.
- During interviews the researcher will be clear understanding of the topic, language and listening carefully for participants as well both of them respect each other as equal humanity.
- Although, the researcher will not prepare predetermined list of questions, could ask some questions or explaining ideas that helping participants to understand the topic.
- At the end, the researcher will thank participants.

Analysis data qualitatively can be done through utilise text data or non text data (audio, video and

pictures). Both of them will be analysed manually as word processed document.
preparing data from audio or video record as text for qualitative analysis needs to follow:

- Each interview transcript will be saved individually with include details about date, time and place.
- Use capitals to highlight names as well as show words were spoken more loudly than others.
- Use italics font to signify questions will be asked by the researcher.
- Use (...) to show pause in speech and more dots (.....) reflect length of pause.
- Use (( )) to explain expression or emotion.

The audio interviews as well the video interviews (if will be done) will be attached with the dissertation on a CD or flash memory as well interviews transcript in English as word processed document.

The researcher will be used inductive and deductive qualitative analysis. Propositions will be developed to build or test the theory through looking for PR practitioners and testing alternative explanation.

3	**Ethical Considerations**

Please give a description of the main ethical considerations involved in the study.
Help: All research projects will have ethical issues, and you will be asked later in the process on recruitment, voluntary participation and the right to withdraw, but highlight here the main ethical considerations for your study (which may concern, e.g., the type of participants, the sensitive nature of the study, the data collection process, a lone researcher carrying out research off-campus) and advise how you will address the main issues. If the project is funded, give details here, and whether there are any potential conflicts of interest involved in the study.

Researcher has been working for MOE and the MOE through Bahraini Cultural Attachment Office in the UK sponsored the researcher to get master degree in Public Relations and Strategic communication from Leeds Metropolitan University in the UK. Consequence of that the researcher able to access to MOE as well has the authority to access to document will be used for doing this research. (attache).

Responsibility and commitment will be shown by the researcher in all aspects of the research.Acknowledgment will be shown by reference works were done by others within the text and in the bibliography as Harvard referencing. In addition, collection primary data will be used interviews as a qualitative method, the researcher will make sure each interviewee agrees to do interview confidently through sign the consent form before starting the interview.

Researcher is sponsored by MOE to get master degree in Public Relations and Strategic communication from Leeds Metropolitan University in the UK between 30 September 2013 to 30 September 2014 so the researcher available to do the research between this duration.

Collection primary data will be done in Bahrain at MOE the place which researcher has been working and has the authority to do the research. The researcher affords to pay for traveling expenses as well

transportation, provides audio recorder, note sheets, printing consent form and other indirect costs.

The researcher has the ability to analyse data manually and using both Microsoft word processed document and PDF for writing and submitting the dissertation.

Dissertation will be printed as an academic research contributes to the body of knowledge.

4	Human Participants

If your study includes Human Participants (or their data), please give a description of who will be included.

Help: Please note this should include sample size/number of participants, whether the project will focus on any particular groups/individuals, if it will include any at risk or vulnerable participants, participants aged 16 years or under, etc. Please also specify your rationale for including / excluding groups of participants. If the research involves secondary data not in the public domain, give details in this section.

The research focuses on public relations practitioners within Ministry of Education in Bahrain. Interviews will be done with five to seven practitioners, who work for public relations and media directorate at MOE as a civil servant.

The research topic is an investigation into the experiences of public relations practitioners in Bahrain within Ministry of Education so rationale of interviews will be done with public relations practitioners, whose work at Public Relations and Media Directorate within MOE.

All participants are aged above 20 years and will give agreement by sign the consent form before doing the research as voluntary so they can withdraw at any time. It must be noted that three PR practitioners will be excluded because the researcher work with them as a group leader so can make influence on their answers.

Interviews will be done individually in a quiet room at MOE in Bahrain during official working hours (between 7:30 am and 2:00 pm from Sunday to Thursday) and make sure practitioners feel comfortable to talk without inconvenience or interruption.

During interviews the researcher will be clear understanding of the topic, language and listening carefully for participants as well both of them respect each other as equal humanity.
Although, the researcher will not prepare predetermined list of questions, could ask some questions or explaining ideas that helping participants to understand the topic.

5	Recruitment, Voluntary Participation, Consent and Right to Withdraw

If your study includes Human Participants, please give a brief description of the recruitment

process, how you will ensure voluntary participation, if (and how) informed consent will be obtained prior to participants taking part in the study, and the right of withdrawal from the research process.

Help:

- This should include clear information on how participants will be identified, approached and recruited; whether the study will include any covert research or deliberate deception; whether help is required from a third party/ gatekeeper to access participants; what information you will give participants, etc.
- If expenses or any incentives are to be offered to participants, give full details.
- If your research involves students, colleagues and/or other employees then you must specify the rationale for this and how you will address issues of coercion or feelings of obligation.
- Regarding withdrawal from the study, discuss the different stages/dates a participant could withdraw or withdraw their data, and how they could do this.

The main method of data collection will be through unstructured interviews.In depth face to face unstructured interviews will be conducted at MOE in Bahrain with five to seven PR practitioners. Sample of participants will be chosen comes from a specific group (PR practitioners within MOE) so the total population sample type will be implemented to choose the participants. The rationale of implementing this type is the total population is small enough with less than 20 practitioners. It must be noted that three PR practitioners will be excluded because the researcher work with them as a group leader so can make influence on their answers.

Interviews will be done individually in a quiet room at MOE in Bahrain during official working hours (between 7:30 am and 2:00 pm from Sunday to Thursday) and make sure practitioners feel comfortable to talk without inconvenience or interruption. Moreover, each interview will be expected to approximately one hour. Arabic language will be used in most time of the interviews as well English in introduction and conclusion.

The researcher will give participants a consent form to sign it before starting the interview. (Attache). This form to make sure participants are agree to do the interview for academic research as a voluntary participation. In addition, audio recorder will be used and video recorder will be used if available. Moreover, a pilot test will be done before starting interviews to make sure participants know the topic and feel comfortable to start official interview also the audio recorder and video recorder (if used) will be checked that working well.

Interviewing skills will be used by researcher through following steps:

- Arranging a mutually convenient appointment and arriving early to make sure the room is set as it could be.
- Preparing the consent form, note sheets, audio recorder and video recorder (if will be available).
- Welcoming participants and explain the academic purpose of doing the research is as investigation into the experiences of PR practitioners in Bahrain within MOE as well.
- Explaining that the participants doing interviews as voluntary so they can withdraw at any time.
- Asking participants to sign the consent form before starting interviews.

- During interviews the researcher will be clear understanding of the topic, language and listening carefully for participants as well both of them respect each other as equal humanity.
- Although, the researcher will not prepare predetermined list of questions, could ask some questions or explaining ideas that helping participants to understand the topic.
- At the end, the researcher will thank participants.

6	Risks and Benefits

Please give a brief description of how, when and where the research will take place and whether there are any risks and/or benefits involved.

Help:

- This should include information on what participants will be required to do, the rationale for this and the level of risk involved.
- When considering risks, please refer to risks to the participants, the researcher, any other parties to the research; and also any health and safety issues for anyone involved (e.g., for lone researchers carrying out fieldwork)
- If participants will be exposed to ionising radiation, separate approval documentation must be submitted with this application.

The research will be done follows exploratory type through using qualitative research design to find some insights about perception the function of PR by practitioners at MOE.

Collection secondary data will be done from Leeds Metropolitan University library, previous academic studies will be found within academic journal form the Leeds Metropolitan University – Library Online website (http://libraryonline.leedsmet.ac.uk/pages/home).

Text materials related to Bahraini MOE will be found within its books, website (www.moe.gov.bh/en), periodical journals and magazines about PR within Bahraini MOE and newspapers reports. Furthermore, if necessary, the non text materials will be collected from video, voice recording images and photographs to use them. As well multiple sources related to Bahraini government or local PR society will be used.

The approximately duration for the research is 23 weeks starts from the date of handing the research proposal on 7th April 2014 until the deadline on 18th September 2014.

The researcher is a full time MA student at Leeds Metropolitan University so the most parts of research will be done in the UK. In addition, the researcher will travel to Bahrain for collection primary data through doing unstructured interviews with PR practitioners at MOE. In addition, analysis data will be done in the UK manually as word processed document.

Collection primary data will be conducted in a quiet room located at MOE in Bahrain. (The researcher has been working and has the authority to do the research (attached).
Interviews will be done during official working hours (between 7:30 am to 2:00 pm from Saturday to Thursday) and paritipantswill sign consent form to give approval for doing the interviews. In addition,

participant will do it as voluntary with possibility to withdraw at any time.

There is not risk to do the research. All participants are aged above 20 years and will give agreement by sign the consent form before doing the research a voluntary.

The research contributes to the body of knowledge through explore new insights about understanding PR in Bahrain within MOE.

Researcher is sponsored by MOE to get master degree in Public Relations and Strategic communication from Leeds Metropolitan University in the UK between 30 September 2013 to 30 September 2014 so the researcher available to do the research between this duration.

The researcher affords to pay for traveling expenses as well transportation, provides audio recorder, note sheets, printing consent form and other indirect costs.

The audio interviews as well the video interviews (if will be done) will be attached with the dissertation on a CD or flash memory as well interviews transcript in English as word processed document.

The researcher has the ability to analyse data manually and using both Microsoft word processed document and PDF for writing and submitting the dissertation.

7	**Personal Data, Anonymity and Confidentiality**

Please specify what type of information/data will be collected/analysed and the source(s). In addition, specify if and how you will ensure the anonymity of participants and keep information confidential.

Help: This should include information on whether you are collecting new information/data or using that that is already in the public domain; whether the data you are using includes personal details; how the data will be processed and stored; who will have access to it; how and when it will be destroyed; the Data Protection requirements for any sensitive personal data, etc. In addition, include whether there may be any requirements for disclosure of information to other parties due to professional practice or legal reasons. If there are limits to confidentiality, explain clearly how the participants would be advised about these limits and possible outcomes.

The research will be done follows exploratory type. Qualitative research method is usually used with research in PR to find insights and exploring perceptions about PR. The findings will be compared to the theory in order to describe the insights. A deduction approach will be used in the structure of the research.

Secondary data:
The secondary data for this research will be founded in PR books from Leeds Metropolitan University library to provide information about PR theories as well varied perspectives of understanding PR

function. In addition, the previous academic studies related to PR and can answered the research questions will be found within academic journal form Leeds Metropolitan University – Library Online website (http://libraryonline.leedsmet.ac.uk/pages/home) which gives access to many academic journals, for example Journal of Public Relations Review.

Moreover, text materials related to Bahraini MOE will be found within its books, website (www.moe.gov.bh/en), periodical journals and magazines about PR within Bahraini MOE and newspapers reports. Furthermore, if necessary, the non text materials will be collected from video, voice recording images and photographs to use them. As well multiple sources related to Bahraini government or local PR society will be used.

Primary data:
The main method of data collection will be through unstructured interviews.
In depth face to face unstructured interviews will be conducted at MOE in Bahrain with five to seven PR practitioners. Sample of participants will be chosen comes from a specific group (PR practitioners within MOE) so the total population sample type will be implemented to choose the participants. The rationale of implementing this type is the total population is small enough with less than 20 practitioners. It must be noted that three PR practitioners will be excluded because the researcher work with them as a group leader so can make influence on their answers.

Interviews will be done individually in a quiet room at MOE in Bahrain during official working hours (between 7:30 am and 2:00 pm from Sunday to Thursday) and make sure practitioners feel comfortable to talk without inconvenience or interruption. Moreover, each interview will be expected to approximately one hour. Arabic language will be used in most time of the interviews as well English in introduction and conclusion.

The researcher will give participants a consent form to sign it before starting the interview. (Attache). This form to make sure participants are agree to do the interview for academic research as a voluntary participation. In addition, audio recorder will be used and video recorder will be used if available. Moreover, a pilot test will be done before starting interviews to make sure participants know the topic and feel comfortable to start official interview also the audio recorder and video recorder (if used) will be checked that working well.

The researcher will wear official clothes whether Bahraini traditional clothes or a suit and using clear language can be understood by participants. Interviewing skills will be used by researcher through following steps:

- Arranging a mutually convenient appointment and arriving early to make sure the room is set as it could be.
- Preparing the consent form, note sheets, audio recorder and video recorder (if will be available).
- Welcoming participants and explain the academic purpose of doing the research is as investigation into the experiences of PR practitioners in Bahrain within MOE as well.
- Explaining that the participants doing interviews as voluntary so they can withdraw at any time.
- Asking participants to sign the consent form before starting interviews.

- During interviews the researcher will be clear understanding of the topic, language and listening carefully for participants as well both of them respect each other as equal humanity.
- Although, the researcher will not prepare predetermined list of questions, could ask some questions or explaining ideas that helping participants to understand the topic.
- At the end, the researcher will thank participants.

The research philosophy can be seen as realism through critical thinking focuses on sensations and experiences of the PR practitioners. In addition, the design of the research will be followed cross sectional through collecting data about extent perception of PR function for practitioners within MOE at only one period in time.

Furthermore, validity and reliability of the research can be found through using multiple sources of evidences for secondary research as well unstructured interviews will be recorded for the primary research.

Analysis data:
Analysis data qualitatively can be done through utilise text data or non text data (audio, video and pictures). Both of them will be analysed manually as word processed document.

Preparing data from audio or video record as text for qualitative analysis needs to follow:

- Each interview transcript will be saved individually with include details about date, time and place.
- Use capitals to highlight names as well as show words were spoken more loudly than others.
- Use italics font to signify questions will be asked by the researcher.
- Use (...) to show pause in speech and more dots (.....) reflect length of pause.
- Use (( )) to explain expression or emotion.

The audio interviews as well the video interviews (if will be done) will be attached with the dissertation on a CD or flash memory as well interviews transcript in English as word processed document.

The researcher will be used inductive and deductive qualitative analysis. Propositions will be developed to build or test the theory through looking for PR practitioners and testing alternative explanation.

Sources:
Researcher is sponsored by MOE to get master degree in Public Relations and Strategic communication from Leeds Metropolitan University in the UK between 30 September 2013 to 30 September 2014 so the researcher available to do the research between this duration.

Collection primary data will be done in Bahrain at MOE the place which researcher has been working and has the authority to do the research (Appendix 3 and Appendix 4). The researcher affords to pay for travelling expenses as well transportation, provides audio recorder, note sheets, printing consent form and other indirect costs.

Using library of Leeds Metropolitan University, which provides books and magazines about PR, as well as Leeds Metropolitan University – Library Online website (http://libraryonline.leedsmet.ac.uk/pages/home) to get access to many academic journals, for example Journal of Public Relations Review and Emerald.

Moreover, text materials related to Bahraini MOE will be found within its books, website (www.moe.gov.bh/en), periodical journals and magazines about PR within Bahraini MOE and newspapers reports. Furthermore, if necessary, the non text materials will be collected from video, voice recording images and photographs to use them. As well multiple sources related to Bahraini government or local PR society will be used.

The audio interviews as well the video interviews (if will be done) will be attached with the dissertation on a CD or flash memory as well interviews transcript in English as word processed document.

The researcher has the ability to analyse data manually and using both Microsoft word processed document and PDF for writing and submitting the dissertation.

8	**Reporting and Dissemination**
Please give details of the planned dissemination and specify if the findings from the research will be published and whether any permission is required for this. Help: This should include information on the methods of dissemination (e.g., dissertation/thesis) and/or what will be published and where. Specify if any permission is needed (e.g., from participants, clients, gatekeepers, etc.) prior to publication, and whether there are any potential issues relating to Intellectual Property Rights when creating or using materials.	
Not applicable.	

9	**Projects taking place outside of the UK**
Will part or all of the research take part outside of the UK?	
YES ☒ **NO** ☐ **If yes, give details below.** Help: If yes, please specify where the research will take place and what will be involved. Research must comply with the laws of the country where it is taking place and also comply with local Data Protection and Intellectual Property legislation: you must confirm that your research is compliant with local requirements and how you have ascertained this. Advise if the project requires ethical approval in-country and how this has been ascertained. If approval is required, a copy of this should be included in the application or details of the process of how it will be obtained. Please also make reference to insurance and indemnity cover for the project.	
The research complies with all local regulations in the UK and Bahrain. Researcher has been working for MOE and the MOE through Bahraini Cultural Attachment Office in the	

UK sponsored the researcher to get master degree in Public Relations and Strategic communication from Leeds Metropolitan University in the UK. Consequence of that the researcher able to access to MOE as well has the authority to access to document will be used for doing this research. (attache).
The researcher affords to pay for traveling expenses as well transportation, provides audio recorder, note sheets, printing consent form and other indirect costs. The researcher has the ability to analyse data manually and using both Microsoft word processed document and PDF for writing and submitting the dissertation.

Interviews will be done during official working hours (between 7:30 am to 2:00 pm from Sunday to Thursday) and participants sign consent form to give approval for doing the interviews. In addition, participant will do it as voluntary with possibility to withdraw at any time.

There is not risk to do the research. All participants are aged above 20 years and will give agreement by sign the consent form before doing the research a voluntary.

The research contributes to the body of knowledge through explore new insights about understanding PR in Bahrain within MOE.

10	**Collaborative Projects**

Is the research is a collaborative project (i.e., it involves more than one institution)?

YES ☐ **NO** ☒ **If yes, give details below.**

Help: If yes, please specify the other institutions involved and if ethical approval needs to be / has been given by them. Please also specify what procedures have been put in place to ensure ethical compliance from all partners.

11	**Any other permission or external ethical approval required to undertake the project**

Please specify if the project requires any other ethical approval or permissions not mentioned previously in this application and how and when these will be obtained.
Help:

- Other permissions: ethical approval does not give the right of access to the University's students, staff or the use of University premises to carry out research, and you may need to contact an appropriate University gatekeeper for agreement to approach potential participants or for the use of premises, so please give details.
- Gatekeepers: permission of a gatekeeper for initial access to participants may be required or to carry

out data collection on their premises. • If your project requires approval from an external ethics committee, eg, the National Research Ethics Service, this should normally be obtained prior to submitting this application. • If a Disclosure and Barring Service check is required due to the specific participant group, give details. • Regarding insurance and indemnity cover, some projects will require individual confirmation of cover. See the Research Ethics Procedures document for more details.
Not applicable.

FOR PROJECTS INVOLVING RISK CATEGORY 2 AND 3: DECLARATION AND SIGNATURE/S			
APPLICANT (STUDENT/STAFF MEMBER/RESEARCHER)			
I confirm that I will undertake this project as detailed in stage one and stage two of the application. I understand that I must abide by the terms of this approval and that I may not make any substantial amendments to the project without further approval. I understand that research with human participants or their data must not commence without ethical approval.			
I have read an appropriate professional or learned society code of ethical practice:		Yes ☒ N/A☐	
Where applicable, give the name of the professional or learned society:		Ministry of Education - Kingdom of Bahrain.	
Signed	Jasim Abdulla Al Tamimi	*Date*	7th April 2014

RESEARCH SUPERVISOR/DIRECTOR OF STUDIES RECOMMENDATION FOR STUDENT PROJECTS					
I confirm that I have read stage one and stage two of the application. The project is viable and the student has appropriate skills to undertake the project. Where applicable, the Participant Information Sheet and recruitment procedures for obtaining informed consent are appropriate and the ethical issues arising from the project have been addressed in the application. I understand that research with human participants must not commence without ethical approval. I recommend this project for approval.					
Name		*Signed*		*Date*	

Local Research Ethics Co-ordinators

*Please complete EITHER**A** (giving ethical approval for the project) OR**B** (recommending the project to the Faculty Research Ethics Committee for approval)*

A	**LOCAL RESEARCH ETHICS CO-ORDINATOR APPROVAL** *For projects approved by the Local Research Ethics Co-ordinator*				
I confirm ethical approval for this project					
LREC Name		*Signed*		*Date*	

OR

B	LOCAL RESEARCH ETHICS CO-ORDINATOR'S RECOMMENDATION FOR FACULTY APPROVAL *For projects that require Faculty level approval*				
I recommend this project for consideration at faculty level. It cannot be approved at local level due to the following reason(s)					
LREC Name		*Signed*		*Date*	

Faculty Research Ethics Committee

For projects approved by FREC please complete the box below.

PROJECTS APPROVED BY THE FACULTY RESEARCH ETHICS COMMITTEE					
I confirm that this project was considered by the Faculty Research Ethics Committee and has received ethical approval					
Chair		*Signed*		*Date*	

This form will be retained for the purposes of quality assurance of compliance and audit for THREE years

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SUPPORTING DOCUMENTATION: what to submit with the application

For projects involving human participants, you must submit, where appropriate, the Participant Information Sheet/s and consent form/s. You must also submit every communication a participant will see or receive. Failure to do so will cause delays to the application.

Below is a checklist reminder of what could be submitted, depending on the research project. Please tick the appropriate boxes for each attachment or give details of the document at the end of the checklist.

SUBMISSION CHECKLIST	Tick box
RISK CHECKLIST AND STAGE 1 – RESEARCH ETHICS APPROVAL FORM	☒
STAGE 2 – RESEARCH ETHICS APPROVAL FORM	☒
Participant Information Sheet(s)	☐
Consent Form(s)	☒
Assent Form (usually for children participants)	☐
Recruitment documents *eg, posters, flyers, advertisements, email invitations, letters, web pages if online research*	☐
Measures to be used *eg, questionnaires, surveys, interview schedules, psychological tests*	☐
Screening questionnaire	☐

Letters/communications to and from gatekeepers/third parties	☐
Evidence of any other approvals or permissions *eg, NHS research ethics approval, in-country approval for overseas projects*	☐
Research proposal/protocol (no more than 2-3 A4 pages) *It is not a requirement that this is included, however, if this would help the understanding of a complex project by the reviewer(s), please include*	☐
Risk assessment form *Some projects may require a risk assessment form: see the Procedures document for details (eg, projects involving a physical intervention, collecting data off-campus)*	☐
Approval documentation for projects involving ionising radiation	☐
Confirmation of insurance and indemnity cover *Some projects need to be referred to the Insurance & Risk Officer: see the Procedures document for details*	☐
Other: give details here: Official letter shows the researcher has been working with Ministry of Education in Bahrain. Official letter shows Ministry of Education through Bahraini Cultural Attachment Office in the UK sponsored the researcher to get master degree in Public Relations and Strategic communication from Leeds Metropolitan University in the UK.	☒
	☐

SUBMITTING YOUR FORMS

- Students: email the typed forms (stage one and stage two) and supporting documentation to your Research Supervisor or Director of Studies.
- Staff: email the typed forms (stage one and stage two) and supporting documentation to your Local Research Ethics Co-ordinator.

NEXT STEP

RISK CATEGORY 1 PROJECTS: IF YOUR PROJECT HAS BEEN CLASSIFIED AS RISK CATEGORY 1:

- Students: The Research Supervisor should return the signed form to the student and send a copy to the Local Research Ethics Co-ordinator and where relevant, the Research Module Leader, for information.
- Staff: Submit this form to your Local Research Ethics Co-ordinator.

RISK CATEGORY 2 OR 3 PROJECTS:IF YOUR PROJECT HAS BEEN CLASSIFIED AS RISK CATEGORY 2 OR 3pleasecomplete the Stage 2 - Research Ethics Approval form and submit both forms together with supporting documentation.

Research ethics application forms will be retained in the Faculty for the purposes of quality assurance of compliance and audit for THREE years

NOTES FOR COMPLETION

University Research Ethics Policy and Procedures

The University Research Ethics Policy and Research Ethics Procedures should be read prior to commencing this application. Consideration of the application by the reviewer/s will be undertaken in accordance with the Policy and Procedures.

External requirements for the project

Applicants should consider if there are requirements by any relevant professional, statutory or regulatory body, or learned society, which may be relevant to the project or if the project also requires external approval, e.g., from the National Research Ethics Service.

Submission

Student applicants: email the typed form/s to your Research Supervisor or Director of Studies.
Staff applicants: email the typed form/s to your Local Research Ethics Co-ordinator.

How to complete the form

You can navigate through the form by using the tab keys. If you prefer to complete a normal Word document, you can unlock the form by selecting the 'Restrict Editing' button on the Developer tab, then click on 'Stop Protection'. The boxes should expand to allow space for your text.

Signatures

Electronic/typed signatures are acceptable for emailed forms, as the emails provide the audit trail for all parties' agreement and approval of the forms (e.g., student applicant →Research Supervisor →Local Research Ethics Co-ordinator).

Outcome

Applicants will be advised of the outcome of the application by:

- The Research Supervisor or Director of Studies for Risk Category 1 student projects;

- The Local Research Ethics Co-ordinator or the Faculty Research Ethics Committee for Risk Category 2 and 3 projects.

YOU MAY ONLY BEGIN ANY DATA COLLECTION ONCE YOU RECEIVE NOTIFICATION THAT THE PROJECT HAS ETHICAL APPROVAL.If the circumstances of your research study change after approval it is your responsibility to revisit the Risk Checklist and complete a further application.

Advice

When completingthe Stage 1 - Research Ethics Approval Form,.if you are uncertain about the answer to any question, read the relevant section of the Research Ethics Procedures document, and if you are still unsure:

- if you are student, seek guidance from your Research Supervisor or Director of Studies;
- if you are a staff member, contact your Local Research Ethics Co-ordinator.

APPROVAL PROCESS

Local Research Ethics Co-ordinator = LREC
Faculty Research Ethics Committee = FREC

Category	Student applicants	Staff applicants
Risk Category 1	If your study has been provisionally classified as Risk Category 1, your Research Supervisor (or Director of Studies) can normally give approval for the project. You must complete this form and submit it to your Research Supervisor for consideration. A copy of the signed form if approved must be given or emailed to the LREC and, where relevant, the Research Module Leader, for information.	If your study has been classified as Risk Category 1, you do not need ethical approval for the project. You must complete the remainder of this form so that your research project is registered with the University. Please submit this form to your LREC.
Risk Category 2	If your study has been provisionally classified as Risk Category 2, your Supervisor (or Director of Studies) can recommend approval for your study by the LREC. You must complete this application form and also the separate Stage 2 - Research Ethics Approval form. Once you have completed the forms please submit both forms and supporting documentation to your Research Supervisor for consideration. Your Supervisor may disagree with your assessment and ask you to make revisions or reject your application. When the Research Supervisor is happy to recommend the application for approval, they will send the forms to the LREC. The LREC will review your project and then decide to approve it, ask for revisions, reject it or pass it on for	If your study has been provisionally classified as Risk Category 2, your project will be considered for ethical approval by the LREC. You must complete this application form and also the separate Stage 2 - Research Ethics Approval form. Please submit both forms and supporting documentation to your LREC for consideration. The LREC will review your project and then decide to approve it, ask for revisions or pass it on for review by the appropriate FREC.

	review by the appropriate FREC.	
Risk Category 3	**Postgraduate Research Students** If your study has been provisionally classified as Risk Category 3, your Supervisor or Director of Studies can recommend approval for your study by the LREC. You must complete this application form and also the separate Stage 2 - Research Ethics Approval form and submit both forms to your Director of Studies. If your Director of Studies recommends approval of your project they will refer it to the LREC who will review your project and decide whether to grant ethical approval, request revisions, reject the application or refer it to the appropriate FREC for review. **Undergraduate and Taught Postgraduate Students** If your study has been provisionally classified as Risk Category 3, you should consult with your Research Supervisor immediately as it is unlikely you will be able to proceed and you should negotiate a project that is of lower risk. However, if you have already discussed the project with your Supervisor and they have agreed that a case for approval is warranted, proceed in line with the details above for Research Students.	If your study has been provisionally classified as Risk Category 3, your project will be considered for ethical approval by an appropriate LREC. You must complete this application form and also the separate Stage 2 - Research Ethics Approval form and submit both forms with supporting documentation to your LREC. The LREC will review your project and then decide to approve it, ask for revisions or pass it on for review by the appropriate FREC.

Learning Statement

Introduction

The learning statement will critically reflect on the work undertaken for this masters dissertation. In addition, it will reflect the learning experiences which gained by the research. Furthermore, it will attempt to capture the main challenges and development emerged throughout the research. Moreover, it will try to give recommendations for future improvement for a novice researcher, who has just finished his first research in PR field.

Writing the learning statement is new experience for me, in particular this is my first academic research, which takes nearly one year to be completed. As it is the first time that I required writing the learning statement, I took some actions.

I had met Jayne Mothersdale, who has presented several guest lectures on learning statement, individually. The purpose of this meeting was an attempt to fully understand what I required to do and gaining some advice from her experiences as a lecturer.

In addition, I found the "Skills for Learning Website - Reflection Section" of LMU very helpful. Form this website I learned the meaning of reflection and how to write it as well as I read some examples of reflective writing.

Furthermore, another helpful source was looking at statements from previous masters dissertation. Indeed, I focused on two previous dissertations of PR field: "Stop the war coalition's communication efforts: public relations or propaganda" (Guttormsen, 2005) as well as "International public relations – a practitioners view: a phenomenological study into characteristics, functions and success factor on international public relations within multinational organisations" (Mory, 2007).

As a basis for writing learning statement, the definition of reflection must be understood. Johns (2009, p.3) writes that "reflection might be described as a mirror to see images or impressions of self in context of the particular situation in a careful and realistic way ... Indeed, most theories of reflection are based upon this idea – looking back at an experiences or some event that has taken place".

In addition, Skills for Learning – Reflection (2014b) explains that "reflection can be described as a thinking and learning process which enables you to use your past to develop your future".

Furthermore, Skills for Learning – Reflection (2014a cited in Gibbs, 1988) a reflective cycle includes several steps as the following: Description: what happened or what have you done?

Feelings: how do you feel and think about it? Evaluation: what was the positive or negative thing? Analysis: what does it mean? Conclusion: What does it reflect to you for the future? Action plan: What would you do next time?

In this learning statement I will attempt to follow the reflective cycle in order to explain the educational journey throughout the research.

Learning Process

From starting point until finishing this dissertation it took almost a year for a masters course in PR and Strategic communication, however, the time passed quickly.

First I thought finishing writing this dissertation is the last point of the journey, however, later I had realised that the journey is just starting now. Processes for conducting this research can be considered as continuous learning part of lifelong learning.

During all processes of the research from choosing the topic, reviewing literature, conducting primary research and analysing results I found myself in mixed feeling of happiness and sadness. I think this seems normal, in particular for a novice researcher, who came to the UK from Bahrain.

Throughout this research I found myself facing massive sources of information related to PR field. The information was available whether through the LMU city campus library or the library online search engine for LMU.

Definitely these seemed impossible to be covered so I must focused on specific think could help me writing my dissertation. Although the researches of PR field seemed wide, I tried to cover relation between PR and culture, in particular in Bahrain.

The results of this research could lead me to spend more time reading about the role of culture in understanding and practicing PR, in particular in Bahrain. I was certain that the culture makes minor or simple influence toward practicing PR within the MOE in Bahrain. However, results of this research reflected strong influence considered as basic for practicing PR at the MOE.

As it impossible to write about all details of this research, in the following I will focus on three main parts: finding a topic, reviewing the literature and explaining the research methodology. I thought that these parts make strong impact whether on conducting this research as well as on my experiences as a student and a researcher. In addition, I will write about three skills I improved them throughout the research processes later.

Finding the Topic

The first challenge I faced was finding specific topic suitable for masters level research. As a full time student came from Bahrain, which considered as different culture of the British culture, I had decided to conduct a research about PR in Bahrain.

It was difficult to find a topic could help to develop PR field in Bahrain. This was a challenge I faced since middle of October 2013, which was after two weeks of starting the masters course. The process of finding the topic took a lot of time. In addition, I faced pressure because I am new student worried about requirements of the whole masters course.

Furthermore, although the time from middle of October 2013 until 13th December 2013 seemed enough for finding a topic, I faced challenge came from requirements for other modules of the same course. As well as a lack of personal experiences for finding specific topic suitable to a research for masters level.

As I have been worked for the MOE in Bahrain for more than seven years, I decided to conduct a research related to PR within the MOE. Fortunately, in the beginning of November 2013 I met Bahraini minister of Education in London, who came for participating in educational conference. I discussed with him about the topic so he had advised to conduct a research about PR and educational projects.

I felt this was interesting, however, I must focus on specific issue. Later I decided writing about UNESCO – King Hamad Bin Isa Al-Khalifa prize for the use of Information and Communication Technologies in Education, which considered one of the significant projects at the MOE.

Risks for conducting a research about this topic was finding specific issue and difficulty to access on some documents. In addition, I must communicating with the UNESCO and traveling several times to Bahrain, which seemed time consuming.

After that I changed the topic to Using PR activities for building relationships between the MOE and its stakeholders, which was the topic I submitted in December. I thought that it was helpful and could lead to find new methods for building the relationships with stakeholders.

Later I attended lectures of dissertation module so I found this topic still seemed wide, which needs to be specific on an issue. In addition, I must consider risks of getting approval to conduct the research from the MOE, stakeholders such as teachers, students and their parents and journalists who work for daily newspapers in Bahrain.

Furthermore, time for conducting the primary research would be in the summer, which means another risk because it is at the same time of annual holidays of schools.

I have to admit that although I decided to conduct a research aims to develop PR within the MOE, I was confused how to define specific issue even the topic. My supervisor Joanne Powell helped me a lot. This was through face to face meeting and email.

She advised to read previous researches about PR in Bahrain even in the Arab world and tried to find specific issue suitable for my research. After reviewing the previous researches and discussing about risks with the supervisor, I decided to conduct the research "an investigation about Public Relations practitioners in Bahrain comparing with understanding Public Relations from western concepts – a case study within the Ministry of Education".

To sum up, I am glad that I passed this challenge. I gained several experiences concentrate with importance of reading previous academic researches, discussing with colleagues from same field and consideration of research risks.

I am looking forward to conduct simple and short researches that could develop building relationships between the MOE and its stakeholders. An issue I think I could investigate the most influential communication tools for communicating with students from secondary level.

Reviewing the Literature of Public Relations

As I have explained in this section that I found myself facing massive sources of information related to PR field, the first challenge was attempting to understand PR by western perspectives. A consequence although I became better and faster in reading, I lost the direction or how to find specific information could help me rather than covering everything so sometimes I felt confused.

Later I found that the dominant theory of PR could consider as the basis of my research. I focused on the theory as well as some criticism toward it. In addition, I became able to define specific issue such as finding the relation between PR in Bahrain even the Arab world and PR by western concepts.

Furthermore, I set short term plans with a period of time between seven to ten days for each plan. The content of them was about covering some points of practicing PR by western concepts and PR in the Arab world. Definitely, this was very helpful as I became working within a plan suitable with the available time for conducting the whole research. I felt more organise and able to find specific point related to my research topic rather than attempting to cover every things.

In conclusion, as I faced the challenge related to a lack of time during intensive masters course, I encourage myself to work under pressure through organising the available time.

For the future I believe that reviewing the literature seems a continuous process depends on my experiences. As much as I read I learn more and I will be able to define specific issue for further research even organising points of the research.

Explaining the Research Methodology

The methodology considered the most challenging part of the research, in particular for a novice researcher. I think that methodology is basis of the research because it explains way for conducting the research, which will contribute to the body of knowledge.

I already understood basis for conducting academic research whether qualitative or quantitative, however, it was my first time I focused on in - depth details about methodologies.

Reviewing the literature helped me to define the research questions as well as the aim and objectives, which related to define the methodology for collecting data. It is qualitative research concerns with small simple size.

As the same happened with reviewing the literature, I found several books explaining research methodologies. In addition, although diversity of research strategies was available, I found some similarity and convergence between them. A consequence I felt confused and cautious because any misunderstanding could influence the coherence and quality of the whole research.

I contacted my supervisor and discussed with her about many points concentrate with research approach, research strategies and analysing the data. Actually, I found my supervisor helpful during the discussions. She explained brief about strategies and method that could help me. In addition, she advised to conduct semi structured interviews through using interviews guide rather than unstructured interviews.

Actually, conducting semi structured interviews through using the interviews guide was very helpful. I wrote the interviews guide that covered most topics of the research as well as suitable with the duration of each interview. Furthermore, I felt convenient during the interviews because I was able to paid attention and control the conversations.

Moreover, I faced a challenge about the way for analysing qualitative data, which concentrate with considerable data. Indeed, reading some books and discussing with the supervisor were helpful for identifying suitable method.

To sum up, I gained experiences about choosing suitable methodology could help to collect data. I fully understand importance of the relation and coherence between all parts of the research, in particular reviewing the literature, research questions and research methodology.

As definitely I could not cover all research methodologies and strategies, for the future I could focus on reading other researches with different methodology. This will help me to conduct even simple research about PR within the MOE.

The Significant Three Skills of Learning

This part explains in brief three personal skills I developed throughout the research. Reading literature of PR, writing and time management.

Reading Literature of Public Relations

Reading is the most significant skill I developed during conducting the research even the whole masters course. As English is my second language, of course I faced challenges, in particular about understanding the content and the duration of reading.

In the beginning of the research even the masters course I found difficultly concentrates with understanding the content that I read. Sometimes I struggled to understand so I repeated repeating literature of PR, in particular Grunig's theory.

Of course with almost daily practicing I became able to achieve better understanding of the content that I read. In addition, although I tried to define the duration that I took for reading a page, I had faced obstacle concentrates with confusion whether focusing on reading or on the time.

It should be noted the LMU provided diverse sources of books and academic journals. Furthermore, Opening the city campus library for 24 hours every days even in the weekends and holidays was very helpful.

A consequence I am glad that I developed my reading skill, which I look forward to continue developing it. This will be through organising my time between working, practicing hobbies and reading PR literature, for instance, the third edition of exploring PR book.

Furthermore, I will be able to read without time pressure because I read to develop my knowledge not for preparing whether for exam or assignment. Continuous reading literature about PR field in Arabic and English will be my next step as part of lifelong learning.

Writing Critical

This dissertation reflects skill of writing critical of the researcher. I tried to develop this skill throughout the whole dissertation. In addition, I thought that for developing this skill I must focus on reading previous academic researches of PR as well as practicing writing critical.

A consequence I spent most of the time reading and practicing writing critical. However, the challenge I faced concentrates with writing a summary for some previous researches rather than criticise them. This could be found in particular within the literature review.

After that I became better in writing critical. I tried to describe and analyse previous researches of PR field as well as finding relationship between perspectives of previous researchers. In addition, I attempted to find new ways to look at the other researches through writing critical.

In analysing and discussing the results chapters of this dissertation I attempted to link them with the theory from the literature review. I believed that understanding of the content was shown, however, the way of presenting depended on writing critical skill, which I attempted to achieve it.

Furthermore, I focused on writing short sentences as much as possible. I tried to write short sentences suitable for academic purpose. As well as I attempted to use the way of writing introduction then body after that conclusion.

To conclude, as writing critical seemed advanced skill, I encouraged myself throughout this dissertation to develop it as much as I can, in considering English is my second language. For the future I look forward to contribute writing press releases and newsletters for the MOE. Although these publications focus on writing news or describing projects, I will attempt to continue practicing my writing skill as well as writing critical skill.

Time Management

As writing the whole dissertation must be finished by the deadline of submission, I set up a schedule for steps of the research. Although I believed that I faced time limitation, I motivated myself to work as hard as possible to finish the dissertation and gain the benefit of learning.

The literature review was finished by the 8th of June 2014 and later the research methodology was ended on 3rd of July 2014. Both of them were done during staying in Leeds, the UK.

After that I traveled to Bahrain to collect the primary data between 6th July and 15th July 2014 in the MOE. After coming back to Leeds on 16th July 2014 quality of the research part was edited, which considered part of the methodology section.

Later I started translating and writing the transcription of the five interviews. Then by nearly middle of August 2014 each participant emailed to read the content of observation and interview that related to her part, which called "a member checking" action.

After that I continued analysing the data and discussing the results. Later the research finished by end of August 2014. It should be said that dates for finishing each part of the dissertation were adjusted from schedule which was suggested in the proposal. The reason as a novice researcher when I wrote the proposal I had less experiences of conducting academic research than I am now.

In conclusion, the time management was important skill that I developed throughout the whole dissertation. I learned how to organise the available time with consideration of possibility for adjusting. The new experience I gained is scheduling the time for long term research same this dissertation. This could help me in future through scheduling plan within academic year for developing relationships between the MOE and its stakeholders, for instance teachers and students.

Conclusion

There is no limit for knowledge. I live so I learn every day something new that contributes to my experiences, which definitely considered part of the whole lifelong learning.

The process of writing the learning statement helped me to realise strengths and weaknesses point of my skills. This must encourage me to develop the strengths. In addition, it was good that I realised my weaknesses, which means I aware about the starting point for further development.

Finally, definitely the whole dissertation developed my experiences as a student, researcher and human.

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