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The Development of a Questionnaire for Measuring the Quality of the Work of the PR Department in Organizations

Abstract

This paper presents the development of a questionnaire for measuring the quality of the work of the PR department (office, sector) in organizations. For this purpose, the necessary research was carried out with experts in the field of public relations, and the statistical methods of exploratory factor analysis (EFA) and confirmatory factor analysis (CFA) were used. The research was conducted in Serbia. As a result of these procedures and analysis, a questionnaire was prepared for measuring the quality of the work of the PR department in organizations. The questionnaire consists of 5 dimensions and 16 items. The dimensions are as follows: ethical and responsible action, proactive and quality action, strategic and effective action, media relations and internal public relations. The questionnaire can be widely applied, both in practical terms and in a theoretical (scientific) sense. The basic practical application of the questionnaire involves evaluating PR department according to the set items and dimensions. In a scientific sense, the questionnaire can be used to examine the impact of various aspects of organizational behaviour on the quality of the work of the PR department, as well as the impact of the quality of the work of the PR department on different aspects of financial and organizational performance.

Keywords: PR departments, quality of the work, experts, questionnaire, Serbia.

1. Introduction

Public relations is subject to the evaluation of efficiency and effectiveness, just like any other activity. In doing so, the characteristics of the public relations profession should be taken into account. Carrying out an evaluation of public relations means measuring the results achieved in relation to the goals set in the PR program planning. The evaluation of the PR program is increasingly imposed as both a need and an obligation, but also as an extremely useful activity. In addition, PR evaluation does not require too much money, or too much time.

The evaluation of public relations is a key element of the communications strategy/campaign. Measuring the success of the undertaken activities is done through their evaluation.

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This promotes experiential learning, which may be incorporated into the next planning process, which in turn leads to continuous improvement of the given process (COI, 2009). Wilcox and Cameron (2010) discuss about two very important reasons for evaluating public relations: 1. The desire to do a better job next time. 2. Wide acceptance of the goal management system. Clients and PR professionals want to know whether the money, time and efforts that have been invested in the PR program have contributed to the successful realization of their organizational goals.

Evaluation in public relations provides information on the success of the actions taken and the effects achieved. Evaluation assesses the degree of fulfilment of the defined communication objectives. In addition to providing insight into the success and effects of the implemented activities and procedures, the evaluation also indicates what was good and what was bad. This provides opportunities for the improvement of future actions (Wilcox & Cameron, 2009). In addition, the significance of the evaluation is also present in the presentation of the responsibility and effectiveness of PR campaigns (Dozier, 1990; Fairchild, 2002; White & Blamphin, 1994), as well as presenting the impact of public relations on the organization's success (Radford & Goldstein, 2002).

Watson (2012) claims that measurement and evaluation in public relations have been the focus of research since the 1970s. Nevertheless, the same author further notes that measuring and evaluating the efficiency of public relations has been one of the main problems encountered by PR practitioners and researchers for many years (Watson, 2012). According to Xavier et al. (2005), although PR professionals use numerous measurement and evaluation techniques, it is still not clear to what extent the results of the evaluation match real outcomes. Similarly, Baskin et al. (2010) state that while there is still a lack of more sophisticated methods for measuring and evaluating public relations, at the same time there is an increasing need for the application of such methods. Sha (2011) notes that the PR profession has changed greatly over time, but PR practice itself has remained the same. Although public relations evaluation has been present for many years, this topic has become increasingly important and even more relevant.

Based on the aforementioned, it is clear that the measurement and evaluation of PR activities is essential both for the development of the company's PR department and for the success of the organization as a whole. Many societies and public relations institutes, together with numerous researchers, scientists and PR practitioners, have debated the problems and needs involved in developing evaluation techniques, and determining objects of measurement and measuring instruments, but also the role and significance of measurement. However, there is still no clear answer to these questions and problems. As stated by Macnamara (2015), "public relations and corporate communication are caught in a deadlock in relation to measurement and evaluation" (p. 371). Similarly, Michaelson and Stacks (2011) conclude that "public relations practitioners have consistently failed to reach a consensus on what basic evaluation measures are or how to conduct the underlying research for the evaluation and measurement of public relations performance" (p.1). Gregory and White (2008) note that the debate about evaluation in public relations can be described as: "a great deal of discussion, but no forward movement", and that "debate about evaluation goes on, but little if any progress is made". In a recent reference, Volk (2016) concludes that the evaluation and measurement of public relations in an organizational context has been a perennial topic for academics from the very beginning of the research in this field, since the 1970s. Although significant progress has been made, there are still many challenges, and thus, among other things, "until this day,

however, no standardized analysis of the large body of academic literature within the evaluation and measurement domain has been conducted” (Volk, 2016).

It is obvious that there are still concerns and open issues in the field of the measurement and evaluation of public relations, which will be further discussed below. For this reason, the aim of this paper was the development of a questionnaire with precisely and specifically defined dimensions and items, which would enable the direct measurement of the quality of the work of the PR department (office, sector) in organizations. We believe that such a questionnaire can, to a significant extent, contribute to filling the gap in the measurement of the quality of the work of the PR department in organizations. Under the quality of work of the PR department, in this paper, we mean the degree to which the PR department of an organization performs its activities and tasks in the necessary or desired way. In other words, we regard the quality of the work of the PR department as the degree of efficiency and effectiveness of the implementation of the jobs of the PR department in organizations.

We also consider the concept and the approach that was applied to achieve the set goal to be of importance, starting from the method used to formulate the initial items, followed by the exploratory and confirmatory factor analysis. The necessary research was carried out by means of surveys of experts in public relations from Serbia, who are employed in organizations (PR managers and PR practitioners) and higher education institutions. The results of this research, the questionnaire with dimensions and items, as well as the corresponding analysis are given below. Of course, we would like to mention immediately that this paper does not call into question the quality, importance or application of the existing instruments. Our goal is to form a useful questionnaire, but primarily to present the idea and the possibility of conducting similar research in the future. Clearly, the main limitation of the research is that it relates to conditions in Serbia, so the questionnaire obtained will be applicable, first and foremost, to public relations research in Serbia. Otherwise, the history, condition and perspectives of public relations in Serbia, as well as some other specific analyses, can be seen in (Nikolic, Dordevic & Cockalo, 2007; Nikolic et al., 2011; Nikolic et al., 2012; Nikolic et al., 2014).

2. Literature review

2.1. Evaluation and measurement in public relations

Public relations, as well as the other departments within the organization, are evaluated for their contribution to achieving organizational goals (Cutlip, Center & Broom, 2006). PR practitioners are increasingly asked to document measurable results and the realized profit from the PR program is expected to be proportionate to the costs of the program. A more robust attitude is expressed by Childers Hon (1997), who states that in a modern, complex organizational environment, public relations can no longer claim that the existence of the PR department is justified, unless they show evidence of measurable results. Some authors, for example (Macnamara, 1996; White & Blamphin, 1994), consider that PR evaluation is one of the most important areas in public relations research.

According to Gordon (2011, p. 217), “evaluation and public relations is the analysis of an active communication model.” Wilcox and Cameron (2010) see the evaluation as one step in the public relations process, which represents a measurement of the results in relation to the

set goals in the planning process. According to (Lindenmann, 2003), public relations and evaluation is “any and all research designed to determine the relative effectiveness or value of what is done in public relations.” In the same reference, the focus is placed on both the PR measurement in the short term (the performance evaluation of specific PR programs, strategies and activities, measuring the outputs, outtakes and/or outcomes of those programs in relation to the set goals) and the PR measurement in the long-term (assessing the wider PR efforts, which have the capacity to improve the relationships between the organization and its public).

When it comes to evaluating public relations, it is useful to list five leading models of public relations research and evaluation: (Noble & Watson, 1999)

1. The PII Model (Cutlip, Center & Broom, 1985).
2. The Macro Model of PR evaluation. This model was later named the Pyramid Model of PR Research (Macnamara, 1992, 1999).
3. The PR Effectiveness Yardstick (Lindenmann, 1993).
4. The Continuing Model of Evaluation (Watson, 1997).
5. The Unified Model of Evaluation (Noble & Watson, 1999).

According to (Macnamara, 2006), there are two other important models of public relations evaluation:

- The IPR PRE process (The UK Institute of Public Relations).
- The Measurement Tree (The Institute of Public Relations USA).

Similarly, numerous authors, for example (Lindenmann, 1993; Noble & Watson, 1999; Macnamara, 1992, 1999, 2002; Wilcox & Cameron, 2010), agree that there are three levels in the measurement and evaluation of public relations:

Level 1: the basic level (the measurement of outputs). This level involves only a quantitative calculation of the number of posted messages and repetitions of specific messages in the media, without estimating the actual reception, understanding or remembering of these messages.

Level 2: the intermediate level (the measurement of outgrowths or outtakes). At this level, the extent to which the targeted audience received the message, paid attention to the sent message, as well as the degree of understanding, acceptance and memory of the message is measured.

Level 3: the advanced level (measuring outcomes). The fact that a large number of messages have been sent and a large number of people have received, understood and memorized the message does not yet mean that the organization will have a concrete benefit. There needs to be a change in the opinions, attitudes and behaviour of the target audience. The degree of change in thinking, attitudes and behaviour is measured at the third, highest level.

It is clear that only measurements at the third level can provide a complete picture of the actual performance of the PR department. However, a greater number of references, for example, (Watson, 1992; Watson & Simmons, 2004; Macnamara, 2006) show that in practice, the method at the first level of measurement is more commonly applied. Similarly, according to Baskin et al. (2010), the most advanced methods of evaluation in public relations are less used in the European Union. Furthermore, Xavier et al. (2005) pointed out that although

they are aware of the importance of applying evaluation in public relations, PR practitioners in Australia predominantly measure outputs.

It can be concluded that the measurements of outcomes are not often in use, regardless of their inherent significance. Nevertheless, the evaluation of public relations is gaining in importance and has become the typical, continuous and systematic activity of PR services and PR agencies. Senior managers simply want to know what they are getting for the money invested in PR programs. Perhaps the best indicator of the growing importance of PR evaluation in the PR field is that the budget for these activities is on the increase. Thus, in the 1990s, the average PR program envisioned about 1% for its evaluation budget, while twenty years later, this percentage was five times higher, i.e. about 5% (Wilcox & Cameron, 2010).

2.2. Problems in the evaluation and measurement of public relations

Regardless of the fact that PR evaluation is both natural and logical, and at the same time very important (and becoming increasingly important), there are always certain problems in its implementation. This gives rise to the questions: what is actually happening with evaluation in public relations and why is evaluation in public relations the subject of numerous debates?

First of all, there is no general agreement on how and whether public relations can be measured (Huang, 2012; Thurlow et al., 2016). Black (1993) stated that the main problem in the evaluation of public relations is that it is very difficult to separate their effects from the results of the other services of the organization and external circumstances. It is true that the effects of the work of the PR department is very difficult to measure because they are influenced by numerous factors, such as internal (the work of the marketing department, product/service quality, organizational culture, previous results, etc.), as well as external conditions (competition work, the organization's image, consumer expectations, etc.).

Grunig (1983), indicates that PR practitioners are aware that evaluation is needed, but also that the situation is different in practice. One of the key reasons for this disproportion is the high degree of fear of PR practitioners that their work can be measured and evaluated in such a way. Kirban (1983) found that this feeling of fear was present in more than half of the respondents.

Foster (2012) lists the main limitations for the wider application of evaluation in public relations practice: human resources, time, finance, budget and lack of understanding of the significance of the evaluation. Similarly, Macnamara (2006) points to the main reasons for poor research and evaluation in the field of PR. In the US and the UK, the main reasons for this situation are: high costs, lack of requests (wishes, interest) for measurement and evaluation, lack of time, lack of knowledge on how to perform measurement and evaluation, lack of standards, concerns about the results and other. The same author points to another important reason, which is the way to approach the problem with measurement. Namely, most PR practitioners are trained and used to using rhetorical methods (words, images, sounds), but for research, measurement and evaluation quantitative approaches are needed (use of numbers, percentages, charts and graphs).

Macnamara (2006) stated that numerous studies indicate the importance of measurement and evaluation in public relations, but at the same time, a significant number of authors also point to the lack of a scientific approach in these measurements. Accordingly, Grunig and Hunt (1984) point out that most practitioners prefer to use intuition rather than scientific procedures in solving various problems in the field of PR. Lindenmann (1990) showed that most

PR measurements do not have a “scientific” character. Since practitioners conduct more informal than formal evaluations, Childers Hon (1998), proposes that PR planning and evaluation should be more systematic, regardless of resource constraints and other difficulties.

Bearing in mind the previous findings, the limiting factors in the evaluation and measurement of public relations can be divided into justified and unjustified. The justified factors are: the effects of the PR department interfere with the work of other departments in the organization, changing environmental influences, lack of money, lack of time, etc. The unjustified factors are: lack of interest in measurement and evaluation, lack of understanding of the importance of evaluation, lack of a scientific approach, lack of knowledge, fear of results, etc. Lack of money and lack of time may be unjustified factors, depending on the conditions in the organization. It is interesting that the lack of money and resources appears as a limitation in highly developed countries.

In terms of evaluation in public relations, some other observations should also be borne in mind. Among other things, the PR program evaluation must be worked on in advance, before its launch, and not when it is already in progress or has come to an end (Lindenmann, 1993). According to Childers Hon (1997) it is ironic that few scientific studies examine what public relations actually does for an organization. The evaluation of the PR is usually directed at measurements of the effects achieved on the target groups (opinions, attitudes and behaviour), while less attention is paid to the values that PR programs explicitly bring to organizations.

Finally, Lindenmann (1993) asks why many PR practitioners feel uncomfortable when they begin to think about evaluating their PR activities. He points out two things: firstly, PR measurement is possible, and secondly, PR measurement does not require too much money or time. Such a claim is probably the best end to the consideration of the problems involved in the evaluation and measurement of public relations.

2.3. Existing questionnaires in the field of PR

It has been previously concluded that evaluation and measurement in public relations is of great importance, and that there are a number of concerns and problems in this field. It is probably precisely this disproportion which has resulted in the existence of a significant number of papers dealing with this issue, both in theoretical and practical conditions. A number of questionnaires for certain measurements in the field of PR have been developed. These measurements are usually focused on evaluating two aspects:

1. The evaluation and measurement of relations and communication between the organization and the public (Organization - Public Relationship) (Huang, 2001a; Yang, Kan, & Cha, 2015; Childers Hon & Grunig, 1999; Huang, 2001b; Bruning & Ledingham, 1999; Kim, 2001b; Penning, 2011; Shen, 2016).

2. The evaluation and measurement of public reactions to the PR program (outputs, outtakes, outcomes) (Lindenmann, 1993; Macnamara, 1992, 1999, 2002; Wilcox & Cameron, 2010; Zhang, 2016).

In addition, evaluation and measurement in the PR sphere can also be found in the following areas:

3. The measurement of the effects, objectives and degree of achievement of targets (Deatherage & Hazleton, 1998; Childers Hon, 1997; 1998; Zhang, 2016).

4. The measurement of the state, i.e. the measurement of what is done at the PR department (Huang, 2001b; Fleisher & Mahaffy, 1997; Huang, 2004).
5. The measurement of PR strategies (Huang, 2004; Laskin, 2012).
6. The measurement of employee satisfaction and the relationships between employees and organizations (Shen, 2011; Shen, 2016).
7. Measurements related to PR practitioners (Broom & Smith, 1979; Broom, 1982).
8. Measurements of revenues and costs arising from operations in the PR sphere (Huang, 2012; Kim, 2001a).
9. Other measurements in the field of PR (Lindenmann, 1990; Thurlow et al., 2016; Meng & Berger, 2013).

A growing number of scientists believe that public relations should be viewed as the management of the relationship between the organization and the public (Bruning & Ledingham, 1999). As confirmation of such opinions, there are numerous papers dealing with this issue. For example, the questionnaire in (Huang, 2001a) measures various complex relationships between the organization and the public. Similar relations, like the relations between the organization and individuals/groups/the public are also measured (Childers Hon & Grunig, 1999, Huang, 2001b). The questionnaire developed by Yang, Kang and Cha (2015) focuses on organizational-public dialogic communication. Bruning and Ledingham (1999) dealt with the measurement of organization - public relations. An instrument was developed to measure organization - public relations, as well as the impact of this attitude on customer attitudes, aptitude and behaviour. The results show that the organization and key public develop three types of relationships: professional, personal and community. Also, there is a questionnaire for measuring the organization - public relationship (Kim, 2001b). The dimensions of this questionnaire are: trust, commitment, local or community involvement and reputation. Penning (2011) examined how stockholders (investors) value public relations communication. Investors value information from PR professionals (directly from a company) more than that from news media and other sources. The extension of the instrument for measuring organization - public relationship quality was carried out in the study by Shen (2016), where another dimension was added: distrust.

Deatherage and Hazleton (1998) developed a questionnaire to measure the overall assessment of how well the PR implements the creation of a positive image of the organization, followed by a general assessment of the success of the program in changing people's attitudes. Among other things, the following items were measured: the level of building understanding between the organization and the public, the organization's policies, the attitude of the public towards the organization, and the construction of positive publicity. It should be noted that the goals, effects and what the PR department should do were also measured here. Childers Hon (1997) presented a qualitative research through interviews. The results pointed out the significance of the PR program in achieving organizational goals, two-way communication, building relationships, disseminating the right message, communicating strategically, and good media relations to change behaviour. Childers Hon (1998) presented another qualitative study through interviews. Practitioners emphasize the achievement of the organization's priorities as the primary goal of the PR, while CEOs consider it to be the creation of a favourable image of the organization. Zhang (2016) showed various methods (seven ways) for measuring me-

dia reputation and application. Although all the modes have a positive correlation with corporate reputation, this correlation is statistically significant in only a small number of measures.

Huang (2001b) examines what is used and what is being done in public relations (which activities), and what the relationships between organizations and the public are. Fleisher and Mahaffy (1997) developed the new PR/C (Public Relations/Communications) approach to measuring performance using a balanced scorecard. Practically, various indicators representing the outcomes of the PR/C process are measured. These indicators show the status of certain aspects of the PR/C process in the organization. Huang (2004) presented research results in which three survey data sets were carried out, with three groups of respondents: legislators, congressional liaisons and PR practitioners. A multi-dimensional scale for measuring public relation strategies was developed for each group of respondents individually. This scale, inter alia, examines the following: how to communicate with the public (techniques, activities), social activities (presents, lunches...), how interpersonal communication is performed (personally, by telephone...), how two-way communication is achieved (whether evaluation, understanding and appreciation of other people's opinions is carried out), how symmetrical communication is used (what the impact of public relations is, consideration of the opinions of all the participants, taking into account possible negative effects).

Laskin (2012) proposed a measurement approach for public relations practice based on the critique of the public relations models (Grunig & Hunt, 1984) and the dimensions of public relations (Grunig, Grunig & Dozier, 2002), which consists of five public relations scales: direction of communication, intended beneficiary, strategic nature, role and timeframe. We have placed this approach into the measurement of PR strategies group, but it may be classified in several of these areas in terms its scope. For this reason, this approach really seems logical, comprehensive and widely applicable. However, researchers and practitioners are left to define the items for the individual scales, which implies a high degree of subjectivity in further work, as well as reduced comparability of results.

Shen (2011) developed the questionnaire for measuring relationship maintenance strategies between organizations and employees (internal public). The questionnaire (dimensions and items) is aimed at examining the relationship between the organization and the employees, and the issues considered include employee information, career development, assistance in solving concerns, conflict resolution and similar. The paper (Shen, 2016) points to the importance of distinguishing between job satisfaction and satisfaction with the organization. In doing so, satisfaction with the organization plays an important role in the establishment of employee - organization relationship quality.

In some papers (especially earlier works), the focus is on investigating PR practitioners. For example, Broom and Smith (1979) examine how public relations clients view public relations practitioners and what they expect from them. The assessment of satisfaction with consultants showed that among other roles, the respondents are most valued by problem-solving process facilitation consultants. This research helps practitioners (consultants) to gain a better understanding of their clients' expectations. On the other hand, there was research where the respondents were PRSA members and evaluated four public relations roles: expert prescriber, communication technician, communication facilitator and problem-solving process facilitator (Broom, 1982). PR practitioners find themselves in two roles: that of communication technician and a combination of the other three roles. Men mostly find themselves in the role of expert prescriber, while women see themselves in that of communication technician. Broom and Dozier (1986) practically continued this research. The respondents were the same,

and some of the conclusions are the following: in the PR practitioners positions, women earn less than men; PR managers earn more than PR technicians; satisfaction with the practice of PR practitioners grows over time regardless of whether they advance to managerial positions, or remain in the PR position; a higher percentage of men advance towards managerial positions than women. Therefore, advancement in the PR profession depends on both gender and professional roles.

Huang (2012) presented a questionnaire that has a general approach, examining among other things, organizational reputation, generating revenue and reducing costs. Kim (2001a) measured the impact and effects of public relations by taking into account the costs that result from the realization of certain PR activities. It was shown that the increase in public relations expenses has a positive impact on the company's reputation, and this in turn leads to a positive impact on the company's revenue. It may thus be concluded that with the increase in the cost of PR activities, there is also a rise in the effects of PR activities and the PR department.

There are also questionnaires which relate to different areas of PR. Thus, Lindenmann (1990) examines certain characteristics of current research in the field and practice of PR, then the degree of the respondents' involvement in certain types of PR research, the degree of use of certain research techniques in PR, as well as the prognosis for the importance of research and trends in the field of PR in the future. This research is focused on the practice and practical application of certain research types and techniques in the field of PR. Thurlow et al. (2016) developed an eight-dimensional questionnaire, which covers the problem of measuring public relations very well. (The impression is that there is a wider organizational and strategic approach here. Meng and Berger, (2013) presented a questionnaire for measuring excellent leadership in public relations. In essence, the study measures the leadership and quality of leadership in public relations.

3. The starting point for research

The previous review shows that there are a number of different instruments for measurement in the field of PR. Macnamara (2014) also points to the existence of a large number of metrics for measuring PR and corporate communication. The same author thinks that this is both good and bad: on the one hand, there is no unique formula that will successfully and fully answer all questions and dilemmas, but on the other, too many instruments may cause a certain degree of confusion among researchers and practitioners (Macnamara, 2014).

3.1. Summarizing and analyzing the deficiencies of existing instruments

All of the instruments mentioned in this paper (like many others), undoubtedly have a sound theoretical and practical significance. However, something seems to be missing, and this is no surprise in view of the problems with evaluation in the PR area. Therefore, the analysis of these instruments must be approached cautiously, but also very strictly and critically. In this way, certain shortcomings of existing instruments may be observed. These, conditionally speaking, shortcomings, can be summarized as follows:

- Wide approach. Access to certain existing instruments, as well as some items and dimensions, is sometimes broad and general.

– Approach by developed countries. Some questionnaires have been adapted to developed countries and successful organizations, where a degree of financial power, of both the organization and the user (public), is assumed.

– The indirect factors approach. The questionnaires sometimes examine elements, relationships and effects that are not exclusively the result of the PR department, but of certain internal and external factors.

– An informative approach. Some instruments provide information about the work of the PR department or approach to the implementation of a PR program. However, this information remains at the level of information (on what the PR department does), it does not show the degree of the quality of the work of the PR department, and therefore the potential benefits to the organization.

– Good goals don't mean good work either. The questionnaires often emphasize the role of the organization in achieving the effects of the PR program, but less attention is paid to the PR department itself. For example, what if the organization strives for good goals, but the PR department itself does not work well? It is not enough to have and want good goals, which are written down somewhere, the degree and quality of their realization is important, as well as the role of public relations in their achievement.

– Two-way communication does not mean good work either. This drawback is similar to the previous one. Almost all instruments positively value public research and two-way communication. This is very important, but it seems insufficient for a full and precise evaluation: if the organization explores public opinion, and if it declaratively appreciates their opinion, this still does not tell us how the organization and its PR department really work.

– Measuring effects without measuring way of work. Finally, a significant number of questionnaires, models, methods and techniques for measurement and evaluation in the field of PR are concentrated on the evaluation of results, consequences and effects. However, the results, consequences, and effects are epilogues, offering no information about how do we get there, how we know exactly what we did and how well in order to determine the results gained as good or bad.

3.2. Idea and goal: to measure the quality of the work of the PR department

As a consequence of all this, the impression is that the existing instruments do not substantially cover the basic question: how well does the PR department work, that is, how well are the PR activities performed? Macnamara (2014) asks: “Why are we still here after more than 40 years of intensive efforts unable to reliably and clearly demonstrate the *value* of PR and corporate communication?” It is precisely this which is important, it is simply necessary to measure the quality of the work of the PR department, i.e. the value of the work of the PR department. After all, according to (COI, 2009), the evaluation basically represents the process of assessing the quality and effectiveness of the process.

As stated in the introduction, the aim of this paper is to develop a questionnaire for measuring the direct quality of the work of the PR department in organizations. The idea is to measure what actually works, how it works and how well. This idea came about by identifying and analyzing the shortcomings of existing instruments, as described previously. We believe that it is important to take into account the quality of the work of the PR department, and the desired outcomes will result from this quality. Likewise, the effects of the work of the PR department often depend on a number of external factors which cannot be influenced.

That is why it is necessary to do what is possible, which means: to do the best and achieve the highest quality possible. In sport, it is important for the coach to set the tactics and for the team to play well, and the results will come sooner or later. The consequences are important, but we think that in PR, it is equally important for the measurement to focus on the assessment of the cause, and in this case, this is the quality of the work of the PR department and the PR activities.

4. Methodology

The methodological procedure for forming questionnaires to measure the quality of the work of the PR department in organizations consists of three phases:

Phase I - Defining the initial items for the process. These items are defined on the basis of considering a number of references, as well as interviews with several experts in the field of public relations. Some of the analyzed references are as follows (Thurlow et al., 2016; Yang, Kang & Cha, 2015; Meng & Berger, 2013; Laskin, 2012; Shen, 2011; Huang, 2001a; Huang, 2001b; Childers Hon & Grunig, 1999; Deatherage & Hazleton, 1998). In addition, in the process of defining the initial items, we began to question how to measure the quality of the work of the PR department, i.e. what does the PR department do and what are its activities? In this sense, when setting the framework areas for which the themes are defined, the titles and sub-headings that appear in certain public relations books were a significant help, for example (Gordon, 2011; Wilcox & Cameron, 2010; Cutlip, Center & Broom, 2006; Black, 1993). Finally, 56 items were created (Table 1).

Table 1. Initial 56 items (the items retained after the exploratory factor analysis are marked in bold; the items retained after the confirmatory factor analysis are underlined and marked in bold).

<p><u>Public relations successfully creates an opinion where there was none.</u></p> <p>Public relations analyzes future trends in the environment and predicts their consequences.</p> <p>Public relations establishes and maintains symmetrical, two-way communications between the organization and the target public.</p> <p><u>Public relations contributes to the prevention of conflicts and misunderstandings between the organization and the target public.</u></p> <p>Public relations contributes to understanding, trust and mutual respect between organizations and employees.</p> <p>Public relations contributes to attracting creative professionals into the organization.</p> <p>Public relations contributes to the promotion of products and services.</p> <p>Public relations implements the required quantity and quality of the organization's presence in traditional media.</p> <p>Public relations implements the required quantity and quality of the organization's presence in modern media.</p> <p><u>Public relations provides good relations and cooperation with the media.</u></p> <p><u>Public relations provides good relations and cooperation with journalists.</u></p> <p>Public relations provides timely press releases.</p> <p>Public relations successfully organizes media conferences.</p> <p>Public relations maximally uses all the effects of publicity.</p> <p>Public relations publishes quality and effective internal publications.</p> <p>Public relations publishes quality and effective external publications</p> <p><u>Public relations implements quality and effective sponsorship activities.</u></p> <p>Public relations organizes high-quality and effective special events.</p> <p>Public relations selects and organizes appropriate special events.</p>

<p>Public relations provides a corporate image which contributes to building confidence in the organization in terms of fulfilling given promises.</p> <p>Public relations provides a corporate image which contributes to building confidence in the knowledge and skills of organizations and the employees in the organization.</p> <p>Public relations contributes to building an effective corporate identity for the organization.</p> <p>Public relations contributes to the creation of effective elements of the organization's corporate identity (corporate name, logo, trademark, characteristic colours, slogan ...).</p> <p><u>Public relations establishes high-quality and effective internal relations with the public.</u></p> <p><u>Public relations establishes effective internal relations with the public.</u></p> <p><u>Public relations chooses the appropriate channels of internal communication.</u></p> <p><u>Internal public relations contributes to familiarizing employees with the organization's business policy, strategy and goals.</u></p> <p>Internal public relations contributes to increasing employee satisfaction and motivation.</p> <p>Internal public relations contributes to building confidence in the organization's future.</p> <p>Public relations makes quality and effective plans for their overall performance.</p> <p><u>Public relations respects the organization's vision, mission and strategic goals.</u></p> <p>Public relations has an appropriate place in the organizational structure.</p> <p>Public relations, marketing and promotion work harmoniously and with understanding.</p> <p>Public relations is effectively organized within its department.</p> <p><u>Public relations effectively uses available funds.</u></p> <p><u>Public relations is familiar with the PR activities of the competition, as well as its own competitive position.</u></p> <p>Public relations is appropriately used by PR agencies, if necessary.</p> <p>The evaluation of public relations activities is carried out in a quality way.</p> <p><u>The evaluation of public relations activities is done continuously.</u></p> <p>The evaluation of public relations activities is dominated by methods for measuring the attitudes and actions of the target audience.</p> <p>The evaluation of public relations activities contributes to the perception of opportunities for the improvement of future actions.</p> <p>The evaluation of public relations activities contributes to the improved setting of future goals.</p> <p><u>Public Relations tells the truth, and provides comprehensive and accurate information.</u></p> <p><u>Public relations acts transparently, while respecting the public interest.</u></p> <p>Public Relations protects the reputation of and confidential information about the organization.</p> <p>Public relations does not give or receive bribes.</p> <p>Public relations takes into account the honour and reputation of their profession.</p> <p><u>Public relations works in accordance with the principles of social responsibility.</u></p> <p>Public relations highlights and promotes successful corporate social responsibility programs.</p> <p>Public relations acts in the direction of achieving business effects on the basis of the socially responsible behaviour of the organization.</p> <p>Public relations focuses on socially responsible activities which are highly ranked at the local or national level.</p> <p>PR practitioners have the appropriate degree and type of education.</p> <p>PR practitioners have the appropriate knowledge, skills and abilities.</p> <p>PR practitioners possess appropriate professional licenses and accreditations in the field of PR.</p> <p>PR practitioners are motivated for their work and provide the maximum in everyday activities.</p> <p>Public relations practitioners show empathy and sympathy in crisis situations.</p>
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Phase II - Exploratory factor analysis (EFA). In the second phase, the first research was conducted, which refers to the interviewing of experts in the field of public relations. The experts evaluated the **importance** of the initial 56 items by assigning them scores from 1 to 7. These public relations experts from Serbia, who are employed in organizations (PR managers and PR practitioners) and higher education institutions, were interviewed and answers from 189 experts were collected. Out of this number, 112 of the respondents are female and 77 are male, while the average age of the respondents is 35.34 years. The experts were selected so they come from organizations that have developed and relatively successful PR departments.

Within such PR departments, experts with at least five years' experience in public relations have been selected. Experts from higher education institutions were professors and assistants with at least five years of scientific and / or teaching experience in the fields of public relations and business communications. The data collected in the second phase were processed using exploratory factor analysis. On that occasion, the initial 56 items were reduced to 43.

Phase III - Confirmatory factor analysis (CFA). In the third phase, further research was conducted through more interviews with experts in the field of public relations. The experts evaluated the **significance** of the remaining 43 items and assigned them scores from 1 to 7. The interviews were conducted with public relations professionals from Serbia, who are employed in organizations (PR managers and PR practitioners) and higher education institutions. The experts were selected so they come from organizations that have developed and relatively successful PR departments. Within such PR departments, experts with at least five years' experience in public relations have been selected. Experts from higher education institutions were professors and assistants with at least five years of scientific and / or teaching experience in the fields of public relations and business communications. Responses from 261 experts were collected. Out of this number, 158 respondents are female and 103 are male, while the average age of the respondents is 34.62 years. The data collected in the third stage were processed using confirmatory factor analysis. On that occasion, the 43 items were reduced to 16.

The results of the exploratory factor analysis and confirmatory factor analysis are given below.

5. Results

5.1. Construct validity: Exploratory factor analysis (EFA)

The exploratory factor analysis has been conducted in order to extract the factors of the PR department. The item analysis showed high scale reliability ($\alpha = .912$) and item-to-total correlations exceeded the recommended .5 threshold level. In order to extract the factors, the principal component exploratory factor analysis (EFA) was carried out, with Promax rotation and Kaiser normalization. Bartlett's test confirmed the adequacy of performing factor analysis ($\chi^2 = 5610.944$, $df=406$, $p < .01$) and Kaiser-Meyer-Olkin (KMO) measure of sampling adequacy equaled satisfactory .852. All items (13) that didn't satisfy the factor loadings over .3 were excluded from the study (Tabachnick & Fidell, 2007; Pallant, 2011; Hooper, 2012). Thus, from the total of 56 items, 43 items were included in Exploratory factor analysis.

Using eigenvalue criterion (larger than 1), we isolated seven significant factors with the total of 65.5% of variance explained. The results of the exploratory factor analysis are given in the Table 2.

Table 2. Pattern matrix – isolated factors of the PR department.

Pattern Matrix ^a							
	Component						
	1. Ethical and responsible action (and contribution to gaining trust)	2. Proactive and quality performance	3. Strategic and effective action	4. Media relations	5. Effective action, planning and organizing	6. Internal public relations	7. Publications (and continuous evaluation)
Public relations successfully creates an opinion where there was none (P13)		.628					
Public relations analyzes future trends in the environment and predicts their consequences (P14)		.602					.467
Public relations establishes and maintains symmetrical, two-way communications between the organization and the target public (P30)		.371			.600		
Public relations contributes to the prevention of conflicts and misunderstandings between the organization and the target public (P15)		.671			.482		
Public relations contributes to understanding, trust and mutual respect between organizations and employees (P16)		.532					

Public relations implements the required quantity and quality of the organization's presence in traditional media (P17)		.697					
Public relations implements the required quantity and quality of the organization's presence in modern media (P18)		.712		.311			
Public relations provides good relations and cooperation with the media (P26)				.574			
Public relations provides good relations and cooperation with journalists (P27)		.322		.585			
Public relations provides timely press releases (P19)		.619		.433			
Public relations successfully organizes media conferences (P28)				.641			
Public relations publishes quality and effective internal publications (P41)							.693
Public relations publishes quality and effective external publications (P42)		.463					.540

Public relations implements quality and effective sponsorship activities (P20)		.913					
Public relations organizes high-quality and effective special events (P31)		.396			.463		
Public relations provides a corporate image which contributes to building confidence in the organization in terms of fulfilling given promises (P1)	.500						
Public relations provides a corporate image which contributes to building confidence in the knowledge and skills of organizations and the employees in the organization (P2)	.539						
Public relations contributes to building an effective corporate identity for the organization (P29)				.762			
Public relations establishes high-quality and effective internal relations with the public (P37)						.703	
Public relations establishes effective internal relations with the public (P38)						.714	

Public relations chooses the appropriate channels of internal communication (P39)						.611	
Internal public relations contributes to familiarizing employees with the organization's business policy, strategy and goals (P40)						.507	
Public relations makes quality and effective plans for their overall performance (P32)					.755		
Public relations respects the organization's vision, mission and strategic goals (P22)			.757				
Public relations has an appropriate place in the organizational structure (P33)					.726		
Public relations is effectively organized within its department (P34)					.619		
Public relations effectively uses available funds (P35)					.406		
Public relations is familiar with the PR activities of the competition, as well as its own competitive position (P23)			.726				

Public relations is appropriately used by PR agencies, if necessary (P36)					.566		
The evaluation of public relations activities is carried out in a quality way (P21)		.740					
The evaluation of public relations activities is done continuously (P43)	.416						.625
The evaluation of public relations activities contributes to the improved setting of future goals (P24)			.542	.375			
Public Relations tells the truth, and provides comprehensive and accurate information (P3)	.944						
Public relations acts transparently, while respecting the public interest (P4)	.847						
Public Relations protects the reputation of and confidential information about the organization (P5)	.520						
Public relations does not give or receive bribes (P6)	.913						

Public relations takes into account the honour and reputation of their profession (P7)	.540						
Public relations works in accordance with the principles of social responsibility (P8)	.619						
Public relations highlights and promotes successful corporate social responsibility programs (P9)	.362			.362	.352		
Public relations acts in the direction of achieving business effects on the basis of the socially responsible behaviour of the organization (P10)	.453			.385			
Public relations focuses on socially responsible activities which are highly ranked at the local or national level (P11)	.601			.327			
PR practitioners have the appropriate knowledge, skills and abilities (P25)			.479				.311
PR practitioners are motivated for their work and provide the maximum in everyday activities (P12)	.767						

The exploratory factor analysis isolated seven factors. The names and values of these factors are as follows:

Factor 1 - Ethical and responsible action (and contribution to gaining trust) ($\alpha = .832$). This factor includes items related to the ethical and transparent work of the PR department, the disclosure of truthful information, acting in accordance with the principles of social responsibility, etc.

Factor 2 - Proactive and quality performance ($\alpha = .899$). This factor contains items which indicate the level of proactive and quality action in terms of creating opinion, preventing conflicts between the organization and the public, as well as between organizations and employees, and the quality of the realization of sponsorship, evaluation, etc.

Factor 3 - Strategic action and perspectives ($\alpha = .755$). This factor comprises items related to the strategic aspects of the work of the PR department (compliance with vision, mission, strategic goals, knowledge of the competition and own position), as well as the perspectives of PR functionality through the use of evaluation experiences for future activities and the existence of the knowledge, skills and abilities of the PR practitioners themselves.

Factor 4 - Media relations ($\alpha = .787$). This factor includes items linked to the media: cooperation with the media, cooperation with journalists, and the organization of press conferences.

Factor 5 - Effective action, planning and organizing ($\alpha = .910$). This factor, for the most part, relates to the planning and organization of the PR department, which is expressed through the effective planning of the overall operation, the appropriate place in the organizational structure, and the effective use of the available financial resources.

Factor 6 - Internal public relations ($\alpha = .901$). This factor relates to public relations within the organization itself: the quality, effectiveness and efficiency of internal relations with the public, and the familiarization of employees with the business policy and goals of the organization.

Factor 7 - Publications (and continuous evaluation) ($\alpha = .750$). This factor contains two items related to internal and external publications, and one item related to continuous evaluation. Because of this composition of the items, this factor shows the least consistency in its framework.

5.2. Construct validity: Confirmatory factor analysis (CFA)

In order to validate latent structure of PR Scale from the first phase of research, CFA was conducted on a sample of participants from the second phase. Since value of multivariate kurtosis was over 7, robust method was used (according to Bentler, 2006). To determine a model fit, following indicators were calculated: root mean square error of approximation (RMSEA) and standardized root mean square residual (SRMR) which should be smaller than .08 (Browne & Cudeck, 1993), Bentler's Comparative Fit Index (CFI) which should be larger than .90 (Hu & Bentler, 1999), Sattora-Bentler χ^2 (S-B χ^2) which should not be statistically significant and ratio χ^2/df that should be either lesser than 2 (Hoelter, 1983) or lesser than 3 (Kline, 2005). CFA was conducted by using EQS 6.1 software.

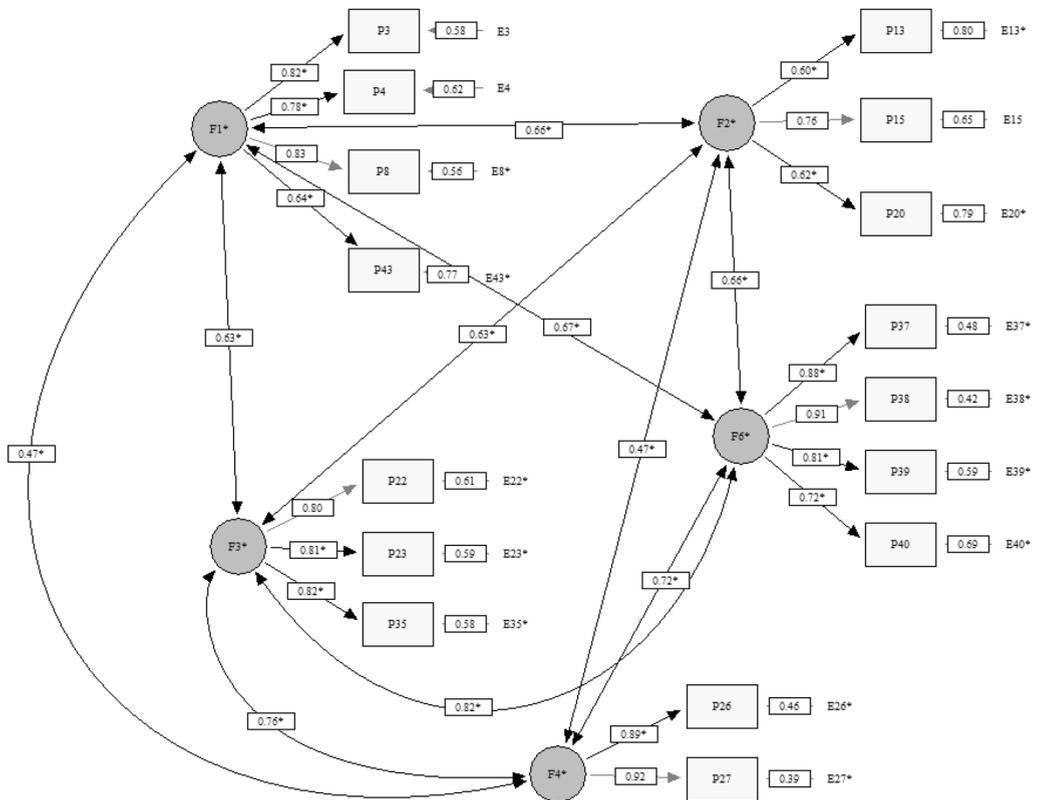
Initial tested model showed less than satisfactory fit indices (S-B $\chi^2_{(302)} = 1128.193$, $p < .001$, $\chi^2/df = 4.72$, RMSEA = .121 (.114 – .127), SRMR = .157, CFI = .790). LM test suggested that correlations between all factors should be inserted. After deleting the items suggested by Wald test including those that had saturation on several factors, the model was performed

again, which resulted in better but still not satisfactory model fit indices. After conducting analysis again, with deletion of items suggested by Wald, and those items that showed very low factor loadings, the model reached the satisfactory fit indices ($S-B \chi^2_{(94)} = 279.189, p < .001, \chi^2/df = 2.87, RMSEA = .70 (0.63-0.79), SRMR = .054, CFI = .903$).

From 43 items distributed in 7 factors in exploratory factor analysis, in confirmatory analysis remained total of 16 items in 5 factors. Final model is shown at Figure 1. Since Factor 5 and Factor 7 from initial model were excluded by CFA, initial Factor 6 is renamed to Factor 5 in the Figure 1 (F1 - Ethical and responsible action, F2 - Proactive and quality performance, F3 - Strategic action and perspectives, F4 - Media relations, F5 - Internal public relations).

It can be noted that there were minor changes in the names of the dimensions. This was due to the overlapping of the items and dimensions in the Confirmatory factor analysis procedure.

Figure 1. Final model of PR scale with 5 factors.



Based on Final model from Figure 1, it is possible to present the final form of the questionnaire for measuring the perceived quality of the work of the PR department in organizations. The questionnaire consists of 16 items and 5 dimensions, the dimensions corresponding to the factors. When applying questionnaires, respondents evaluate the **state** of items over seven points Likert scale. It is important to mention that, in the process of applying the formed questionnaire, the respondents will be asked about the perceived reality at their own workplaces. The questionnaire is presented in Table 3.

Table 3. Questionnaire for measuring the state of the perceived quality of work of the PR department in organizations.

	1. Ethical and responsible action	
1.	Public Relations tells the truth, and provides comprehensive and accurate information.	1 2 3 4 5 6 7
2.	Public relations acts transparently, while respecting the public interest.	1 2 3 4 5 6 7
3.	Public relations works in accordance with the principles of social responsibility.	1 2 3 4 5 6 7
4.	The evaluation of public relations activities is done continuously.	1 2 3 4 5 6 7
	2. Proactive and quality performance	
5.	Public relations successfully creates an opinion where there was none.	1 2 3 4 5 6 7
6.	Public relations contributes to the prevention of conflicts and misunderstandings between the organization and the target public.	1 2 3 4 5 6 7
7.	Public relations implements quality and effective sponsorship activities.	1 2 3 4 5 6 7
	3. Strategic and effective action	
8.	Public relations respects the organization's vision, mission and strategic goals.	1 2 3 4 5 6 7
9.	Public relations is familiar with the PR activities of the competition, as well as its own competitive position.	1 2 3 4 5 6 7
10.	Public relations effectively uses available funds.	1 2 3 4 5 6 7
	4. Media relations	
11.	Public relations provides good relations and cooperation with the media.	1 2 3 4 5 6 7
12.	Public relations provides good relations and cooperation with journalists.	1 2 3 4 5 6 7
	5. Internal public relations	
13.	Public relations establishes high-quality and effective internal relations with the public.	1 2 3 4 5 6 7
14.	Public relations establishes effective internal relations with the public.	1 2 3 4 5 6 7
15.	Public relations chooses the appropriate channels of internal communication.	1 2 3 4 5 6 7
16.	Internal public relations contributes to familiarizing employees with the organization's business policy, strategy and goals.	1 2 3 4 5 6 7

6. Discussion

6.1. Structure of the questionnaire

The exploratory factor analysis isolated 7 factors and 43 items. The meaning of these seven factors has been explained previously. At first sight, the sequencing of the items by factors is both logical and meaningful. However, a few of the items may be said not to best fit the factors to which they belong. These are the items: P29 - Public relations contributes to the building of the effective corporate identity of the organization (Factor 4), P30 - Public relations establishes and maintains symmetrical two-way communication between the organization and the target public (Factor 5) and, in particular, P43 - The evaluation of PR activities is done continuously (Factor 7). The other items can be said to be grouped logically.

The confirmatory factor analysis reduced the number of factors and items, so that there were 5 factors and 16 items remaining. Factor 5 - Effective action, planning and organization and Factor 7 - Publications (and continuous evaluation) were excluded. (Because of this, Factor 6 - Internal public relations was renamed to Factor 5 - Internal public relations.) Hence, the number of factors and items was reduced to a number that seems logical, justified, and reasonable. The final factors (dimensions) are as follows:

- Factor 1 - Ethical and responsible action,
- Factor 2 - Proactive and quality performance,
- Factor 3 - Strategic and effective action,
- Factor 4 - Media relations and
- Factor 5 - Internal public relations.

On completion of the confirmatory factor analysis, there were some minor changes in the names of two of the factors. More specifically, Factor 1 - Ethical and responsible action (and contribution to gaining trust) was renamed Factor 1 - Ethical and responsible action, and Factor 3 - Strategic action and perspectives was renamed Factor 3 - Strategic and effective action. Although these changes are minor, such names seem more appropriate after the changes in the confirmatory factor analysis process.

Interestingly, one item from these excluded factors found its place in the remaining factors. Thus, the item public relations effectively uses the available financial resources, from the original Factor 5 - Effective action, planning and organization, moved to Factor 3 - Strategic and effective operation, while the item the evaluation of public relations activities is performed continuously moved from the original Factor 7 - Publications (and continuous evaluation) to Factor 1 - ethical and responsible action. Hence, it seems that those most important items from the excluded factors remained in the final model through their relocation to the appropriate remaining factors. The item public relations effectively uses the available financial resources is particularly significant in Serbia, where most organizations generally have minor or major financial problems. The item the evaluation of public relations activities is done continuously, obviously in terms of its importance, is predominant in relation to the remaining items from the original Factor 7, so it remained in the model.

Observed in terms of the dimension structure, i.e. the individual items which make up the dimensions, several items require a little more attention and a more detailed explanation. Firstly, this concerns the item the evaluation of public relations activities is done continuously, which is in Factor 1 - Ethical and responsible action. Of the initial 56 items (Table 1), five were focused on evaluation in public relations (the quality of evaluation, the continuity of evaluation, the dominance of the method for measuring the attitudes and actions of the target audience, the contribution to the evaluation by considering the possibility of improving future actions, the contribution to the improved setting of future goals). Of these five items, only that related to the continuous evaluation remained, which confirmed its significance (as previously noted). The position of this item in the dimension related to ethical and responsible action may be explained by the fact that the implementation of continuous evaluation is in fact an indication of responsible behaviour.

Secondly, consideration should also be given to the position of the item public relations provides quality and effective sponsorship activities within Factor 2 - Proactive and quality performance. Similar to the previous case, this item was retained in the model from the group of initial items (Table 1) related to the quality of realizing concrete public relations activities (the organization of press conferences, the organization of special events, the use of public-

ity effects, publishing publications, sponsorship). This in itself speaks of the importance of the quality realization of sponsorship activities in organizations in Serbia. Therefore, it is reasonable to retain this item in the model, as well as its positioning within a dimension that relates to proactive and quality performance. In addition, sponsorship activities require a proactive approach, perhaps more so than other activities.

Finally, an explanation should be offered for the item public relations effectively uses available financial resources, which is among the items in Factor 3 - Strategic and effective operation. The importance of this item for the conditions in Serbia and its retention in the model have been previously explained. The place of this item within a dimension related to strategic and effective action is logical: the effective use of available funds implies goal orientation, a planned approach and long-term orientation, which are definitely strategic attributes.

Any minor defects or inconsistencies remaining after the exploratory factor analysis were definitely eliminated in the confirmatory factor analysis procedure. In general, the formulated questionnaire with 5 dimensions and 16 items represents a logical and well-composed whole, in which, it seems, the most important factors and items are retained.

6.2. Implications

The formulated questionnaire may have practical and theoretical applications. In practical terms, the questionnaire can be used, first of all, to assess the general **state** of the quality of the work of the PR department within an organization. The following should be emphasized once again: in the process of research aimed at the development of the questionnaire (both surveys we conducted and presented in this paper), experts evaluate the **importance** of parameters, and later, in the process of applying the developed questionnaire, they evaluate the **state** of the items that make up the newly formed questionnaire (state for some specific organization).

In particular, it is sufficient for the organization to evaluate its own PR department and its activities, according to the set items and dimensions. This can be done by the head of the PR department, CEO, or other competent and objective person. Also, this quality of work can be tracked over time, so the research will be repeated after a while. This kind of repeated evaluation may be carried out at equal intervals (for example, once a year in May), and even after some characteristic periods, season, or PR program, depending on the specificity and needs of the organization itself. The questionnaire may also be used, in the narrow sense, to evaluate the quality of the PR department within a particular PR program or campaign. In this case, the assessment is performed for a specific, observed work segment of the work of the PR department. The formed questionnaire is applicable to all organizations that have a PR department, that is, carry out certain PR activities. In doing so, the size of the organization and the type of activity of the organization have no impact. Also, the questionnaire can also be used by PR agencies, when they are hired by an organization to implement a specific PR program at a specific time. PR agencies can then use this questionnaire to evaluate the quality of their work in that case: the quality of the implementation of a particular PR program for a particular organization.

In the theoretical (scientific) sense, the questionnaire may be used to measure the overall impacts of organizational culture, leadership and other organizational outcomes (for example, motivation, emotional intelligence, personality type, burn out, stress, job satisfaction, organizational commitment, satisfaction with PR practitioner communication) and different

factors (degree and type of education of PR practitioners, type of ownership structure of the organization, position of the PR department in the organizational structure of the company, appreciation by top management etc.) on the quality of the work of the PR department in organizations. The survey may focus on the opposite direction: the questionnaire could be used to measure the general impacts of the quality of the work of the PR department on financial performance, corporate credibility, and the job satisfaction and organizational commitment of PR practitioners and similar.

6.3. Limitations

The paper does not claim to offer a universal model (questionnaire) for measuring the quality of the work of the PR, which would be self-sufficient and universally applicable worldwide. The proposed model should first of all serve as a starting point for future research in this area, within which similar questionnaires will be formed. Thus, according to the proposed procedure, one can do similar research and develop a questionnaire adapted to other countries, regions or conditions (for example: USA, Spain, Turkey, India...). This is in line with what Le Roux (2008) points out: there is a need for adapting communication-related measurement scales in certain, specific circumstances and contexts, because a single scale may not be suitable for multiple different circumstances. In the meantime, the model (questionnaire) may be used with great reliability in the conditions in which it was formed, which means in the theory and practice of public relations in Serbia. Also, the model can be used in other countries, especially in those countries in transition, but also in all other conditions where researchers consider it to be useful and justified.

7. Conclusion

The paper presents the procedure for forming a questionnaire to measure the quality of the work of the PR department in organizations. The defined questionnaire consists of 5 dimensions and 16 items, which cover all of the most important segments of the work of the PR department in organizations. The structure of the questionnaire is comprehensive, complementary, logical and consistent. The questionnaire responds to a very important question: how well (quality) does the PR department work in the organization? By answering this question it is easy to assume what the results or consequences will be. By forming this questionnaire, the basic goal of this research is fulfilled.

The questionnaire can be widely applied, both in practical conditions and in a theoretical (scientific) sense. The basic practical application of the questionnaire involves evaluating the state of a given PR department according to the set items and dimensions. In this case, the respondents are actually employed in companies either as PR practitioners, PR managers or even CEO's. In a scientific sense, the questionnaire may be used to examine the relationships between different aspects of organizational behaviour and the quality of the work of the PR department, as well as the relationship between the quality of the work of the PR department and the organization's financial and organizational performances.

There are several ways to realize similar research studies in the future, especially in the stage of defining the initial items for the process (Phase I). The subject of the research may also have a significant influence on the final structure of the questionnaire, that is, the state

(conditions) in which the research in the second and third stages is carried out. Because of this, the special significance of this work lies precisely in the definition of a different approach to the problem of measuring the quality of the work of the PR department, as well as the very idea of forming a questionnaire for measuring the quality of the work of the PR department in organizations. Thus, this approach and the presented questionnaire may serve as the basis for future research in the field of the quantitative description and measurement of the quality of the work of the PR department, as well as public relations in general. The basic limitation of the research and the results obtained is, of course, that they apply, first and foremost, to conditions in Serbia. Yet, the questionnaire presented in this paper may be used in different conditions, especially in countries which share similar economic conditions as those in the country in which the survey was carried out.

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