

REPUBLIC OF AZERBAIJAN

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ABSTRACT

of the dissertation submitted for the degree of Doctor
of Philosophy in Political Science

**THE INFLUENCE OF PUBLIC RELATIONS ON THE
EFFICIENCY OF THE ACTIVITIES OF STATE BODIES**

Speciality: 5909.01 - "Public administration"

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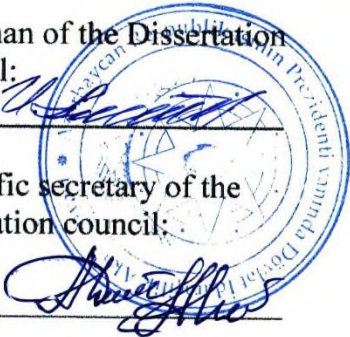
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GENERAL CHARACTERISTICS OF THE DISSERTATION

Relevance of the topic and degree of development. As a result of positive changes and processes in the management and administrative spheres in modern times, state bodies are obliged to operate more effectively and efficiently. For a developed public administration, there is a need for high-level civil servants occupying leadership positions, highly qualified personnel, efficient management activities and more effective quality of public services provided.

In order for the services provided by state bodies to be implemented in a qualitative and efficient manner, the opinions and demands of the public must be taken into account and they must establish their work in this form, that is, on the basis of cooperation. Here, bureaucratic obstacles such as numerous rules and regulations, ineffective activities, unnecessary office work and document work in traditional management must be abandoned. Because effective public relations activities of state bodies will occur as a result of activities in which citizens are in the center of attention. In other words, public relations is the window that introduces the institution to the public and is the window of the institution to the public. As we mentioned above, it is possible to regulate the processes occurring between the state body and its target groups through public relations activities, which are an integral part of the management process. All institutions have the importance of communicating with the public, and this communication process has increasing value for institutions. It is precisely this importance that becomes more effective and efficient through public relations activities.

The services provided by state bodies and the quality of these services are one of the processes that inevitably affect the lives of citizens. If the main goal of state bodies is to provide high-quality and efficient services to the citizens of the country, then it is possible to gain the trust and support of the people towards the state body as a result of this activity through public relations activities. It is in this context that the impact of public relations on the effective activity of state bodies reflects the relevance of the research. Also, the above-mentioned shows how serious an issue public relations activities are in our modern era, the importance of investigating the issues of

increasing the development potential of this field and increasing the efficiency of using this potential, and the relevance of the dissertation topic.

During the writing of the dissertation, the concept of public relations, public relations activities of state bodies, international experience and current issues related to the current situation and development of the field of public relations in Azerbaijan were analyzed on the basis of scientific works, literature, and conference materials of Azerbaijani and foreign scientists.

Academician Urkhan Alakbarov's public administration, inclusive development, improvement of personnel potential, etc. He has various books and articles published in various foreign and local magazines in such directions.

These include “Organizational Foundations of Modern Public Administration: 15 Years on the Path of Innovative Development”, “Heydar Aliyev's Ideas as the Foundation for the Innovative Development of Azerbaijan”, etc¹.

It is no coincidence that academician Urkhan Alakbarov, in his book “Fundamentals of Inclusive Development Management” states the importance of involving the public in the process of forming goals in the field of inclusive development². Since the improvement of public administration has a serious impact on the field of inclusive development, public authorities should also be interested in public relations for the effectiveness of their activities.

We can mention various books and researches of professor Ziyafat Habibova in relation to public administration and the development of this field. Her works such as “Azerbaijan’s Successful Formula: Innovative Leader and Professional Civil Service” and “Change Management and Public Administration” are of particular

¹ Ələkbərov, U. Müasir dövlət idarəçiliyinin təşkilatı əsasları: 15 il innovativ inkişaf yollarında : [Elektron resurs] / - 12 mart, 2019-cu il. URL: <https://dia.edu.az/arxiv1%C9%99r/11769>; Ələkbərov, U. Heydər Əliyev ideyaları Azərbaycanın innovativ inkişafının zəmini kimi: [Elektron resurs] - 5 may, 2017-ci il. URL: https://www.elibrary.az/docs/QAZET/qzt2017_1738.htm

² Ələkbərov, U. İnküziv inkişafın idarə edilməsinin əsasları / U.Ələkbərov. - Bakı: Təhsil, - 2018. - 216 s.

importance³.

Associate professor Murtaza Hasanov notes that “*the main goal of relations with the public is to develop mutual understanding and goodwill between the institutions and the public*”⁴. The author also notes that the legal and economic reforms carried out in the Republic of Azerbaijan are leading to fundamental changes in the public administration system, improving management, creating a professional civil service system, and creating a new form of thinking in citizen-civil servant relations.⁵

Another author who has contributed to this field in the Republic of Azerbaijan is Associate Professor Rajab Rahimli. We can cite his articles entitled “A New Stage of Innovations in Civil Service” and “Civil Service-Civil Relations in Ensuring Efficiency in Public Administration” on the topic of civil service-civil relations, where the author specifically highlighted issues related to the improvement of civil service and the role of reforms in public administration⁶.

Another author, Ramil Maharramov, states in his book “Public Relations Work” that public relations work is rapidly spreading in countries with high levels of education and public opinion, and that it is no coincidence that the number of personnel working in this field is

³ Həbibova, Z. Dəyişikliklərin idarə olunması və dövlət idarəçiliyi: [Elektron resurs] / 2018. URL: <http://www.anl.az/el/Kitab/2019/04/2018-2356.pdf>; Həbibova, Z. Azərbaycanın uğurlu formulu: novator lider və peşəkar dövlət qulluğu : [Elektron resurs] – 23 iyun, 2020-ci il. URL: <https://www.azerbaijan-news.az/index.php/posts/detail/azerbaycanin-ugur-formulu-novator-lider-ve-pesekar-dovlet-qullugu-191798>

⁴ Həsənov, M. Dövlət orqanlarında ictimaiyyətlə əlaqələrin təşkili və idarə edilməsi [Elektron resurs] / - 25 noyabr, 2019-cu il. URL: <https://geostrategiya.az/news.php?id=15>

⁵ Həsənov, M. Azərbaycanın Dövlət İdarəçilik sistemində innovasiya siyasətinin başlıca istiqamətləri [Elektron resurs] / - 9 yanvar, 2023-cü il. URL: <https://www.yerveinsan.az/news.php?id=18595>

⁶ Rəhimli R. Z. Dövlət qulluğunda innovasiyaların yeni mərhələsi : [Elektron resurs] / - 23 iyun, 2019. URL: <https://www.azerbaijan-news.az/az/posts/detail/dovlet-qullugunda-innovasiyalarin-yeni-merhelesi-193178>; Rəhimli, R.Z. Dövlət idarəçiliyində səmərəliliyin təmin olunmasında dövlət qulluqçusu - vətəndaş münasibətləri // - Bakı: Dövlət İdarəçiliyi: nəzəriyyə və təcrübə jurnalı, - 2014. № 3 (47), - s.161-169.

increasing every day⁷.

It is possible to find works by a number of authors related to public relations in Turkish-language literature. Professor Filiz Peltekođlu, in his book “What is Public Relations?”, describes “*Public relations as an activity based on mutual benefit and aimed at influencing the public.*” The author also noted “*Public relations as strategic communication management that helps an individual or organization achieve its goals and is carried out with target audiences that vary according to the structure of the organization*”⁸.

Matin Kazancı notes in his book “Public Relations in the Public and Private Sector” that “*Public relations is not just a study carried out for the purpose of providing information, but public relations is a mutual relationship aimed at improving the relationship between managers and the public*”⁹.

Professor Aladdin Asna's book “Public Relations in Theory and Practice” states that “*Public relations involves establishing honest and healthy relationships between individuals or legal entities and specific groups, developing these relationships and evaluating the reactions from target audiences.*” The author also defined public relations as “*the art of management that encompasses relationships that benefit the public*”¹⁰.

Mete Chamdereli in his book "Main lines of public relations" shows that “*Public relations is a technique that develops mutual relations between organizations and people, and public relations is the process of influencing and being influenced by the public*”¹¹.

⁷ Məhərrəmov, R. İctimaiyyətə əlaqələr işi: [Elektron resurs] / 2002. URL: <https://kitabxana.nmi.edu.az/wp-content/uploads/2020/09/RamilM%C9%99h%C9%99r%C9%99mov.-İctimaiyy%C9%99tl%C9%99-%C9%99laq%C9%99l%C9%99r-isi..pdf>

⁸ Peltekođlu, F. Halkla ilişkiler nedir? / F.Peltekođlu. - İstanbul: Beta Yayınları, - 2016. - 621 s.

⁹Kazancı, M. Kamuda ve özel sektörde halkla ilişkiler / M.Kazancı. - Ankara: Turhan Kitabevi, - 2019. - 524 s.

¹⁰ Asna, A. Kuramda ve uygulamada halkla ilişkiler / A.Asna. - İstanbul: Pozitif Yayınları, - 2012. - 246 s.

¹¹ Çamdereli, M. Ana çizgileriyle halkla ilişkiler / M.Çamdereli. - İstanbul: Çizgi Kitabevi, - 2005. - 192 s.

In addition to the above Turkish-language literature, books and articles by authors such as Z. Sabuncuoğlu, N. Tortop, M. İshik, A. Özar, D. Tengilimoğlu, F. Geçikli, A. Okay and others can be mentioned¹².

Peter Smudd, in his book “Teaching Public Relations”, shows that the goal of all public relations activities carried out by various organizations is to build trust between the organization and the public, increase public interest in the organization, and create strong relationships between the public and the organization¹³.

In addition to the above-mentioned foreign scientists, books and works on the subject have been published by E.V. Kondratyev, M.V. Pevnaya, C. Wimberly, A. Theaker, J.E. Grunig, S.M. Cutlip, A.H. Center, G.M. Broom, C. Myers, A. Meli, S. Koshy and a number of other authors¹⁴.

¹² Sabuncuoğlu, Z. İşletmelerde halkla ilişkiler / Z.Sabuncuoğlu. - Bursa: Ezgi Kitabevi, - 2001. - 204 s.; Tortop, N. Halkla İlişkiler / N.Tortop. - Ankara: Nobel Akademik Yayıncılık, - 2018. - 388 s.; Tortop, N. Halkla İlişkiler / N.Tortop. - Ankara: Yargı Yayınları, - 1998. - 236 s.; Tortop, N. Halkla İlişkiler / N.Tortop. - Ankara: Yargı Yayınları, - 1993. - 208 s.;; İşık, M. Düünden bugüne halkla ilişkiler / M.İşık, M.Akdağ. - Konya: Eğitim Kitabevi Yayınları, - 2011. - 287 s.; Özer, A. Halkla İlişkiler dersleri / A.Özer. - Ankara: Adalet Yayınları, - 2015. - 405 s.; Tengilimoğlu, D. İşletmelerde Halkla İlişkiler / D.Tengilimoğlu, Y.Öztürk - İstanbul: Seçkin Yayıncılık, - 2011. - 288 s.; Geçikli, F. Halkla İlişkiler ve İletişim / F.Geçikli. - İstanbul: Beta Yayınları, - 2013. - 342 s.; Okay, A. Halkla İlişkiler ve Medya / A.Okay, A.Okay. - İstanbul: Derin Yayınları, - 2021. - 224 s.; Okay, A. Halkla İlişkiler Kavram, Strateji ve Uygulamaları / A.Okay, A.Okay. - İstanbul: Der Yayınları, - 2001. - 715 s.

¹³ Smudde, P.M. Teaching Public Relations / P.M. Smuddle - USA: Illinois State University Press, - 2020, - 176 p.

¹⁴ Kondratiev, E.V. Communication with public relations / E.B. Kondratiev, R.N. Abramov. - Moscow: Ulyanovsk Dome Pechati. - 2012. - 272 pp.; Pevnaya, M.V. Communication with public relations / M.V. Певная, Я.В. Didkovskaya - Yekaterinburg: УГТУ-УПИ, - 2008. - 211 s.; Wimberly, C. How propaganda became Public Relations / C.Wimberly. - New York: Routledge press, - 2020. - 216 p.; Theaker, A. The Public Relations handbook / A. Theaker. - London: Media Press, - 2020. - 440 p.; Grunig, J. Managing Public Relations / J. Grunig, J. Todd. - New York: Rinehart and Winston Inc., - 1984. - 576 p.; Cutlip, S.M. Effective Public Relations / S.M.Cutlip, A.H.Center, G.M.Broom - New Jersey: Prentice Hall international editions, - 2000. - 558 p.; Myers, C. Public Relations History Theory, Practice, and Profession / C.Myers. - New York: Routledge press, - 2020, - 184 p.;

However, without diminishing the importance of the mentioned studies, it should be emphasized that there are not enough scientific and practical works dedicated to the problem under study, and there are also theoretical and practical issues that have not been sufficiently investigated and touched upon in the work of public relations in Azerbaijan and the mechanisms for the development of this field.

The object and subject of the research. The object of the research is organized by state bodies. The subject of the research is the mutual relations between state bodies and public relations.

The goals and objectives of the research. The main purpose of the research work is to investigate public relations activities, to determine the similarities and differences of areas similar to public relations activities, to investigate the advantages of public relations technology, to determine the influence of public relations on the efficiency of state bodies, to study public relations activities in Azerbaijan, to study public relations activities in the world experience and learning the main lines of possibilities of using this experience in Azerbaijan, as well as developing scientifically based proposals and recommendations as a result of researching and studying these mechanisms.

In accordance with the set goal, the following tasks have been identified:

- To examine the theoretical and methodological provisions of relations with the public;
- Researching the conceptual bases of relations with the public and determining the main mechanisms of activity and development of this field in state bodies;
- To determine the main directions of public relations activities in state bodies;
- To compare public relations activities in state bodies and private organizations;
- To study experiences related to public relations activities in various developed countries of the world;

- To substantiate the impact of public relations on the efficiency of the activities of state bodies;
- To study the current situation regarding public relations activities in Azerbaijan;
- To determine the directions of improving mechanisms regarding public relations activities in the Republic of Azerbaijan;

Research methods. The scientific-theoretical and methodological bases of the research are generally accepted principles and methods of political science. Analytical generalization, historical logic, grouping, comparative analysis and survey methods were used during the study of the research work.

Main provisions presented for defense. The main provisions presented for defense are characterized by the following:

- The scientific and theoretical foundations of public relations and modern means of public relations affecting the efficiency of state bodies were determined;

- Coordinating the public relations activities of the public authorities and the private sector was considered a necessary factor for the efficiency of this field;

- The public relations activity in the state bodies of the developed countries and the Republic of Turkey was systematically analyzed, as well as the advanced practice was studied and the mechanisms of application in the Republic of Azerbaijan were given;

- The activities of international public relations institutes were investigated;

- Electronic surveys were conducted on public relations activities in various state bodies of the Republic of Azerbaijan;

- The electronicization of services of state bodies in the Republic of Azerbaijan was identified as a direction for increasing the efficiency of public relations activities;

- Directions for improvement of development mechanisms of public relations activities in the Republic of Azerbaijan were determined.

Scientific novelty of the research. The following scientific innovations were obtained in the comprehensive study of the influence

of public relations on the efficiency of state bodies:

- The main tools used in organizing communicative relations between state bodies and the public are given;
- In Azerbaijan, electronic surveys were conducted in connection with the public relations activities of state bodies;
- The results of the evaluation of the influence of relations with the public on the effectiveness of the state bodies in Azerbaijan were given;
- A model of development in the efficiency of public relations activities of state bodies in the Republic of Azerbaijan was recommended.

Theoretical and practical significance of the research. The theoretical importance of the research is that the propositions and results put forward here create conditions for understanding the importance of public relations activities, the influence of public relations on the efficiency of state bodies, in conducting scientific research in this field, in teaching appropriate courses in higher education institutions, in the preparation of lecture texts and books. , can be used in conducting scientific-practical conferences.

The materials of the dissertation work, the results of which are of theoretical and practical importance, can be useful for public relations departments of the private sector and state bodies interested in this area.

Approval and application. The main provisions and main results of the research work have been reflected in reputable local and foreign journals recommended by the Higher Attestation Commission, as well as in the materials of scientific and practical conferences of republican and international importance.

Name of the organization where the dissertation work was performed. The dissertation work was performed at the “Civil Service and Personnel Policy” department of the Academy of Public Administration under the President of the Republic of Azerbaijan.

The total volume of the dissertation with a sign indicating the volume of the structural sections of the dissertation separately. The structural sections of the dissertation work consist of an “Introduction”, three chapters, eight subchapters, “Conclusion” and a

list of “References”.

The "Introduction" part of the dissertation consists of 12,208 characters, Chapter I - 66,616 characters, Chapter II - 84,066 characters, Chapter III - 39,760 characters, Conclusion - 5,042 characters, Bibliography - 21,540 characters. The total volume of the dissertation is 229,232 characters.

THE MAIN CONTENT OF THE DISSERTATION

In the “**Introduction**” section of the dissertation, the relevance of the research topic is justified and the degree of development of the problem is analyzed, the object, subject, goals and objectives of the research are determined, the relevant research methods used when writing the research work are noted, the main provisions put forward for defense, the scientific novelty of the research are indicated, the theoretical and practical significance of the research is justified, information about its approval and **structure is provided**.

The first chapter, titled “**Main Features and Theoretical Foundations of Public Relations,**” consists of three paragraphs. The first paragraph, titled “**Purpose and Important Features of Public Relations,**” presents the concept of public relations, which is an important component of the research work, its main features, purpose, stages, and its role in shaping the image of the institution. It is noted that Public Relations is a system that conveys the demands and expectations of the public to institutions in changing times and circumstances. This effective system clearly expresses the desires and aspirations of various segments of the public, and also helps to establish orderly relations between society and institutions and between institutions and society.

The first half of the chapter explains the definitions and main features given to the concept of public relations by various world and local scholars. Also, the 4 stages of public relations activities, namely the research and data collection stage, the planning stage, the implementation stage and the evaluation stage, are explained separately and the main features of each stage are given.

In this part of the study, the main objectives of public relations, namely institutional (increasing the financial value of the institution by increasing its reputation and trust among the public, maintaining the existence of the institution by keeping up with global development in a competitive environment, promoting private entrepreneurship, etc.) and social (ensuring trust in the institution among the public, participating in the regular flow of information with the target groups, preparing alternative proposals for solving known problems if there are problems in this regard, regulating the relationship between the institution and the public, etc.) objectives are explained.

The second paragraph of the first chapter is called “**The main tools used in the practice of public relations**”. In this subsection, the main tools used in public relations activities (written and printed tools, oral tools, audio-visual tools and other tools) are grouped and the main features of these tools are discussed.

This subchapter particularly emphasizes the use of various communication tools in the public relations process to inform the target audience about the organization’s activities, introduce the organization to the public, learn the reactions from the target audience and compete with other organizations.

Delivering pre-prepared messages to the identified target audience at the most appropriate time and through the most appropriate means is given as one of the goals of public relations. It has been shown that in order for institutions to be successful in the public relations process, they should carry out these activities in a planned manner and continuously. It has been emphasized that long-term, consistent and mutual relationships established with the media help institutions in this process. Because new communication technologies are creating opportunities for people to share their thoughts, and creating a platform where sharing and discussion are the main thing¹⁵. For this purpose, it is mentioned that institutions should use social media such as Facebook, Twitter, Instagram, LinkedIn, Blogs and YouTube.

¹⁵ Barutçu, S. Sürdürülebilir sosyal medya pazarlaması ve sosyal medya pazarlaması etkinliğinin ölçümü / S.Barutçu, M.Tomaş // - Ankara: Journal of Internet Applications and Management, - 2013. Cilt 4, Sayı 1, - s. 5-23.

Also, in this chapter, it was mentioned that social media is a serious issue for public relations activities of state bodies (this can be observed from the results of the electronic survey conducted with 567 people in the dissertation work). Because the use of social media to create fast and effective communication with target groups gives serious advantages to the public relations activities of government agencies.

In this subchapter of the research work, the similarities and differences of some areas (propaganda, lobbying, marketing and advertising) that are mixed with public relations activities have been analyzed in detail.

The working styles, management strategies and working environment of institutions have also begun to change under the influence of new communication technologies. It is also noted that in order to adapt to the rapid development taking place in the world, to provide quality services and to create effective communication with target audiences, institutions must constantly monitor innovations, have a modern structure and be ready for changes.

The third sub-chapter of the first chapter is called **“Different characteristics and interaction of public relations activities of state bodies and the private sector”**. It is noted here that both public authorities and private institutions have to use public relations activities to promote their policies and activities to their surroundings. Although the public relations policy applied in both areas is similar to a certain extent, there are also various differences. The result of the success of each institution in the field of service is one of the factors that influence the success of public relations work¹⁶. No matter how effective relations an institution establishes, if that institution cannot provide quality services or produce products, it will not be able to achieve success. This situation is valid for both the private sector and state institutions.

This subchapter compares the public relations activities of government agencies and the private sector and identifies key areas of difference. It highlights the differences between the private sector and

¹⁶ Metin, H. Karşılaştırmalı bir yaklaşımla kamu yönetimi ve özel sektörde halkla ilişkiler // - İzmit: Kocaeli Üniversitesi, SBE Dergisi, - 2002. №1, - s. 79-99

government agencies in areas such as purpose, legislation, organization, stakeholders and target audiences, finance, oversight, etc.

It was also noted that, regardless of the circumstances, whether it is a public body or a private sector, the public relations activities should be carried out in accordance with the principle of transparency and openness, so that the trust of the target masses in these institutions is not shaken¹⁷. The management function that institutions need to receive this support is precisely public relations.

In the second chapter entitled **“Analysis of the current state of public relations activities in the international practice and in the Republic of Azerbaijan”**, the first sub-chapter entitled **“Development and evolution of public relations in the United States and the European Union, modern characteristics and activities of European international public relations institutes”** describes the history and modern state of public relations activities in the United States. Development characteristics up to the period are given. It is noted that although public relations has its roots in ancient times, it became a professional field only in the 20th century. It is accepted that public relations first appeared systematically in the United States of America and became scientifically professional. Because the development of relations with the public both from the scientific side and as an activity in a modern form has developed precisely in America¹⁸. It is noted here that it is no coincidence that the term public relations (in English - Public Relations, abbreviated as PR) was first used by the third President of the United States of America, Thomas Jefferson. In 1807, he used the term public relations - PR for the first time in the draft of the “Address to Congress VII”. Under this term, he understood the creation of trust in the state power within the country and increasing the efforts of political institutions in this matter¹⁹.

¹⁷ Özer, A. Halkla İlişkiler / A.Özer. - Ankara: Adalet Yayınevi, - 2009. - 453 s.

¹⁸Sabuncuoğlu, Z. İşletmelerde Halkla İlişkiler / Z.Sabuncuoğlu. - Bursa: Alfa Aktüel Yayınları, - 2010. - 300 s.

¹⁹ Çamdereli, M. Ana çizgileriyle halkla ilişkiler / M.Çamdereli. - İstanbul: Çizgi Kitabevi, - 2005. - 192 s.

In this sub-chapter of the research work, 6 eras of public relations activities in the United States of America (“The Booming Era”, “The First World War”, “The Roaring Twenties”, “Roosevelt and the Second World War”, “The Post-War Era" and "The Global Information Age”) are described and the unique characteristics of each period are explained.

This paragraph analyzes the election campaigns of candidates in the 2020 Presidential elections in the United States of America regarding public relations activities and shows which public relations tools the candidates used most.

It should be noted that there are up to 100,000 public relations specialists in America. This figure does not include specialists working in state institutions. In addition to these, there are currently more than 6,000 companies providing public relations services in the United States²⁰.

In this sub-chapter, information on the development and organization of public relations in Europe was given and the main directions of activity of European international public relations institutions were indicated. It was noted that the development and organization of relations with the public in Europe happened after 1946. In general, the first public relations companies on the European continent operated mainly in the form of branches of oil and automobile companies belonging to the United States of America. Because these public relations companies have brought the means and methods of public relations used in the United States of America to Europe. After the 1950s, professional organizations began to emerge in France, Belgium and England.

It was also noted that the rapid population growth in the world, ideological wars, technically implemented works on mass media, etc. such issues have increased the need for public relations studies in European countries as well²¹. Also, after the establishment of the European Union, the field of public relations in Europe has developed

²⁰ Tyree, T. The Interesting and Incredibly Long History of American Public Relations / T.Tyree. - Iowa: KH Publishing Company, - 2015. - 48 p.

²¹ Bozkurt, V. Küreselleşmenin insani yüzü / V.Bozkurt. - Bursa: Alfa Yayınları, - 2000. - 374.

further.

This subchapter provides information about the world's largest international public relations agencies engaged in public relations activities at the international level.

This paragraph provides information about the International Public Relations Association (IPRA), the European Public Relations Confederation (EPRC), and the Institute of Public Relations (IPR) and shows the main areas of activity.

The second paragraph of the second chapter is entitled **“History of Public Relations in Turkey and Public Relations Activities of State Bodies in the Modern Period”**. In this subchapter, the stages of development of public relations activities in Turkey, as well as the main features, tasks and powers of the ministries operating in the Republic of Turkey related to public relations activities are given separately.

Also, in this paragraph, information about the Communications Department of the Presidential Administration of the Republic of Turkey is given. It was noted that the Vision of the Department is to develop deep and multifaceted relations with the national and international community, decision-making subjects, and the media, to implement the effective representation of Turkey in all fields with all means and methods in this direction, and to strengthen the brand of Turkey. It was noted that Turkey's policies and activities should be communicated to the public in a planned and effective manner and influence the public consciousness, closely monitor and evaluate the media and the world of thought, and inform relevant institutions and the public within this framework, organize and improve relations with the press, and members of the press. It is the Mission of the Department to take steps to facilitate the work and contribute to the development of the press, to carry out the necessary investigations and regulations for the effective management of public-state relations²².

The third paragraph of the second chapter is called “Public relations in the Republic of Azerbaijan and assessment of the

²² Türkiye Cumhuriyeti İletişim Bakanlığının resmi internet sitesi [Elektronik kaynak] / URL: <https://www.iletisim.gov.tr/turkce>

impact of public relations on the effectiveness of state bodies”. In this subchapter, it was mentioned that the term public relations in Azerbaijan started to be used mainly after the 1990s. It has also been shown that after the Republic of Azerbaijan gained independence, the process of legal state building and civil society formation was started. At this stage, the first steps of the stage of reworking the state administration and civil service system began to be taken. Various orders and decrees issued by the National Leader Heydar Aliyev regarding legal reforms in the state administration system played a key role in the reforms implemented. During the years of the reign of the great leader Heydar Aliyev, not only state-building work was carried out in the Republic of Azerbaijan, but also the citizens of the country united around a single national ideology. This strategy implemented by Heydar Aliyev became the foundation for the future development of the country.

This paragraph analyzes the responses to electronic surveys conducted in various state bodies (Office of the Commissioner for Human Rights of the Republic of Azerbaijan - Ombudsman, Ministry of Digital Development and Transport of the Republic of Azerbaijan, Absheron District Executive Power, Ganja Regional “ASAN Service” Center No. 1 and the State Committee for Work with the Diaspora of the Republic of Azerbaijan) regarding public relations activities, as part of the assessment of the impact of public relations on the effectiveness of state bodies in Azerbaijan, and based on this, the main assessments are given as follows:

- Public relations activities in state bodies help to provide citizens with services provided by state bodies in a more transparent and effective form;

- Public relations activities help to properly establish relations with the public, to improve the effectiveness of properly established relations, to study the opinion of citizens regarding the quality of any service provided, to identify and eliminate shortcomings in the services provided;

- Properly established public relations activities in state bodies help to prevent bureaucracy in the field of management;

- A quality public relations strategy of state bodies helps to

increase flexibility in state bodies;

- Specialization of persons working in the field of public relations is an important issue for the effectiveness of this field;

- The development of social media leads to the creation of interactivity in public relations activities, the faster study of public opinion and the increase of awareness in society;

- Currently, the countries are in the period of the fourth industrial revolution and digital transition, acceleration of changes, against the background of new challenges, the activity of state bodies in the field of public relations is considered a strategic tool for every institution.

The third chapter of the dissertation entitled **“Prospects of development of relations with the public in the Republic of Azerbaijan”** consists of two paragraphs. The first paragraph of the chapter is entitled **“Public relations - as a direction for improving the quality of public services in Azerbaijan”**.

In this chapter, the electronicization of services of state bodies in the Republic of Azerbaijan is defined as an effective direction of public relations activities of those bodies. In modern times, “ASAN Service” has been given as a model, example and direction to implement new types of directions in the services provided by state bodies in Azerbaijan, to increase the quality, efficiency and effectiveness of electronic services provided by state bodies, to increase the number of state services and to increase citizens' trust in state bodies.

This paragraph notes that if we look at the experiences of developed countries, we can see that in order to organize citizens' relations with state bodies in a more transparent and convenient way, we can see that “Electronic Government” portals are being implemented, where e-services are concentrated in one place and system in accordance with the “single window” system. In this paragraph, it is mentioned that one of the main factors that serve to increase transparency in public services is the acceleration of the process of forming the electronic government, as well as increasing the volume of electronic signatures and electronic document circulation. It is also noted that an "Electronic Government" system

based on international experience is being formed in Azerbaijan.

The second paragraph of the third chapter of the dissertation is entitled **“Ways and development prospects for increasing the role of public relations in the efficiency of the activities of state bodies in the Republic of Azerbaijan”**. In this sub-chapter, it was mentioned that as a result of the Treaty of the Century, international oil companies began to operate in Azerbaijan, and since these large companies are companies of developed countries, those companies widely use public relations as both a scientific and management field. These companies are known in the international arena, use high-quality technologies in accordance with the requirements of the modern era, and invest a lot of money in the field of public relations. It was precisely the fact that these large companies began operating in Azerbaijan that became a roadmap for public relations activities in Azerbaijan.

This subchapter shows that according to the first paragraph of the first article of Chapter I of the Constitution of the Republic of Azerbaijan, the only source of state power in the Republic of Azerbaijan is the Azerbaijani people²³. According to this, the state institutions connected to the state power must always inform the public about their work. It is this open policy that leads to the formation of a positive image and trust towards those state bodies in the society. Let us also note one nuance: the public relations activities properly established by state bodies are both a requirement of the country's laws and an obligation of that state body to the public.

In this sub-chapter, it is noted that it is gratifying that the study of international experience in the field of public relations continues in the Republic of Azerbaijan in recent years. For example, on October 18, 2023, a delegation consisting of thirty public relations officers selected by the Administration of the President of the Republic of Azerbaijan visited the Republic of Turkey at the invitation of the Communications Department of the Presidential Administration of the Republic of Turkey. It should be noted that such meetings include issues of improving public communication, as well as exchange of

²³ Azərbaycan Respublikasının Konstitusiyası // 12 noyabr 1995-ci ildə qəbul edilmişdir (2016-cı il sentyabrın 26-da keçirilmiş ümumxalq səsverməsində (referendumda) qəbul edilmiş dəyişikliklərlə). - Bakı: Hüquq, - 2023, - 63 s.

experience in this field in the Republic of Azerbaijan²⁴. Also, the development of this field will lead to the right direction of the relations between the public and the state bodies in the Republic of Azerbaijan, and they will have the right information about those state bodies and the services they provide. Because public relations is one of the technologies for maintaining correct relations between institutions and the public.

Also in this chapter, development perspectives of the impact of public relations on the efficiency of state bodies in the Republic of Azerbaijan are given, where it is noted that the following listed measures are appropriate:

- Opening of “Public Relations” and “Public Relations in Public Administration” specializations and specializations at bachelor's and master's levels in higher educational institutions of the Republic of Azerbaijan for learning knowledge and skills in the field of public relations;

- Studying the experiences of developed countries of the world in this field in order to determine the impact of public relations on the efficiency of the activities of state bodies;

- Strict control by the management of the state body for the preparation of strategies and communication plans in the field of public relations of all state bodies in a good form;

- Implementation of projects and activities in the form of cooperation between state bodies, private sector and non-governmental organizations for the purpose of development of relations with the public in the Republic of Azerbaijan;

- In order to accelerate the specialization of public relations in the public bodies of the Republic of Azerbaijan, the establishment of institutions such as associations and institutes specializing in the field of public relations in the European Union and providing state support to this field;

- Disclosure to the public of quarterly reports related to public

²⁴ Azərbaycanın dövlət qurumlarının ictimaiyyətlə əlaqələr sahəsinə məsul əməkdaşları Türkiyəyə səfər ediblər: [Elektron resurs] / 17 oktyabr, 2023-cü il. URL:<https://media.gov.az/azerbaycanin-dovlet-qurumlarinin-ictimaiyyetle-elaqeler-sahesine-mesul-emekdaslari-turkiyeye-sefer-edibler/>

relations activities of all state bodies;

- Recommending a structure for the development and improvement of public relations activities in the state bodies of the Republic of Azerbaijan, using the example of the Communications Department of the Turkish Presidential Administration (Scheme 1).

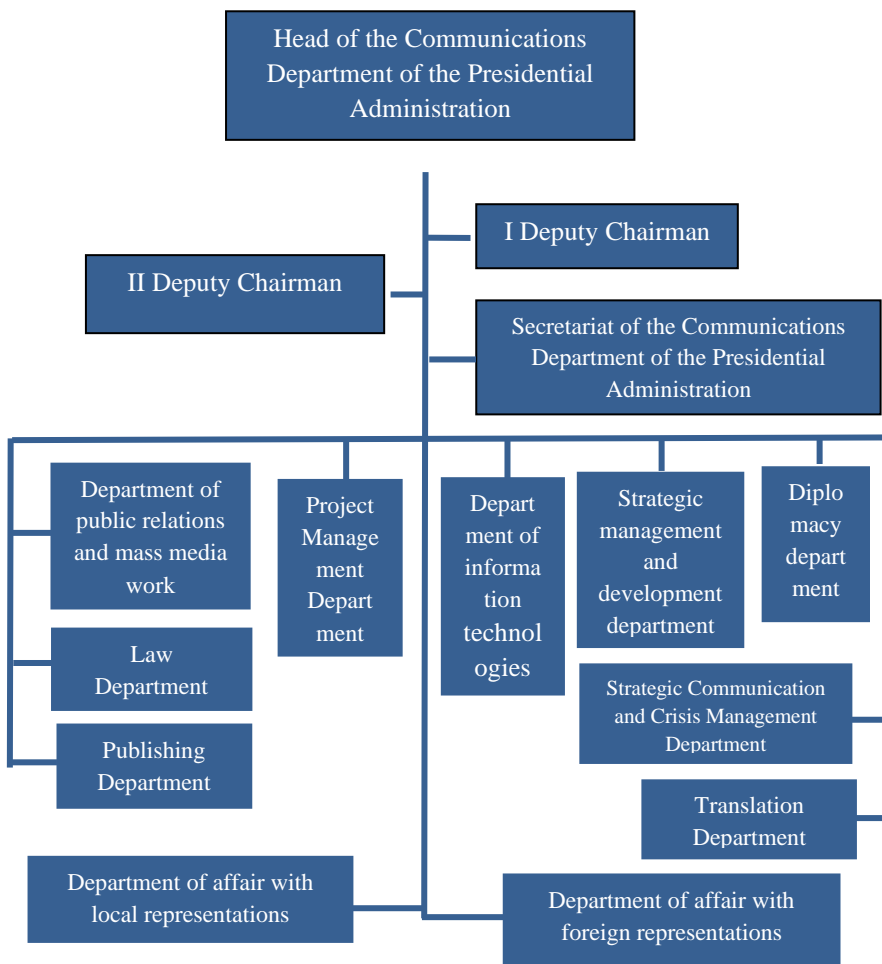
In the **“Results”** section of the study, the final issues of the research work were noted, generalizations were made, and ideas related to solving the problem, theoretically and practically significant proposals and recommendations were noted. It was also determined during the study that for the successful activities of state bodies, the support of citizens should be ensured and the state body should always ensure mutual cooperation by implementing an open policy towards citizens. For this reason, it is important to use public relations activities efficiently and effectively. Here, the use of research, data collection, planning, implementation and evaluation stages of public relations activities, serious attention to issues such as the image of the institution and corporate trust, as well as the use of new communication technologies in the modern public relations process are important conditions for improving the quality of services provided by state bodies.

In the conclusion part, it was noted that in our modern era, public relations activity is both an obligation and a duty for state bodies and state administration. There are two main reasons for this. The first is the increase in the desire and obligation to inform the public about the activities of state bodies. The second reason is the necessity of the heads of state bodies and other administrative persons to establish close relations with the public. It was noted that the existence of specialized institutions in the public relations sector plays a special role in the systematic regulation of activities.

It is also advisable to use world practice in order to convey the country's policies and activities to the public in a planned and effective manner and to carry out work to influence public consciousness, to closely monitor and evaluate the media and the world of thought, and in this context to inform the relevant institutions and the public, to organize and improve relations with the press.

The author came to the conclusion that in the Republic of

Azerbaijan, it is considered appropriate to have an improved structure in order to increase the influence of public relations on the efficiency of state bodies.



Scheme 1. Organizational Structure of the Communications Department of the Administration of the President of the Republic of Azerbaijan

Source: Scheme 1 - compiled by the author.

The main content of the dissertation is reflected in the following scientific works of the author:

1. The role of public relations in shaping the image of institutions // - Baku: Journal of Public Administration Theory and Practice, - 2019. №3 (67), - pp. 169-176.
2. Public relations practices in the public sector // International Cappadocia Social Sciences Student Congress, - Türkiye Niğde, - 7-9 noyabr 2019, - p. 36-39
3. History and development stages of public relations // - Baku: Journal of public administration theory and practice, - 2020. №1 (69), - pp. 271-280.
4. Comparative analysis of public relations activities between state bodies and the private sector // - Nakhchivan: Journal of Scientific Works of Nakhchivan University, - 2020. №2 (17), - pp. 13-20.
5. The main features of public relations in modern public administration // - Baku: Journal of "Scientific News" of Western Caspian University, - 2020. №4, - pp. 82-89.
6. History and analysis of the main features of the tools used in public relations activities // - Nakhchivan: Journal of Scientific Works of Nakhchivan University, - 2020. №4 (19), - pp. 167-174.
7. The role of public relations (PR) in the corporate social responsibility (CSR) work of institutions // - Baku: Geostrategy international socio-political, scientific theoretical journal, - 2020. №4 (76), - pp. 10-13.
8. Public relations (PR) as a strategic area of activity of institutions in the globalization process // - Baku: Journal of Theory and Practice of Public Administration, - 2021. №4 (69), - pp. 291-296.
9. The Role of Public Relations in Public Administration: Azerbaijan Asan Service Example // - Ankara: International Management Academy Journal, - 2021. №4 (2), - pp. 275-287
10. Public relations activities of public institutions during the crisis period (During the COVID-19 Pandemic) // 2nd International Economics and Business Symposium "Effect of Covid-19 in

All Dimensions, - Turkey Qazientep, - 27 may 2021, - pp. 49-53.

11. The role of public relations in establishing corporate relations // - Nakhchivan: Journal of Scientific Works of Nakhchivan University, - 2022. №1 (25), - pp. 240-243.
12. The impact of public relations work on the effectiveness of the activities of state bodies // Academy of Public Administration under the President of the Republic of Azerbaijan Scientific-practical conference of doctoral and dissertation students on the topic “Heydar Aliyev's ideas of statehood and the main factors determining our historical victory in the Patriotic War”, - Baku, - May 11, 2022, - pp. 101-106.
13. Public relations (PR) - as the main area of activity of institutions // Academy of Public Administration under the President of the Republic of Azerbaijan Republican Scientific-Practical Conference on New Trends and Paradigms in Management, - Baku, - May 27, 2022, - pp. 123-128.



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