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The role of public relations in managing crises within universities - Al-Mustansiriya University, College of Administration and Economics, as a model

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ABSTRACT

The current research aims to identify the role of public relations in crisis management within universities - Al-Mustansiriya University, College of Administration and Economics, as a model. This study represents an effective contribution to understanding the role of public relations in crisis management within universities, with a focus on the College of Administration and Economics at Al-Mustansiriya University as a model. The study aims to analyze the efficiency of public relations strategies in dealing with urgent challenges that may affect the university context. The study uses a survey approach and includes a sample representing the College of Administration and Economics, as it evaluates the public relations plans and strategies adopted for crisis management. Analysis of previous experiences at the college provides an opportunity to understand the challenges it faced and how these experiences can be used to enhance the college's readiness to face future challenges. The study is expected to contribute to identifying the strengths and weaknesses of the role of public relations within universities, which contributes to developing effective crisis management strategies. More broadly, the findings and recommendations presented by the research can provide a valuable reference for other universities in enhancing the effectiveness of their efforts in dealing with emerging challenges in the context of higher education.

The researcher reached the following set of conclusions and recommendations:

1. The average scores for the items indicate an average rating for all evaluated items. This means that there is potential to improve some aspects of crisis management and communication in public relations.
2. The standard deviation shows variation in opinions on some items, which indicates that there is variation in views and evaluations among participants.
3. It is recommended to strengthen public relations efforts to improve communication with the local community during crises. Effectiveness can be improved through open dialogue and positive interaction.
4. It is suggested to enhance communication strategies with student groups during difficult times. This can be achieved by launching active listening initiatives and organizing interactive events.

Keywords:

public relations, crisis management, crisis, Al-Mustansiriya University

Chapter One: The methodological framework of the study
First: the research problem

This study addresses the topic of "The Role of Public Relations in Crisis Management within Universities", focusing on the College of

Administration and Economics at Al-Mustansiriya University as an analytical model. The study aims to examine the role played by public relations in dealing with challenges and crises that may affect the conduct of academic and administrative operations in universities. By using a survey approach and collecting data from diverse sources, the study will evaluate the public relations strategies and plans adopted for crisis management in the university context. The research also intends to examine previous experiences in college and draw lessons that contribute to enhancing preparedness to face future challenges, thus making an effective contribution to improving crisis management in universities and enhancing the role of public relations in this educational context.

Second: The importance of research

The importance of this research is multiple and appears in several aspects:

First, the research highlights the role of public relations in crisis management within universities, which contributes to enhancing our understanding of the ways in which universities' preparedness to confront emerging challenges can be improved. This can contribute to enhancing the efficiency of university administration and ensuring the continuity of educational and administrative processes.

Second, the research serves as an analytical model for the College of Management and Economics at Al-Mustansiriya University, providing a framework for examining specific experiences and drawing applied lessons that are transferable to other university contexts. The findings and recommendations provided by the research can be useful to other university administrations in improving their preparedness to deal with crises.

Third, the research highlights the importance of integrating public relations in the context of crisis management, focusing on how effective communication and media image building can play a vital role in calming tensions and achieving effective communication with various university actors..

Overall, the research is an important contribution to the field of university crisis management and provides a framework for

improving planning and implementation in this vital context that is crucial to the continuity of academic and administrative operations in universities.

Third: Research objectives

- The current research aims to identify the role of public relations in managing crises within universities - Al-Mustansiriya University, College of Administration and Economics, as a model

Fourth: Research methodology and type

The nature of the research imposed on us to use the survey method, which is considered the most appropriate method for research, as it is considered one of the most prominent methods used in the field of media studies, especially in descriptive and exploratory research."

It allows data to be collected from individuals or institutions during a specific, limited period of time and then analyzed and processed using statistical methods to determine the size or extent of the impact of this phenomenon on the public.

Fifth: Limits of research

1. Human limits: Employees of the College of Administration and Economics at Al-Mustansiriya University.
2. Time limits: for a period of 5/12/2023 to 5/1/2024.
3. Spatial boundaries: The study was conducted and applied in Baghdad Governorate.

Sixth: The research community and its sample

The research community consists of employees of the College of Administration and Economics at Al-Mustansiriya University. The researcher chose a random sample of them. The sample number reached 60 Male and female, to demonstrate the role of public relations in crisis management within Al-Mustansiriya University.

Seventh: Data collection tools

Three main research tools were used in the process of collecting data and information that can achieve the research objectives and reach results, as follows:

1. **Questionnaire:** It is a research tool used in media research and other fields to collect data from individuals and extract

information and analyses. A questionnaire is usually used to obtain opinions and information from the target audience on a specific topic. The questionnaire is designed to include a series of open or closed questions that are filled out by the participants. (Mustafa, 2008, p. 198)

2. **Simple note:** The first step of observation in quantitative research focuses on defining the variables that we observe, including descriptive observation variables that do not require intervention on the part of the observer, and are sometimes called apparent variables. The most important advantage of these variables is that they give us objective information. (Abu Allam, 2004, p. 354)
3. **the interview :** In media research, the interview takes the form of a dialogue in which the interviewee is asked and responded directly. The interview is used as a basic tool in collecting information and understanding the social, cultural, political, economic and institutional phenomena associated with the field of media. (Abdel Basset, 2012, p. 98)

Chapter Two: The theoretical framework

The first topic: public relations

The essence of public relations is based on establishing good relations and human understanding between many parties with common interests (Abdul Karim, 2015, p. 16), between commercial, social, service, or political organizations, and between the masses in that organization. Public relations has diverse activities and fields in various fields. Economic and social, as well as labor relations, raising the productive efficiency of workers, taking care of the worker, and improving his material, health, social, and other conditions. (Al-Jubouri, 2010, p. 173)

Firstly :Public relations concept:

Linguistically: The verbal structure of the phrase consists of two words: relationships, the singular of which is relationship: which is a bond that connects two people, two things, or two parties, and its plural is relationships, which are the connections and communications that exist between an institution or body with the public it deals with. The second word is

general, it is feminine, and the plural is common, and it is the opposite. Particularly, and the plural is general, and general means all or comprehensive (meanings), and is intended for different groups of audiences whose interests and activities are linked to the organization or body (meanings). (Al-Dulaimi A., 2011, p. 134)

Idiomatically It consists of relationships and expresses the interaction between two or more individuals, and then the relationship between individuals is formed after a series of reactions resulting from these individuals, and this is called interaction, which is positive as a result of relationships based on cooperation and communication between individuals, and negative as a result of the occurrence of tense relationships, which is expressed It is related to conflict, which leads to disagreement and disintegration between individuals. The second concept, general, represents the mass of people, and includes all processes of interaction with the masses of society in general. In short, public relations are the sum of links and relationships that are born and established in a general society based on mutual understanding and cooperation between the masses of society and its institutions. By gaining the support of those audiences for the organization's work, and at the same time influencing the public's behavior, opinions, and trends. (Kamal M., 2012, p. 14)

The essence of public relations is based on the principle of establishing good relations and human understanding between parties of several institutions and audiences (Karima, 2010, p. 17). The concept of public relations has developed with the development and change of human society, which has led to different social roles for the individual within groups, which has pushed social relations to create Means that contribute to addressing the problems of these individuals by creating harmony and social integration among the masses of society by developing a public relations program that is the best means through which the organization achieves human adaptation between itself and its audiences with whom it deals on the one hand and between other organizations on the other hand in this society. This adaptation It creates satisfaction for both parties due to the achievement of the planned and desired

services and goals for it and its audience, as well as increasing the bonds of trust and cooperation, which brings success to the institution, reputation and good reputation. (Zwielf, 2010, p. 10)

While Dr. Mahmoud Muhammad Al-Gohary, President of the Arab Public Relations Society, defined it as “the activities and responsibilities of various economic, social, political and other bodies with the aim of obtaining public support through correct information and news and beneficial performance in various areas of work, in accordance with proper planning to reach the formulation of a national charter policy that contributes to Community Building (Karima, 2010, p. 29)

Second: Foundations of public relations:

Through the above definitions of public relations, we conclude many of the foundations upon which public relations are based in their function, and these foundations are as follows:

1. Putting the public's interest first is considered a basic principle of public relations, as its philosophy is built on a social pillar that ensures that management is committed to this concept. The role of public relations is to effectively meet the needs and interests of the public, based on honest and transparent communication between the organization and the public. Honesty and honesty are enhanced in activating these relationships, as it avoids fraud and concealment of facts that do not contribute to the organization's long-term benefit. Public relations clearly demonstrates that sustainable success does not come from trickery and deception, but is based on purity and transparency. Persuasion in this context depends on the use of appropriate scientific methods for positive influence. Respecting individuals' opinions is of great importance, as the organization must consider the public's interest as a priority, through honest actions and effective performance, rather than relying on empty slogans. (Jaradat and Al-Shami, 2019, p. 30)

2-Adapt an effective administrative policy to enhance success in the field of public relations. The success of any organization lies in adopting sound administrative policies, and this step is considered an expression of the administration's desire and determination to serve the interests of the public. The overall success of the organization is linked to building cooperative relationships and mutual understanding with its constituencies (Jarayda, 2013, p. 26). In its policy structure, the Department takes into account the impact on all segments of the public, and seeks to support causes of public benefit, such as supporting charitable, educational and local organizations, as well as serving the surrounding community. These efforts include supporting community issues such as reducing traffic accidents, preventing drugs, and alleviating environmental pollution (Karima, 2010, p. 40). An effective organization aims to serve society by addressing its problems while taking into account ethical principles, in order to convey its message in a way that maintains its reputation in society. Thus, it ensures positive interaction with the public and society in a way that enhances cooperation and mutual understanding. (Al-Sharman, 2011, p. 30)

3-Communication constitutes the basic foundation for the success of public relations, as the media is considered one of the most prominent means of communication that specialists in the field of public relations rely on. The importance of these means is especially apparent when the expert wants to communicate with the public. Public relations is a vital tool that organizations use to express their identity and strategy (Al-Dulaimi A., 2011, p. 34)

The function of the media here comes as a means of providing correct information, news, and facts, contributing to forming a correct point of view regarding certain issues or events. Public relations specialists deal with the media with special care to ensure that messages are directed objectively, which in turn expresses the public's attitudes and opinions truthfully. And communication plans are carefully implemented through interaction with the target audience and customers. This

includes organizing conferences, choosing appropriate media for each audience category, coordinating seminars and debates, and preparing festivals and exhibitions. (Al-Muhi, 2004, p. 34)

4-With regard to issuing administrative decisions that express the basic philosophy of the organization, it appears that each organization has a unique policy and style that differs from one administration to another. The good performance of organizations is that which contributes to serving society by solving its problems using laws and ethics as a reference, by conveying their messages and providing their services in a way that maintains their reputation in society. This leads to gaining trust and cooperation from the public and society in general (Karima, 2010, p. 30). Management develops these policies and improves their formulation, as they are translated into decisions taken by the organization. Therefore, these decisions reflect the extent to which organizations care about the public interest. When the goal of individuals is to achieve growth and development in the field of work and achieve job satisfaction in the organization, these organizations seek to achieve profit, enhance productivity, and provide an appropriate career path by directing employees to the appropriate places, which leads to achieving the set goals effectively and efficiently (Al-Dulaimi A. , 2011(p. 6)

The second topic: crisis management

The concept of crisis:

The crisis is a critical and decisive moment related to the fate of the administrative entity that was affected by it, thus posing a severe difficulty for the decision maker, and any decision taken within a circle of uncertainty, lack of knowledge, and lack of data and information increases the degree of unknown about the developments of the crisis. Researchers have defined a crisis as: "a state of tension and a turning point that requires a decision that results in new situations, whether negative or positive, that affect various relevant entities" (Al-Shaalan: 2002, 26). Some of them defined it as: "an unusual situation that goes beyond control and control and leads to Work activity stops or declines to an unusual degree,

threatening the achievement of the required goals on time (Al-Yazji, 2011, p. 323)

Through the previous definitions, you can determine the difference between a problem, an accident, a disaster, and a crisis. There are many common concepts that may be similar to a crisis in some of its characteristics, but in reality it is not a crisis. Examples include: problem, disaster, and crisis.

1. Problem: It expresses the main motive that causes an undesirable situation, and usually requires an organized effort to deal with and solve it. It may lead to a crisis, but it is not a crisis in itself. (Aliwa Al-Sayyid: 2002, 23)
2. The accident: Al-Sayyid (Eliwa and Hawash, 2001) defined it as: "a sudden, violent thing that happened quickly and its effect ended immediately after its completion. It resulted in a crisis, but it does not actually represent it, but rather it is only one of its results" (Al-Sayyed 2001, 17)
3. Disaster: Disaster is from karth... meaning distress, and disaster is the matter that causes severe distress. Some of them said that disaster: "is one of the concepts most closely associated with crises, and it may result in a crisis, but it is not a crisis in itself. The disaster expresses a devastating situation that actually occurred and resulted from damage to material materials or both together" (Al-Munajjid: 1951, 12).

Types of crises

There are many visions and angles from which researchers look at crises, and this diversity can separate us into types of crises according to certain considerations. The crisis has been classified into a crisis of administrative infiltration, a crisis of political participation, a crisis of legitimacy, a crisis of distribution, a crisis of national integration, a crisis of identity, and a crisis of environmental management. . Others have classified them by considering crises as either (internal) that threaten internal security, or (external) that arise as a result of a long conflict between two powers and threaten decision-makers. Others classified crises

according to periods, i.e. crises related to the boom phase, such as crises of labor shortages or raw materials shortages, as well as capital shortages and a shortage of administrators due to an increase in production and a large demand for products. There are crises that appear in the contraction stage, and what is related to this stage is the collapse of stock prices on the stock exchange, crises of low wage rates, decline in profitability rates, and the low level of performance of workers in establishments. As for the crises related to the recession stage, which are of a periodic nature, they represent crises of trust, disloyalty, and lack of belonging, as well as crises. Social tension and the spread of serious social diseases. Others distinguished between multiple aspects of crises. They are either (basic) crises that pose a threat to international peace and security, or (non-basic) crises that pose a threat to the regional framework in which they arise. Therefore, they are considered (comprehensive or partial) crises. In terms of their (comprehensiveness), they are... They are political, economic, and cultural crises, while partial crises take up a limited spatial scope in form, content, and results. The crisis was also classified into: in terms of the frequency of the crisis, it is periodic or non-periodic, in terms of the depth of the crisis, it is either superficial or deep, in terms of the impact of the crisis, it is either marginal or fundamental, in terms of the severity of the crisis, it is either violent or calm, and in terms of the scope of the crisis. They are either personal crises or crises at the level of administrative entities, and in terms of the geography of the crisis they are either crises imported from abroad or internal crises exported abroad or internal crises that remain on the local scale and cannot be transferred abroad, and in terms of the focus of the crisis they are either moral crises or material crises or It may be financial or moral crises. (Al-Munajjid: 1951, 17)

Crises are classified according to researchers' opinions as follows: (Al-Fadl, 2010: 231)

1. Superficial crises: Superficial crises occur suddenly, do not constitute a danger, and end by dealing with their deeper causes. Crises may have a deep impact and are of a very harsh nature, and based on the amount of penetration

and depth of the crisis, their impact will be significant on the organization in which the crisis occurs. The superficial crisis may turn into a deep crisis if it is not dealt with properly.

2. Sudden crises occur violently and suddenly, and the causes leading to them are out of the ordinary or usual nature.

3. The creeping crisis is a growing crisis slowly, but it is tangible, and the decision maker cannot stop its creep towards the peak of the crisis and its explosion. This crisis is accompanied by a threat that is felt by the individuals working at the site of the crisis, and due to the lack of common denominators between the workers and the administration, the crisis occurs.

4. An accumulated crisis is a crisis that can be expected to occur, and the process of its formation and the interaction of its causes takes a long time before it explodes and grows and develops over time. Therefore, there are many opportunities for the administration to prevent the occurrence of the crisis and reduce its effects before it reaches a large stage. There are no radical solutions to such crises.

5. A predictable crisis that occurs as a result of internal causes as the organization develops through its control systems It is prepared or able to deal with the crisis, and it can be eliminated if there is an appropriate alternative.

6. The crisis that It cannot be predicted, it occurs due to sudden changes in the external environment, and the reason for this type of crisis is the organization's weakness in monitoring and examining the external environment effectively.

7. Routine crises, occurring periodically, crises resulting from amendments to laws and regulations as well as periodic losses.

8. Strategic crisis, deterioration and erosion in the organization's capacity and capabilities. This deterioration or threat becomes clear when the organization is unable to contain What changes occur in the surrounding environment and measures are taken to find out the causes and their resources.

Crisis management objectives

The general goal of crisis management is to achieve a rapid and effective response to the

rapidly changing circumstances of the crisis, with the aim of averting or reducing its danger through the necessary preparations for predicted crises and their occurrence, and providing the necessary support to restore the balance to its natural state. There are many objectives of the researcher's sample for crisis management, so we note the objectives of the crisis management strategy from the point of view of (Mitroo (2001, 101)

1. Providing the scientific ability to extrapolate and predict actual and potential threat sources and optimal investment of available resources and capabilities to reduce the effects of the crisis.
2. Defining the role of each of the relevant agencies to organize and manage the crisis and establishing a center to lead operations.
3. Providing scientific capabilities and material capabilities for preparedness and confrontation.
4. Working to reduce the negative and harmful impact of crises on individuals and groups.
5. Protecting lives and property at the scene of the crisis and alleviating suffering during its period.
6. Returning to normal life through a set of steps and procedures

Thoughtful and pre-determined restoration away from randomness.

While (Al-Rifai and Jibril, 2015) believe that the objectives of the crisis management strategy lie in the strategic vision drawn up according to pre-prepared plans, and that the objectives of the crisis management strategy are as follows (Al-Rifai and Jibril, 2015: 23)

1. Make a list of potential threats and risks and prioritize them according to their importance.
2. Avoid the surprise associated with the occurrence of risks or crises by continuously and accurately monitoring sources of threats and potential risks, discovering early warning signals, and ensuring that they are communicated to the decision maker in a timely manner to take countermeasures.

3. Developing emergency plans, early warning systems, and the necessary preventive measures to try to prevent crises from occurring, determining the communications plan with the concerned parties, methods for restoring activity and returning to normal conditions, learning methods, and analyzing the strengths and weaknesses in the prevention and confrontation process to evaluate the performance of the various agencies.
4. Optimize the investment of time available for confrontation by reducing the time required to make the decision to prevent confrontation
5. Trying to eliminate a great deal of confusion, randomness, and the emotion of the moment that usually accompanies crises.
6. Efficient investment of available resources and ensuring that they are quickly directed to deal with the crisis.
7. The ability to deal with a crisis in an initiative manner rather than a reactionary manner and to maintain the organization's image before the concerned parties and society.
8. Drawing lessons learned from previous crises and improving ways to confront them independently
9. Seizing the opportunities that the crisis may present.

As for (Zadeh et al, 2019, 43-44) His opinion is that the objectives of the crisis management strategy stem from the necessity of dynamic control over the elements of crises according to the ability to adapt, respond to and confront disasters and crises, and invest pioneering experiences in confronting crises to create an interactive environment capable of responding to the variables of the crisis and controlling it, while he sees (Al-Faraj, 2010, 38) that the overall goal of the crisis management strategy is to achieve a degree of rapid and effective response to the circumstances and rapid changes necessary to ward off their dangers before they occur, and limit their effects and consequences after they occur, by making the necessary preparations to confront crises.

Through reviewing the scientific literature and field experience of the companies researched by the researcher during a period (covid_19), summarized a set of points that she categorizes, in her opinion, as goals of the crisis management strategy.

- 1- Building a protective shield for organizations to protect them from possible crises to which they may be exposed, by building plans and courses of action that may be response or response plans, as these plans are built according to prior predictions.
- 2- Building a database of previous crises and ways to deal with them, to serve as a reference when facing future crises.
- 3- Eliminating confusion and randomness in critical times, through distributing tasks and building advance plans, which helps achieve wise and organized dealing with the crisis.
- 4- Continuous studies before, during and after crises to identify threats, know the level of damage and the stages of the crisis, to know how to deal with the remnants of the crisis and what its consequences are and how to coexist with them.

The importance of crisis management

be seen (2015, 199: (Srinivasan, Nandh) The importance of the crisis management strategy is evident in the ability of the crisis management team to make the organization stable and continue its activity through the following roles it performs:

1. Catching or detecting indirect signals before a crisis occurs.
2. Develop proactive methods to defend themselves against the crisis.
3. Control the crisis.
4. Taking the necessary measures after the crisis for the organization to recover.
5. Recording lessons learned from the crisis

And he confirms (Michal Vondruška, 2014, 486) that the importance and effectiveness of the crisis management strategy lies in responding to crises by building an integrated functional model of management for the lower, middle and senior management levels. In order to build paths for the reverse flow of information (to and

from), which achieves full access and knowledge of crisis situations, their stages, and the extent and levels of their effects. In order to achieve effective communication within the functional model of crisis management strategy, there must be skills capable of answering the following questions:

- Who should be informed and in what order?
- Who provides the information?
- When should information be transferred?
- In what way should the information be presented?

From the researchers' point of view, the importance of the crisis management strategy is mainly to avoid aggravation of the crisis and complete collapse as much as possible, so that we avoid the situation getting out of control and then controlling it and making decisive decisions to confront it, and providing the necessary support to restore the balance in the organization to its natural state.

Therefore, the researcher believes that the importance of the crisis management strategy lies in providing the organization with constant vigilance against internal and external threats, and the possibility of transforming crises into opportunities through continuous studies, plans and pre-constructed courses of action that save time and reduce pressure on leaders. There is also a very important moral aspect to the existence of strategies. Crisis management, as it enhances the public's sense of confidence in the organization's senior management due to its interest in protecting the organization in difficult circumstances, which motivates them to work to develop their skills, feel safe, and ensure the continuation of work. It was the most appropriate option for most industrial and service organizations during the virus crisis (covid_19) is the decision to lay off workers, which led to the creation of another crisis, namely unemployment, in addition to the spread of fear among workers in other organizations. Therefore, most organizations found other alternatives or converted some of their production lines into supplies and equipment that serve the community. For

example, BMW Company converted part of its production lines to build and design beds equipped with moveable medical equipment for hospitals. As for the American factories (Karahat) that manufacture protective clothing for workers, they changed their activity to producing masks and medical supplies.

Chapter Three: The field aspect

The first section: field study

1- According to gender:

In this chapter, we talk about the population and the statistical sample, and the sampling method and number of samples will be mentioned. Then we will mention the data collection tool and verify its validity and reliability, and finally about the statistical methods used in the fourth chapter..

First: Description of the sample members

Table (1) shows the distribution of sample members according to gender

The ratio	Repetition	Type
97.5%	390	male
2.5%	10	feminine
100.0%	400	the total

It is clear from the table above that the percentage of males came in first place with a frequency of (390) and a percentage of (97.5%), while the percentage of females came in second place with a frequency of (10) and a percentage of (2.5%), and as in Figure (1)

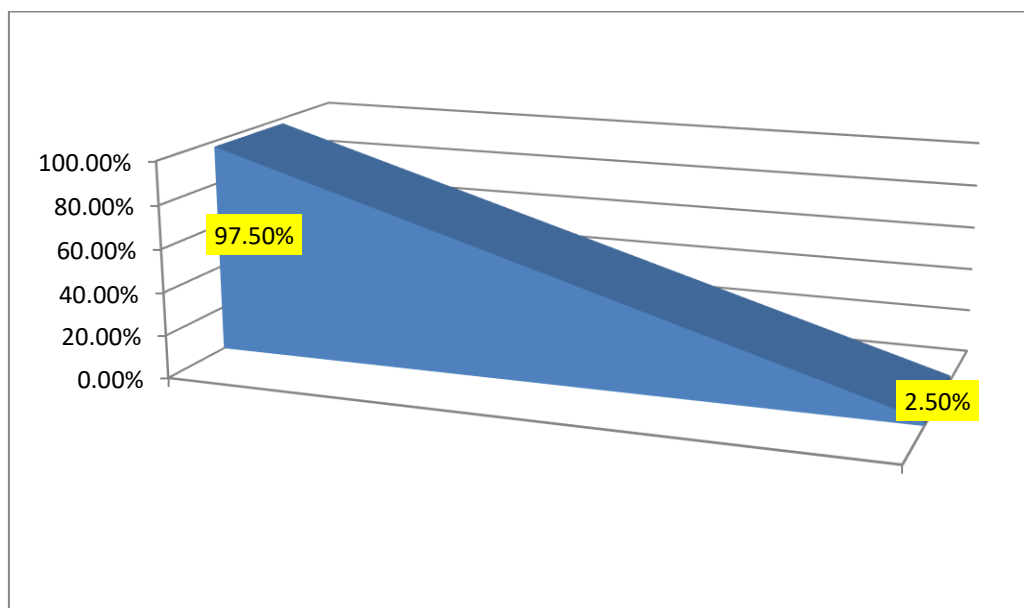


Figure (1) shows the distribution of sample members according to gender

2- By age group:

Table (2) shows the distribution of sample members by age group

The ratio	Repetition	Age group
57.5%	230	18-30 years old

23.8%	95	31-40 years old
13.5%	54	41-50 years old
3.5%	14	51-60 years old
1.8%	7	61 years and over
100.0%	400	the total

It was shown from the table above that the age group (18-30 years) came in first place with a frequency of (230) and a percentage of (57.5%), while the age group (31-40 years) came in second place with a frequency of (95) and a percentage of (23.8%). The age group (41-50 years) came in third place with a frequency of (54) and a percentage of (13.5%), while the age group (51-60 years) came in fourth place with a frequency of (14) and a percentage of (3.5%), while the age group came in (61 years and above).) ranked last with a frequency of (7) and a percentage of (1.8%), and as in Figure (2)

3- According to academic achievement:

Table (3) shows the distribution of sample members according to academic achievement

The ratio	Repetition	Academic achievement
24.0%	96	Primary
23.0%	92	Medium
20.0%	80	Preparatory school
6.0%	24	Diploma (institute graduate)
25.8%	103	Bachelor's
1.3%	5	Master's Degree
100.0%	400	the total

It was shown from the table above that the academic achievement of the primary school came in second place with a frequency of (96) and a percentage of (24.0%), while the academic achievement of the middle school came in third place with a frequency of (92) and a percentage of (23.0%), while the academic achievement of the middle school came in the fourth place with a frequency of (80) with a percentage of (20.0%), while the academic achievement for the diploma (institute graduate) came in fifth place with a frequency of (24) and with a percentage of (6.0%), while the academic achievement for the bachelor’s degree came in first place with a frequency of (103) with a percentage of (25.8%), while the academic achievement for the bachelor’s degree came in first place with a frequency of (103) with a percentage of (25.8%). The study for higher certificates ranked last with a frequency of (5) and a rate of (1.3%), as in Figure (3).

4- According to social status:

Table (4) shows the distribution of sample members according to marital status

The ratio	Repetition	marital status
46.3%	185	married
49.0%	196	bachelor
1.2%	5	separate
2.0%	8	Widower
1.5%	6	absolute
100.0%	400	the total

It can be seen from Table (4) that according to the marital status variable, the number of married people reached (185), i.e. (46.3%), i.e. in second place, while the number of single people reached (196), i.e. (49%), which came in first place, while those who are separated (5) That is, with a percentage of (1.2%), it came in last place, while the number of widowers was (8), that is, with a percentage of (2.0%), that came in third place, while the number of divorced people was (6), that is, with a percentage of (1.5%), that came in fourth place, as in the figure (4).

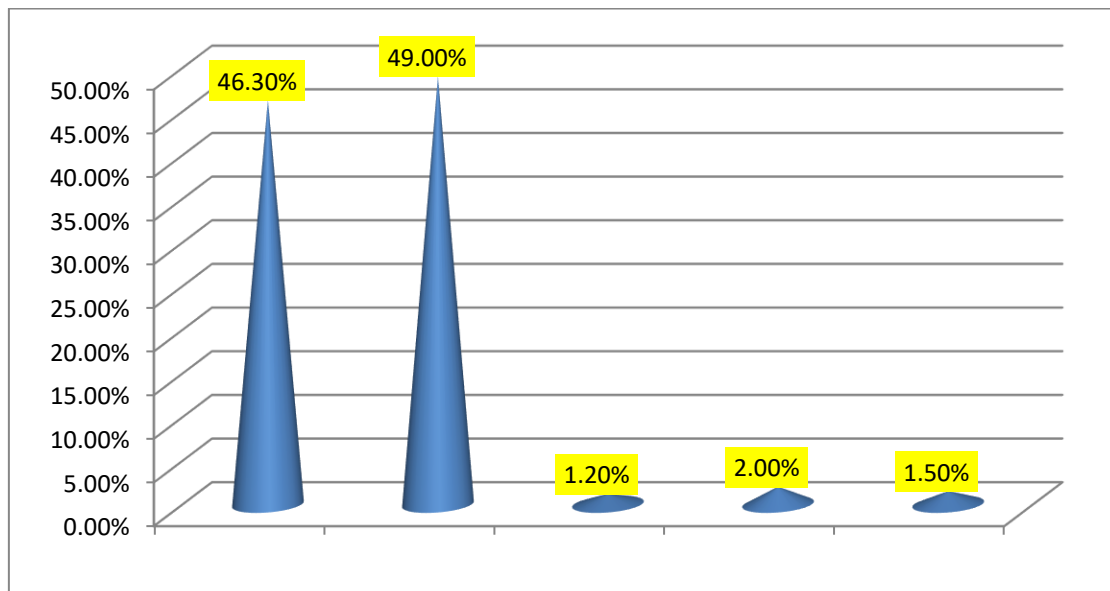
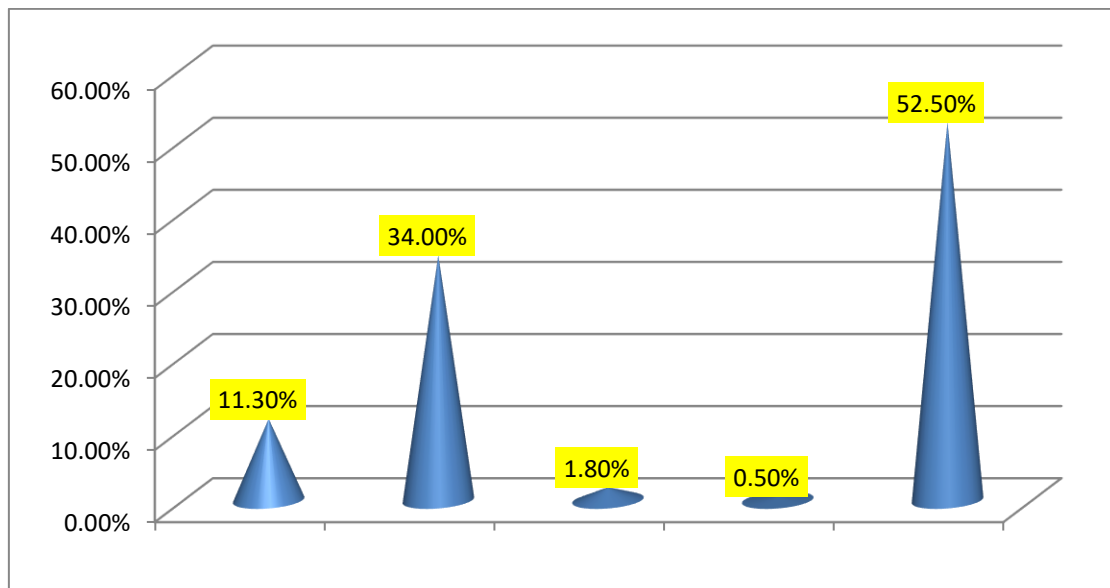


Figure (4) shows the distribution of sample members according to marital status
5- By profession:

Table (5) shows the distribution of sample members by profession

The ratio	Repetition	Occupation
11.3%	45	student
34.0%	136	employee
1.8%	7	retired ٫
0.5%	2	Housewife
52.5%	210	Winner
100.0%	400	the total

It can be seen from Table (4) that according to the profession variable, the number of students was (45), i.e. (11.3%), ranked third, while the number of employees was (136), i.e. (34.0%), ranked second, while retirees (7) That is, with a percentage of (1.8%), it came in fourth place, while the number of housewives was (2), that is, with a percentage of (0.5%), that came in fifth place, while the number of earners was (210), that is, with a percentage of (52.5%), that came in first place, as in the figure. (5).



An offer And discuss Results

Presentation and discussion of the question first:

What is the role of public relations in crisis management within Mustansiriya University ?

To answer this question, the arithmetic means and standard deviations were extracted for each item, the field to which it belongs, and the overall score for the research tool, and the results of Tables No.6 This was demonstrated, and to interpret the results, the following arithmetic averages were adopted:

- Less than (2.33) low role.
- (2.33-3.66) Intermediate role.
- Greater than (3.66) high role. (Al-Zayoud, 2013)

1- Cognitive field

Table No. (6: Arithmetic means and standard deviations for items in the cognitive field of the role of public relations in crisis management within Al-Mustansiriya University (n=100).

Appre ciation	standa rd deviat ion	Average respons e*	Paragraphs	the nu mber
middle	1.08	3.48	Public relations can manage crises within universities	1
middle	1.01	3.24	The public relations team contributes to building the reputation of Al-Mustansiriya University during crises	2
middle	1.06	3.31	The main steps that public relations should take to deal with a crisis in the Faculty of Management and Economics	3

middle	1.01	3.64	Public relations can provide strategic support to university leadership during difficult times	4
middle	1.13	2.91	The best ways to direct media messages during a crisis at Al-Mustansiriya University	5
middle	1.05	3.14	Public relations can promote effective communication with students and faculty during periods of stress and crisis	6
middle	1.13	2.89	Steps to be taken to ensure continuity of communication with the media during difficult times	7
middle	1.03	3.55	Public relations can help a university restore trust among the public after a crisis	8
middle	0.63	3.26	The total score for the cognitive domain	

* Maximum response score is (5) degrees.

The table indicates the results of a questionnaire or evaluation of a specific field at Al-Mustansiriya University about crisis management and the role of public relations in this context. The mean and standard deviation are shown for each item in the questionnaire, and the estimate is summarized with the word "mean" for the total score for the cognitive domain.

There appears to be varying opinions on the ability of public relations to manage crises within the university, with results showing varying levels of average response. For example, a number of 4 indicates that public relations can provide strategic support to university leadership during difficult times with an average rating of 3.64, reflecting greater endorsement.

It is worth noting that the overall mean for the cognitive domain is 3.26, with a standard deviation of 0.63, which indicates that there is a diversity of opinions about the overall performance of public relations in the field of university crisis management.

2- Social sphere

Table No. (7: Arithmetic means and standard deviations for items in the social field of the role of public relations in crisis management within Al-Mustansiriya University (n=100).

Appreciation	standard deviation	Average response*	Paragraphs	the number
high	1.06	3.68	Optimal strategies for managing university reputation during periods of crisis	1
middle	1.03	3.29	Public relations can analyze and understand the impact of crises on the image of the college and university in general	2
middle	1.10	3.33	The role of social media in enhancing public relations efforts during crises	3
middle	1.15	3.26	Public relations can enhance internal communication between various departments and administrative bodies during periods of crisis	4

middle	1.06	3.61	Public relations can help the university get through the post-crisis period and restore normalcy	5
middle	0.92	3.63	The role of public relations in enhancing communication with parents during periods of crisis	6
middle	1.03	3.50	Public relations can support a university's efforts to maintain institutional stability during difficult times	7
middle	1.11	3.08	Effective ways to manage emergency crises at the College of Administration and Economics at Al-Mustansiriya University	8
middle	0.65	3.42	Total score for the social domain	

* Maximum response score is (5) degrees.

The table shows the results of a survey conducted on the topic “University Strategies for Reputation Management during Crises.” The overall average score indicates that the overall assessment of this social domain ranges around 3.42. The individual scores evaluate different strategies for managing university reputation, and they ranged between 3.08 and 3.68. Individual scores show different ratings for each strategy, with some showing as “High,” and others as “Average.”

For example, strategies related to public relations communication with parents (score 3.63) and supporting the university's efforts in maintaining institutional stability (score 3.50) appear to be rated as average. On the other hand, the evaluation of effective ways to manage emergency crises at the College of Administration and Economics at Al-Mustansiriya University (score 3.08) shows that it is below average..

The value of the standard deviation reflects the variation in opinions about each paragraph, where the deviation is greater the more divergent the opinions are. According to the standard deviation, the scores of all items appear to range reasonably well.

Overall, this table reflects an average assessment of university reputation management strategies during crises, with some variation in the assessment of individual items.

3- Health field

Table No. (8: Arithmetic means and standard deviations for items in the health field of the role of public relations in crisis management within Al-Mustansiriya University (n=100).

Appreciation	standard deviation	Average response*	Paragraphs	the number
middle	1.12	3.28	Public relations can promote positive interaction with the local community during periods of crisis	1
middle	1.03	3.40	The main challenges that the public relations team may face during crisis management at the university	2
middle	1.07	3.25	Public relations can leverage technology to improve communication and management during crises	3
middle	1.17	3.35	Actions that can be taken to enhance positive interaction with students and meet their needs during crises	4

middle	1.13	3.21	Public relations can support the university in enhancing interaction with international media during crises	5
middle	1.12	3.22	Potential roles of public relations in strengthening ties between the university and sponsoring companies during crises	6
middle	1.01	3.27	Public relations can stimulate student participation in university communication processes during crises	7
middle	1.12	3.21	Effective crisis management strategies that can be implemented at the College of Management and Economics	8
middle	0.68	3.27	Overall degree in the health field	

* Maximum response score is (5) degrees.

This table refers to the results of a survey conducted by a team at the College of Business and Economics level on the role of public relations during periods of crisis. In the different items, ratings were provided on the level of responsiveness and appreciation for the role that public relations plays in facing challenges during difficult times.

The different paragraphs show that there is an average level of response between 3.21 and 3.40, as this shows a direction towards an average appreciation of the role of public relations in positive interaction and crisis management. The standard deviation ranges from 1.01 to 1.17, indicating varying opinions about how strong or weak these responses are..

Although all items show an average rating, the results can be summarized that the college public relations team favors improving interaction with the local community during crises and focusing on technology to improve communication. At the same time, it shows that there is a good understanding of the key challenges that a PR team can face during crisis management. These findings can be used as a basis for developing effective crisis management strategies within the Faculty of Business and Economics.

4- Competitive field

Table No. (9: Arithmetic means and standard deviations for items on the competitive field of the role of public relations in crisis management within Al-Mustansiriya University (n=100).

Appreciation	standard deviation	Average response*	Paragraphs	the number
high	0.96	3.95	Public relations can benefit from past crisis experiences to improve its performance in the future	1
high	0.94	3.73	Ways in which public relations can maintain effective communication with international students during crises	2
middle	0.99	3.41	Public relations can support research and educational efforts during crises	3
middle	1.04	3.31	Steps that can be taken to improve the university's interaction with the scientific and academic community during crises	4
middle	1.09	3.32	Public relations can collaborate with students and administrative staff to improve the university experience during crises	5

middle	0.98	3.20	Policies and procedures that the university can adopt to achieve effective interaction with the media during crises	6
middle	1.17	3.30	Public relations can work to enhance transparency and effectively transfer information during crises	7
middle	1.04	3.43	The roles that public relations can play in enhancing team spirit and cooperation within the university during crises	8
middle	0.61	3.46	Overall score for the competitive field	

* Maximum response score is (5) degrees.

This table shows an evaluation of several aspects related to the role of public relations at the university during crises. Numbers indicate the mean and standard deviation of responses for each item, with an overall estimate of performance. There appears to be high positivity in many aspects, showing high evaluation levels with an appropriate standard deviation, reflecting a strong understanding of the role of public relations in facing challenges..

In high scores, a high rating is demonstrated in areas such as public relations drawing on past crisis experiences and maintaining effective crisis communication with international students. However, there are some areas that could be improved, as public relations participation in achieving interaction with the media and conveying information effectively during crises is assessed as average..

Overall, the overall competitive range indicates that the university performs well on average in this context, as represented by an overall average score and a low standard deviation. Improving interaction with the media and enhancing transparency in conveying information during crises could be two areas worthy of attention to enhance the effectiveness of the university's general operations.

Cultural field

Table No. (10: Arithmetic means and standard deviations for items in the cultural field of the role of public relations in crisis management within Al-Mustansiriya University (n=100).

Appreciation	standard deviation	Average response*	Paragraphs	the number
high	1.03	3.68	Public relations can benefit from the experiences of other universities in crisis management	1
middle	1.02	3.43	Ways in which public relations can promote effective engagement with alumni during periods of crisis	2
middle	1.06	3.31	Public relations can stimulate community participation and support service events during crises	3
middle	1.14	3.30	Ways in which public relations can improve communication with faculty to ensure effective interaction during crises	4
middle	1.09	3.37	Public relations can leverage marketing capabilities to enhance a university's image during crises	5

high	1.05	3.69	Strategies that can be taken to enhance communication with the university's strategic partners during crises	6
middle	1.08	3.25	Public relations can deal with criticism and rumors during difficult periods	7
middle	1.18	3.31	Technological tools that can be used to enhance virtual communication during crises	8
middle	0.68	3.41	Total score for the cultural field	

* Maximum response score is (5) degrees.

The table shows an evaluation of several aspects related to the role of public relations in crisis management in universities. The overall average score shows that the overall performance in the cultural domain is average, with the total score being 3.41 with a standard deviation of 0.68..

For individual items, the results show variation in the evaluation of public relations performance in the field of crisis management. Public relations cooperation with other universities in crisis management is considered high, while communication with faculty and handling of criticism is considered average. Regarding communication with strategic partners, the average shows that performance is high.

In general, the table indicates the importance of strengthening public relations capabilities in responding to crises, and indicates specific areas of improvement such as improving communication with faculty and enhancing virtual communication using technological tools.

National sphere and belonging

Table No. (11: Arithmetic means and standard deviations for the items on the national field and belonging to the role of public relations in crisis management within Al-Mustansiriya University (n=100).

Appreciation	standard deviation	Average response*	Paragraphs	the number
middle	1.11	3.65	Public relations can work to enhance communication with the local community to achieve positive interaction during crises	1
middle	1.07	3.40	The main steps for developing an effective public relations plan for crisis management in the College of Business and Economics	2
middle	1.13	3.29	Public relations can benefit from students' feedback and suggestions to improve their experience during crises	3
middle	1.07	3.46	Ways in which public relations can encourage effective communication between the university and government institutions during crises	4
middle	1.04	3.45	Public relations can stimulate innovative spirit and creativity in dealing with crises	5
middle	1.05	3.45	Strategies that can be adopted to enhance the university's communication with student groups during difficult times	6

middle	1.12	3.40	Public relations can benefit from modern technologies to monitor and analyze responses during crises	7
middle	1.08	3.36	Training courses and workshops that can be provided to the public relations team to enhance its efficiency in crisis management	8
middle	0.69	3.43	Total score for national field and affiliation	

* Maximum response score is (5) degrees.

The table above shows the results of an evaluation of several elements related to improving administrative processes and communication in the field of public relations, especially in the context of crisis management. These items were measured using the mean response and standard deviation of the sample represented by the different items.

For example, the overall average of the items evaluated shows that there is an average level to evaluate This is amazing Elements, where Ranging Grades between 3.29 And 3.65. Indicates deviation Standard to Bezel contrast Responses on all paragraph, where maybe note that it in some Cases He was there deviation normative Larger Than Indicates to contrast in Views.

For the overall rating, the results are ranked based on the overall average of all items, all of which appear in the average range. This suggests that there is potential to improve some aspects of crisis management and communication in public relations.

Overall, this evaluation can be considered as a basis for developing promotional public relations strategies in a crisis context, and reflects interest in promoting positive interaction with the local community and improving students' experience during these difficult circumstances.

Summary of results related to the first question

Table No. (12: Arithmetic means, standard deviations, ranking for the fields, and the total score for the role of public relations in crisis management within Al-Mustansiriya University (n=100).

Appre ciation	Ranki ng	standard deviation	Average response*	Domains	the numb er
middle	the last	0.63	3.26	Cognitive	1
middle	the third	0.65	3.42	Social	2
middle	Fifth	0.67	3.27	Healthy	3
middle	the first	0.61	3.46	Competitive	4
middle	the fourth	0.68	3.41	Cultural	5
middle	the second	0.69	3.43	Nationalism and belonging	6
middl e		0.53	3.38	Total marks	

* Maximum response score is (5) degrees.

Second: Presentation and discussion of the second question:

Are there statistically significant differences in...The role of public relations in crisis management within Al-Mustansiriya University is due to the gender variable?

To answer this question, a t-test was applied for two independent groups (Independent-Samples-T-Test, and the results of Table No. (11) show this.

Table No. (13): Results of a t-test for two independent groups to indicate differences in the role of public relations in crisis management within Al-Mustansiriya University according to the gender variable (n=100).

Significance level*	value (T)	Females (n=327)		Males (n=284)		Sex Domains
		deviation	Average	deviation	Average	
0.687	0.404	0.57	3.26	0.68	3.28	Cognitive
0.414	0.817	0.58	3.40	0.71	3.45	Social
0.763	- 0.302	0.65	3.28	0.71	3.27	Healthy
0.173	1.363	0.60	3.42	0.66	3.49	Competitive
0.774	- 0.287	0.63	3.42	0.73	3.41	Cultural
0.993	0.009	0.66	3.43	0.72	3.43	Nationalism and belonging
0.702	0.383	0.50	3.37	0.57	3.39	Total marks

*Statistically significant at significance level $\alpha \leq 0.05$, degrees of freedom (94).

The results of Table No. (13) (indicating that there are no statistically significant differences at the significance level $\alpha \leq 0.05$) on the areas and overall score for the role of public relations in crisis management within Al-Mustansiriya University depending on the gender variable.

It is clear from the results of Table No. 13) there were no statistically significant differences at the significance level ($\alpha \leq 0.05$) on the areas and overall score for the role of public relations in crisis management within Al-Mustansiriya University depending on the gender variable.

The second section: results And recommendations

Results

1. Average scores for items indicate an average rating for all elements resident. This means that there is a possibility to improve some aspects in administration crises and communication in area relations the public.
2. The standard deviation shows variation in opinions on some items, which indicates that there is variation in views and evaluations among participants.
3. Based on the general assessment, it can be said that there is an average understanding of the procedures and strategies proposed to

improve administrative processes and communication in crisis situations.

4. The evaluation shows that there are strong points to build on, such as the ability to stimulate innovative spirit and the use of modern technologies. However, other aspects could be improved such as communicating with student groups and providing training sessions for the public relations team.
5. This assessment can be used as a basis for developing strengthening strategies, focusing on improving the weaknesses and strengthening the strengths identified in the table.

Recommendations

1. It is recommended to enhance public relations efforts to improve communication with the local community during crises. Effectiveness can be improved through open dialogue and positive interaction.
2. It is suggested to enhance communication strategies with student groups during difficult times. This can be achieved by launching active listening initiatives and organizing interactive events.
3. It is preferable to provide training courses and workshops for the public relations team to enhance their competence in crisis management. This includes improving

communication skills and effective interaction with the media and the public.

4. The role of public relations in stimulating the innovative spirit and creativity can be enhanced during crises. It is preferable to adopt encouraging strategies to collect new ideas and implement them effectively.
5. It is recommended to integrate modern technologies into public relations operations, such as using tools to monitor and analyze responses during crises. This helps in better understanding the impact of actions and making better decisions.
6. Effective channels must be provided to collect student feedback and suggestions, which will help improve their experience during crises. This can be achieved through the use of surveys and interactive workshops.

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Appendices

Appendix No. (1) The questionnaire in its final form

Questionnaire

After Greetings ...

The researcher does "By studying" **The role of public relations in managing crises within universities - Al-Mustansiriya University, College of Administration and Economics, as a model** "I ask you to kindly respond to the questionnaire, noting that all information will be used for the purpose of scientific research only.

First: Personal information:

Gender: male feminine

Questionnaire:

Strongly Disagree	not agree	neutral	OK	Strongly Agree	Paragraph	the number
The first field: the cognitive field						
					Public relations can manage crises within universities	1
					The public relations team contributes to building the reputation of Al-Mustansiriya University during crises	2
					The main steps that public relations should take to deal with a crisis in the Faculty of Management and Economics	3
					Public relations can provide strategic support to university leadership during difficult times	4
					The best ways to direct media messages during a crisis at Al-Mustansiriya University	5
					Public relations can promote effective communication with students and faculty during periods of stress and crisis	6
					Steps to be taken to ensure continuity of communication with the media during difficult times	7
					Public relations can help a university restore trust among the public after a crisis	8
The second field: social						
					Optimal strategies for managing university reputation during periods of crisis	1
					Public relations can analyze and understand the impact of crises on the image of the college and university in general	2

					The role of social media in enhancing public relations efforts during crises	3
					Public relations can enhance internal communication between various departments and administrative bodies during periods of crisis	4
					Public relations can help the university get through the post-crisis period and restore normalcy	5
					The role of public relations in enhancing communication with parents during periods of crisis	6
					Public relations can support a university's efforts to maintain institutional stability during difficult times	7
					Effective ways to manage emergency crises at the College of Administration and Economics at Al-Mustansiriya University	8
The third field: health						
					Public relations can promote positive interaction with the local community during periods of crisis	1
					The main challenges that the public relations team may face during crisis management at the university	2
					Public relations can leverage technology to improve communication and management during crises	3
					Actions that can be taken to enhance positive interaction with students and meet their needs during crises	4
					Public relations can support the university in enhancing interaction with international media during crises	5
					Potential roles of public relations in strengthening ties between the university and sponsoring companies during crises	6
					Public relations can stimulate student participation in university communication processes during crises	7
					Effective crisis management strategies that can be implemented at the College of Management and Economics	8
Fourth area: competitive						
					Public relations can benefit from past crisis experiences to improve its performance in the future	1

					Ways in which public relations can maintain effective communication with international students during crises	2
					Public relations can support research and educational efforts during crises	3
					Steps that can be taken to improve the university's interaction with the scientific and academic community during crises	4
					Public relations can collaborate with students and administrative staff to improve the university experience during crises	5
					Policies and procedures that the university can adopt to achieve effective interaction with the media during crises	6
					Public relations can work to enhance transparency and effectively transfer information during crises	7
					The roles that public relations can play in enhancing team spirit and cooperation within the university during crises	8
Fifth field: cultural						
					Public relations can benefit from the experiences of other universities in crisis management	1
					Ways in which public relations can promote effective engagement with alumni during periods of crisis	2
					Public relations can stimulate community participation and support service events during crises	3
					Ways in which public relations can improve communication with faculty to ensure effective interaction during crises	4
					Public relations can leverage marketing capabilities to enhance a university's image during crises	5
					Strategies that can be taken to enhance communication with the university's strategic partners during crises	
					Public relations can deal with criticism and rumors during difficult periods	6
					Technological tools that can be used to enhance virtual communication during crises	7
					Public relations can benefit from the experiences of other universities in crisis management	8
Sixth area: Nationalism and belonging						
					Public relations can work to enhance communication with the local community to achieve positive interaction during crises	1

					The main steps for developing an effective public relations plan for crisis management in the College of Business and Economics	2
					Public relations can benefit from students' feedback and suggestions to improve their experience during crises	3
					Ways in which public relations can encourage effective communication between the university and government institutions during crises	4
					Public relations can stimulate innovative spirit and creativity in dealing with crises	5
					Strategies that can be adopted to enhance the university's communication with student groups during difficult times	6
					Public relations can benefit from modern technologies to monitor and analyze responses during crises	7
					Training courses and workshops that can be provided to the public relations team to enhance its efficiency in crisis management	8